

Business Case – Developing Top Talent

This Regis Learning Solutions client is a regional electronic media outlet operating as a subsidiary of an international media conglomerate and a broadcast media group within that parent corporation. Positioned as a market share and rating-leader in its market, the culture in the business is highly competitive, strongly competent, and results-oriented. The pace is beyond fast and the demands for excellence are relentless.

Business Issue

The electronic media business is highly technical, relying upon professionals from a variety of disciplines: journalism, broadcast engineering, videography, business-to-business marketing and sales, broadcast reporting, human resources, information technology, production, and direction.

As with many industries, management tends to promote into leadership roles those who have proven their technical abilities under stress. This leaves the human side of management, or leadership skill, undeveloped. The client organization identified 12 individuals with high potential for senior leadership roles who needed this development.

The RLS Solution

Regis Learning Solutions clarified and confirmed the organization's need. We recommended a solution that began with a Cornerstones of Success™ assessment for these 12 individuals, to target their further development efforts. The assessment yielded some candid feedback for all of the participants, including some of the top performers, targeting their individual development needs in eight areas:

- Open-Mindedness
- One-on-One Communication Style
- Group Communication
- Clarity
- Influence
- Valuing Others
- Feedback
- Conflict Management

RLS also adapted the on-going series of eight development sessions to one, two-hour session each month because the participants have to meet six broadcast news deadlines every day, 7x365.

At the end of 12 months RLS also re-assessed the group using the Cornerstones of Success™ assessment as an evaluation of its progress.

Results

“People began stopping me in the hallways to ask what we had done to change the way the participants are behaving,” in the workplace, the Director of Human Resources reported. Their co-workers began to notice that their interpersonal skills had changed dramatically toward the positive.

The scores on their Cornerstones of Success™ re-assessment at the end of the first year also reflected this progress. The client hired us to repeat the process with a new group of high-potential managers in 2005-06.