

## Case Study

### Leadership & Management Development

<b>Client:</b>	Global telecommunications company
<b>Sector:</b>	Telecommunication
<b>Project:</b>	Talent Academy
<b>Themes:</b>	Leadership Capability
<b>Audience:</b>	Talent Pool Leaders
<b>Locations:</b>	UK, Europe, Singapore
<b>Duration:</b>	2007

### The Organisation

Our client is the world's oldest communications company with over 170,000 employees' world-wide. While they are proud of their heritage, they recognise that to remain successful they need to exploit their technology to underpin their business, generate revenues, and minimise costs. To achieve this, they also realise they will need to continue to develop their people.

### The Project Context

The company understands how the world is changing – for them, their customers and individuals – and that they need to out-perform competitors in delivering exceptional cross-functional and international customer service in a complex, rapidly-changing environment.

To address these challenges, the company re-launched its Talent Academy with the objectives of:

- accelerating talent pool leaders' capability to be customer-connected and inspiring – and to be able to coach for performance
- creating a pipeline of highly skilled leaders who are able to coach for performance across multi-national virtual teams and ready to be deployed internationally
- creating opportunities for Talent Academy participants to reflect on – and understand how to actively progress in – their careers across both functions and national borders.

### The Requirement

The company identified a need for a five-day staff development programme as part of their six month development journey, and in 2008 appointed ASK as a niche supplier for this key component of the Talent Academy initiative.





## The Solution – Programme Overview

ASK's **Authentic Leadership I – Performance** open enrolment programme addresses leadership styles, management skills and personal development through a 20-week programme that includes a five-day residential event.

Before the event, participants complete two psychometric questionnaires and an on-line 360 degree feedback tool. They also discuss their individual programme objectives with their line manager and confirm key organisational objectives for which they are responsible or involved, as these will provide a focus for their leadership development activity.

The residential event includes a unique leadership simulation exercise, 1:1 coaching and counselling, and integrates close behavioural observation with the results of psychometric questionnaires and in-depth peer feedback.

Participants gain a detailed understanding of their leadership strengths and development needs, and the impact of their leadership style on others. They also leave with a clear personal action and development plan that details the behavioural changes that will transform their ability to achieve testing business objectives.

## Evaluation

Our unique follow-through technology, ASK Elephant®, supports participants in the workplace for a 13-week post-event period as they implement their personal development plans. It also enables our clients to track participants' progress against their development goals and assess the impact of the programmes on the business.

Participants' self-evaluations through ASK Elephant® were highly positive: 98% rated their change in effectiveness as a result of the programme and their subsequent efforts as 'more/much more effective', while 60% the business impact of their achievements and improvements to be 'significant or very significant'.

## Delegate quotes

"Having attended other leadership development courses previously I can safely say that this was the best one I have attended and I hope to have the opportunity to attend another programme in future."

"I learnt more about myself last week than I thought was possible in such a short period of time and yet that learning will be invaluable in helping to shape my future career choices and development."