

CASE STUDY: Strategic Design of a non-existing Global five-tiered Leadership Development Program – Global RFP and Learning Org Design

Client Issues  Solutions

The client, a global insurance firm, was moving from a holding company to an integrated organizational model, forcing integration of previously acquired companies and driving one brand in the marketplace.

New CEO identified leadership alignment and effectiveness as critical component to company’s global transformation.

Need to change go to market strategies, branding and supporting internal culture. New Vision, Values and Leadership Manifesto led by new CEO with global exec team.

Identified need to significantly improve the quality, effectiveness and impact of leadership to make the new global business model work.

Learning organizations not centralize, no central visibility, governance or direction for leadership development – each region left to its own to develop program, set-up budgets and funding options, multiple vendors in each region resulting in lack of scale or global impact.

CEO Chartered a global team to translate the business and cultural shifts into a leadership development architecture and program(s) design to align and develop leaders to drive the new direction and culture of the company.

- Global Team identified and chartered to assessment and present a global solution
- Top Leadership Development, Learning and Talent Management leaders from each region participate in a facilitated four day working session to share current state, align on future state project, direction, macro design and guiding principles.
- Steering committee of HR and business leadership to vet, validate and sponsor progression of leadership development architecture.
- Global Team led by John Nelson identified sub-teams to gather detailed current state on programs – types of programs, targeted leadership levels, number of participants, design and per/participant delivery costs, vendor quality.
- Consolidation of all current and proposed elements – assessments, program content, models and quality review of current vendors.
- Virtual global team meetings to review elements need to build full business case, investments, on-going spend, priority programs launch cycle, sequence and related business spend, funding and budgeting requirements
- Aggressive and thorough RFP and vendor selection process for global delivery of five tier program – executive, senior leadership, middle management, front-line and emerging leader. 17 firms asked to participate with 8 making final round. Two vendors selected for global delivery, a third for competency models, assessments and elective program design/delivery.
- Everyone of the vendors commented this was the best RFP they had every received or responded to – clear, progressive,

guiding principles, design parameters, etc.

- Refresh of global leadership competency model to define leadership behaviors to drive the Brand, Strategy, Vision, Leadership Manifesto and new Company Values.
- Full costing and business case for Board of Directors developed, presented and approved – Estimated \$22M investment over 3 years for program costs and incremental staff.
- Leadership Manifesto, multi-level program leadership develop announced organizationally be CEO during global leadership conference.

Benefits

- ✓ Targeted and focused programs designed to drive an integrated global company, new values, brand and leadership manifesto.
- ✓ Clearly defined global Leadership Development agenda, architecture and governance with Learning organization structure, roles and staffing.
- ✓ Integrated multi-level leadership programs with strategy, culture and values “red threads” to drive common language, behaviors and results.
- ✓ World-class leadership development vendor partners, content, facilitation and global scale.
- ✓ High value per leader participant with rigorous RFP process and selection of two vendors globally – ensuring consistency and quality in program design and delivery towards the transformation objectives of the CEO initiative.
- ✓ Board of Directors Business Case package, presentation and ultimate funding approval.