



Developing Competent Leaders At all levels of the organization



Leadership Development in the Water, Hygiene and Energy Technologies Industry

Developing Competent Leaders to Face a Rapid Growth Rate

Facing an extremely rapid growth rate, the client's CEO and the executive leadership team hired Right Management to help them develop competent leaders at all levels. The leaders would support the dual mission and responsibility of building the business *and* building talent internally. The organization would then be able to retain the best employees who would therefore develop long-term careers with optimized individuals' strengths.

Designing the Most Relevant Leadership Programs

The client was already offering several leadership development programs, which were delivered by Right Management: a front-line leader program (delivered for more than 10 years) and a director-VP-level program (delivered since 2014). Right Management designed these programs to integrate with other leadership and talent development initiatives in place within the client organization. Right Management's initial discovery and design work was completed in partnership with the internal Talent Development team at the outset of the project, consistent with the then-current business objectives. Updates to the programs were keeping pace with business growth. The most recent enhancement included an in-depth discovery process to reflect a significant shift in the business. This re-design involved stakeholder surveys of business leaders and 200+ graduates; the aggregate data analysis formed the basis of strategic discussions with the Talent Development team to ensure that the redesigned content was both relevant to current business challenges and reflective of the client's long-term strategic goals.

Ensuring a Promising Future

Developing a Pool of Leaders



- More than **1,500 leaders** developed in all client's divisions through the Leadership Foundations Series program over the past 10 years
- **Several Hundred more globally** yet to attend the program, with deliveries planned for this year

Shifting the Culture



- The client's original command-and-control culture is evolving to one that is collaborative, inclusive and empowering
- Significant progress toward building the necessary competencies in the organization, as well as for individuals

Driving Engagement Creating Results



- One business unit's top line business growth of 30%
- Revenue growth in other areas
- Operating income improvements, better management of selling, general, and administrative expenses (SG&A)
- Retention of customers even when prices were rising