



## Case Study in Leadership Development

"Whatever you are doing with those managers in that leadership training thing, keep it up, Theresa!" The HR Director was delighted to hear this comment from an employee she happened to pass in the hall.

"What do you mean?" she said?

"Well, they are just different. People see a change in every one of them, in how they treat us and how they deal with each other."

Theresa had worked closely for a year with Regis Learning Solutions (RLS) to provide 360-degree feedback to middle managers with high potential for future CXO level positions. Following the Assessments, RLS offered a series of workshops on key interpersonal impact skills for leaders. The series ended December, 2004.

Early in January 2005, Theresa emailed the group to announce their next session, the first in more than 7 weeks. Within 36 hours all of the participants responded that they could not wait for the next opportunity to learn.

"I sure was happy to get your email about the next leadership development session! I cannot wait. Are we going to do this all year again? Because we have a lot more to learn." This endorsement came from one of the managers when Theresa ran into him in passing.

### ***The Challenge***

Imagine an extremely fast-paced, mass media environment with several deadlines every day. Hundreds of employees sell ads, produce stories, operate high-technology broadcasting systems, and run a medium-sized business.

Because of the operation's success, its highest-potential employees and managers often get promoted quickly, either inside the business or into positions with other subsidiaries of the parent company. This success has also had a downside, a classic case of promoting the most technically competent individuals into management positions whether they are ready to lead people or not.

Theresa described to RLS these needs:

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\*Not her real name.



- Develop these hard driving new managers' leadership skills;
- Target those skills that really make a difference to them as individuals and to the business;
- Take them off the job no more than 3 hours at a time, once a month.

### ***The Solution***

Regis Learning Solutions used its proprietary Cornerstones of Success™ 360-degree feedback assessment in February, 2004 to identify individual and group development needs. Cornerstones focuses on eight specific interpersonal impact skill areas proven critical to management success:

❖ Open-mindedness	❖ Influence
❖ One-on-one Communication Style	❖ Valuing Others
❖ Group Communication	❖ Feedback
❖ Clarity	❖ Conflict Management

Based upon their individual Cornerstones reports, which compared their feedback to company and national norms for managers, each participant wrote a personal action plan.

In the eight months that followed RLS presented a series of experiential learning sessions, densely packed with content and application to managing in that culture and business environment. Attendance was high; one participant came for two sessions during her postnatal maternal leave. Another came back a day early from vacation to attend one of the sessions.

### ***The Results***

The anecdotal reports that began this case study exemplify the outcomes.

The company has identified what is now refers to its "Leadership Class of 2005," a group of ten more new managers and high potentials scheduled for the same solution.

As for the Class of 2004, by popular demand among employees and by unanimous request of the participants, their leadership development continues in 2005. They will complete the Cornerstones of Success™ assessment again, on the anniversary of their first experience with it, both to document progress and identify continuing challenges for individuals.



Then, they too will receive another year of high impact, short-duration experiential learning sessions focusing on their skills as the future leaders of the business.