

## CASE STUDY | Building A Leadership Academy: Building Bench Strength

### Situation

- This company is among the Top 25 in the Fortune Private 500.
- A President—in charge of a major Division and in line for succession to the top spot in the organization—was concerned about the morale of his group and the overall functioning of his top tier of managers.
- Being new to the division, the President quickly sensed that people at all levels were dissatisfied.
- The President was eager to use his Division as a proving ground for innovative initiatives.
- An initial Organizational Audit pointed the way toward a set of solutions, perhaps the most important of which was to create a Leadership Academy.

### Objectives

- Convert command-and-control managers to collaborative and empowering managers.
- Create a sense of mission and esprit de corps.
- Optimize work/life balance.
- Generate a sense of ownership among staff.
- Enhance the sense of teamwork.
- Become the highest performing Division, on an array of measures.

### Solutions

- tGCP helped launch ten initiatives, the highest-profile one was the Leadership Academy program.
- We used a customized version of tGCP's proprietary Leadership Development methodology, which is built around the Adult Learning Model and an array of our behavior change techniques.
- In addition, the President made the commitment to participate with every group (of 15 managers) that went through the Academy.

- Some of the other critical elements of the design included:
  - Using high-impact assessment and 360° data.
  - Harnessing the power of a group process to maximize behavior change and to ensure changes are sustained over time.
  - Creating a team-development facet to the design, which provided each group—and the company—with a “two-fer.”
  - Using a powerful self-motivational model to maximize the probability that candidates would assume ownership and set stretch goals for themselves.
  - Incorporating action-learning assignments as part of a candidate's inter-session homework.
  - Having the President present for each of the ten work sessions, demonstrating his commitment to the Leadership Development process.
  - Monitoring and evaluating of the Academy graduates at three, six and twelve months.
- Enhanced customer relationships and retention.
- Much broader cross-discipline collaboration.
- More and higher quality bench strength.
- Improved Quality of Work Life (QWL).
- More effective talent draw.
- An environment that was better equipped to create a high-performance culture.
- A cohesive sense of purpose.
- A reduced rate of turnover.
- A lower rate of absenteeism.