

Developing Transformational Leaders to Drive Change

Program Helps Organization Transform Itself to Meet Congressional Directive

The Challenge

A large independent agency faced a strategic imperative from Congress to quickly transform its business practices and culture. The organization's executives were expected to lead its 500,000 employees through one of the most significant transformations in the agency's storied history to meet its fiscal challenges. Engaged leadership across the organization was considered critical to implementing organizational change.

The Process

To help the organization's executives and select managers lead the agency through this complex change and transition process, Management Concepts designed, developed, and delivered executive development programs encompassing classroom instruction, online training, executive coaching, and assessment instruments. These programs were designed to affect long-lasting change and emphasize the interrelationship between individual leadership effectiveness and organizational success. In addition to drawing on the experience of its instructional designers, experts, and coaches, Management Concepts worked with the agency to ensure key leadership skills, learning requirements, and organizational outcomes would be addressed and reinforced through the training solution.

The Solution

The solution includes two customized executive development programs:

Executive Leadership Program (ELP): A 4.5-day executive education program using assessments, business case challenges, executive coaching, and experiential learning associated with leading during times of change and transition.

Executive Foundations (EF): A blended solution featuring 2.5 days of in-person classroom time and six weeks of online, cohort-based learning geared toward preparing highly successful senior managers to step into executive roles.

Both programs include an executive coaching component: Executive leaders in the ELP receive post-classroom coaching allotted for use over a six-month period, while participants in the EF program receive group coaching during the program. More than 40 executive coaches have been provided, helping participants understand and apply the results of the self-assessments administered during the program, including the Emotional Intelligence 360-Degree Feedback Assessment, Organizational Culture Inventory, and Change Style Indicator.

The Results

To date, more than 300 executives have completed the programs. Participants have indicated a high level of satisfaction with the program, particularly the 360-Degree Feedback Assessments and coaching sessions during the ELP and EF programs. Agency program managers have stated that Management Concepts coaches have consistently supported leaders and met agency expectations for these programs and that Management Concepts has successfully balanced a participant- and organization-focused approach. Both Management Concepts and the agency have recognized a significant increase in the participants' level of engagement throughout the course of the program. As leaders, these participants now recognize how their activities contribute to a positive culture of change, and there is recognition at the agency that investment in change is key to its successful implementation. Based on the effectiveness of this leadership development work, the agency has chosen Management Concepts to take on additional projects, including the development of a custom mentoring program.

KEY FACTS

CLIENT

Large independent agency with 500,000 employees

PROJECT GOALS

- Develop engaged leadership to drive complex organizational change
- Build the connection between leadership effectiveness and organizational success

KEY OUTCOMES

- 300+ agency executives trained
- 40+ executive coaches provided
- Effective balance between addressing organizational needs and individual leader needs
- Successful leadership development work lead to custom mentoring program

CALL TODAY to learn how Management Concepts can help you achieve your performance improvement objectives.

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