



CASE STUDY

Finding Tomorrow's Leaders Within: The Quest for the Next Generation

How we helped a life sciences giant improve their leader pipeline by accelerating internal talent development.



Our Brief

We were approached by a Fortune 500 company to help coach and develop 50 senior leaders to accelerate their readiness to fill more complex senior leadership roles.

After the disruption of the COVID-19 pandemic, the company also wanted to demonstrate that it values its leaders enough to invest in their futures. Rather than looking externally to fill the succession pipeline, our client was keen to develop an existing cohort of high-potential individuals, accelerate their readiness to scale into

more senior and complex roles, and reduce the risk of departures through attrition. The client also used the program to create alignment around its core values and help evolve the culture to enable strategy.

By placing a focus on existing internal senior talent, our client understood it would realize substantial cost efficiencies (reduced cost of hiring, onboarding, and training) as well as a much-needed positive impact on senior management retention and morale.



Focusing on a robust leadership pipeline ensures a steady supply of skilled, motivated individuals ready to take on more complex roles.”

Our Approach

Because we were familiar with the client from previous work, we knew it provided an award-winning leadership development program for lower-level leaders, but there was a gap between that program and what would accelerate the leaders' readiness for scale and have greater enterprise impact.

Context – Our first task was to understand the unique ecosystem within which the identified leaders operated and ensure our coaches understood what defined success in this organization.

Alignment – We identified clear objectives based on the organization's strategic imperatives, which shaped the program to align with its development needs for the future.

Customization – We collaborated with internal partners to design a program that was aligned with our client's development objectives, and we ensured that coaches were. We ensured that coaches were steeped in these principles. The organization chose to deploy all nine current Leading at Scale learning modules. The program our client ultimately selected included live virtual introductions from company C-suite leadership to frame the topics, one-on-one coaching, independent learning, and internal networking. In 2022, we launched the program with 50 leaders split across two global cohorts. In 2023, we deployed phase two and worked with our client to develop plans for additional phases.

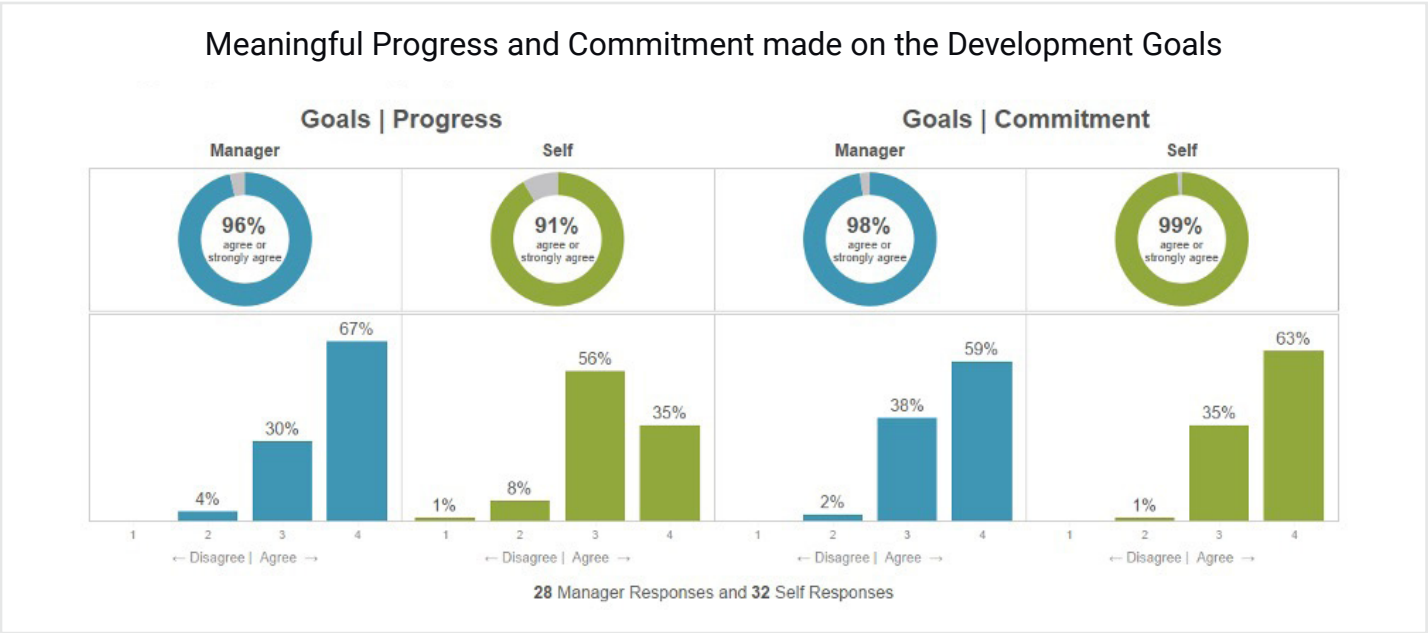
Delivery – We built a five-month program based on our Readiness for ScaleSM methodology.

- Assessments – We delivered best-in-class assessments that provided participants insights into their leadership styles.
- Cohort modules – We delivered a series of group-learning modules that focused on specific development areas: Leadership Purpose, Managing Derailing Behavior, Shaping Culture, Developing Others, Leadership and Psychological Safety, Influencing at Scale, Decision-Making, Enterprise Mindset, and Leading the Future.
- Real-world application – We helped each participant learn new skills and enhance leadership capabilities through experiential practice. They later discussed how to apply the information they were learning and reviewed the materials in more depth with colleagues while developing new relationships.
- One-on-one coaching – participants received confidential, one-on-one coaching that reinforced program content and each leader's critical development opportunities.
- Measurement – We assessed individual progress against development goals, surveying all participants to see the extent to which leaders had accelerated their readiness for scale.

Measuring Our Impact

We assessed participant fit by checking in with each participant after their first coaching session to ensure they had a good working relationship with their coach. Each of the program participants and their managers took part in a 90-day post-program survey to assess progress against development goals.

- 91% of participants agreed they had made meaningful progress toward individual development goals, and 99% confirmed they were committed to these goals.
- 96% of managers agreed they had made meaningful progress toward individual development goals, and 98% confirmed they were committed to these goals.





Benefiting from Homegrown Leaders

RHR's Leading at Scale program proved successful for this client because it enabled the company to invest in a significant number of future leaders efficiently and cost effectively. Focusing on a robust leadership pipeline ensures a steady supply of skilled, motivated individuals ready to take on more complex roles and drive growth and innovation. By understanding the skills crucial to success, high performers more easily become influential leaders. With a strong leadership talent pipeline in place, organizations like this one can quickly adapt to emerging challenges and opportunities.

Let's Talk

To learn more about RHR's cohort leadership development program, Leading at Scale, contact Robert Abramo, RHR's Head of Business Development.



Robert Abramo

Head of Business Development

rabramo@rhrinternational.com

+1 215 237 8620



We shape leaders;
leaders shape the world.

hello@rhrinternational.com
www.rhrinternational.com

© 2024 RHR International LLP. All rights reserved.