

Case Study: Leadership Development

A top international aerospace firm seeks to remedy country and division-level inconsistencies in their leadership development programs.

See how we helped this unique, growing industry leader define and sustain its unique corporate culture across 22 country groups through leadership development and training for 10,000 Managers worldwide.

The Firm: A global aerospace engineering and products manufacturer with over 60,000 employees in 20+ countries.

The Challenge: A long held, unique company culture was defined as critical to early and continuing success. Having expanded, grown, and now become a world leader, this firm faced the familiar challenge of retaining and growing firm-specific mindsets and skills in very different global locations. The goal was to create a powerful global managerial development program that leveraged employee diversity, but also united employees on the fundamental characteristics and skills that helped the firm become a world leader.

The Solution: We assisted in the design, standardization, and implementation of a globally-consistent, leadership development initiative that reinforced a unique culture and readied 10,000+ Managers for higher levels of responsibility. Design proceeded using a 6-workshop framework with a focus on a fewer number of skills, but treated more deeply, and with more practice and follow up, than traditional

methods of training that focus on a laundry list of skills. Emphasis was put on peer development groups where concepts could be tested and operationalized against actual business issues. Use of a multi-country steering committee provided an opportunity to get input, create ownership, and address cross-cultural issues in design. A highly participative, simulation-rich approach to learning helped vary and energize the learning experience both inside and outside the series of workshops. Groups were also tasked with action learning projects to create accountability for skill development. Pilot testing and refinements to the program were critical to successful implementation.

The Results: The roll out of the program is proceeding worldwide, with consistent high ratings in terms of participant experience. Measures indicating strong use of the skills from the program are also positive. The peer networks appear to be assisting in skill development and retention. A big win concerns the broad based energy and enthusiasm for the program across country groups. The use of multi-modal learning, mixed with structured, accountable use of peer development support groups, appears to be a strong tool for cultural as well as behavioural change.