



Getting leaders ready for a dynamic future

How we helped a leading provider of
healthcare member communications build a
scalable leadership foundation for growth

> CASE STUDY



Our brief

In 2020, this leading provider of member communications for healthcare payers first engaged with RHR to develop its executive leaders, support a smooth chief executive officer transition, and accelerate executive team effectiveness to meet the demands of rapid scaling. The partnership included assessment and development planning with the new CEO and chief financial officer to ensure they had the leadership tools needed to be successful, as well as 360 feedback, team alignment, and a development process with the full executive leadership team to provide insights and guidance on individual and team leadership in preparation for greater organizational scale and complexity.

In 2024, the company once again entered a critical growth phase, marked by the appointment of new executive team members and having achieved their best financial results to date. The team required clear alignment and individual development to enhance cohesion and drive organizational impact. The company sought a comprehensive strategy to enhance leadership effectiveness and contribute to the development of its executive leadership team to support its next phase of growth.



Our approach

RHR continued its partnership with the company CEO to design and execute a multiphase development program to engage this eight-person executive team. This program focused on three core elements: assessing individual leadership, fostering executive team alignment, and providing ongoing advisory support to the team leader. The program was structured to achieve several key objectives. First, we delivered clear insights into the leadership strengths and developmental needs of each executive. Next, we created a customized development roadmap tailored to promote the growth of each leader. In addition, we assessed team dynamics and recommended strategies to enhance alignment. Finally, we provided support to the CEO to further cultivate a high-performing and accountable team culture.

“Through this partnership, the new leadership team has strengthened its alignment and cohesion to navigate the business challenges and complexities of executive roles to drive future growth and increase their individual and collective effectiveness and impact.”

— Company CEO

Phase 1: Planning and communication

During the first phase, we finalized the program design, established timelines, and developed a clear communication strategy. Existing strategic and development materials were reviewed to align the work with organizational priorities. Confidentiality protocols were put in place, and accountabilities were outlined for all executives. This phase was completed in the first month.

Phase 2: 360 feedback assessments and debriefs

In the second phase, we conducted comprehensive 360 feedback assessments for each executive. This process included one-hour career interviews to explore individual goals and focus areas. Additionally, Hogan leadership-style assessments were administered, and feedback was gathered from eight to 10 stakeholders per executive through detailed interviews. Deliverables for this phase included comprehensive reports summarizing each executive’s strengths, developmental opportunities, and priorities. These findings were shared during 90-minute individualized feedback debrief sessions. This phase spanned months two and three.



Phase 3: Preliminary developmental support

The third phase focused on creating individualized development maps that outlined targeted experiences, key relationships, and specific behavioral goals. Alignment meetings were held between the CEO and each executive to finalize these objectives. This phase was completed over months three and four.

Phase 4: Executive team alignment and effectiveness

During the fourth phase, we administered our proprietary ETE SurveySM (Executive Team Effectiveness Survey) and conducted one-on-one qualitative interviews to assess team dynamics. The results were analyzed, leading to the development of two feedback reports—one for the entire team and another specifically for the CEO. Team-development activities included designing and facilitating a team offsite meeting to review the results, address leadership priorities, develop action plans for both the team and individuals, and strengthen team alignment and cohesion. This phase was conducted over months five and six.

Key deliverables

1

360 feedback assessments

Each executive received an individualized report and development plan.

2

Team alignment meetings

Alignment sessions were conducted with the CEO and each executive to align on development goals and next steps.

3

Team offsite engagement

A full-day facilitated offsite focused on enhancing executive team effectiveness and alignment and guiding the required shift in executive team behaviors as they face complex challenges going forward that are unique to enterprise teams.

4

Ongoing CEO advisory

Continuous advisory support was provided to the CEO to ensure sustainable leadership impact.





Measuring our results

The program delivered clear and measurable outcomes. Each executive gained deeper insights into their leadership strengths and areas for development. Tailored development plans provided actionable roadmaps for individual growth. Team alignment and cohesion improved significantly through a structured offsite session and individual commitments, resulting in sustained engagement. Finally, the CEO and several executive team members received ongoing strategic advisory support and coaching to support improved team performance and organizational success.

A new executive team received the tools and insights to succeed

Our multiyear collaboration has successfully helped equip the executive team with the tools and insights needed to lead the organization into its various phases of growth. By aligning individual leadership development and team effectiveness with organizational goals, the CEO and his team are well positioned to foster a scalable, high-performing, and aligned leadership culture.

We ignite performance.

RHR is a globally respected leadership consulting firm that helps businesses drive performance and growth through data-led assessment, world-class coaching, and executive development.

We work with CEOs, boards, executives, and leadership teams to lead effectively when the stakes are high. By embracing complexity, we create possibilities where others see tension.

We ignite performance by illuminating the patterns that shape behavior, turning data-led insight into action. Grounded in behavioral science and real-world business experience, we build enduring trust and partnership with our clients to deliver impact that lasts.



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