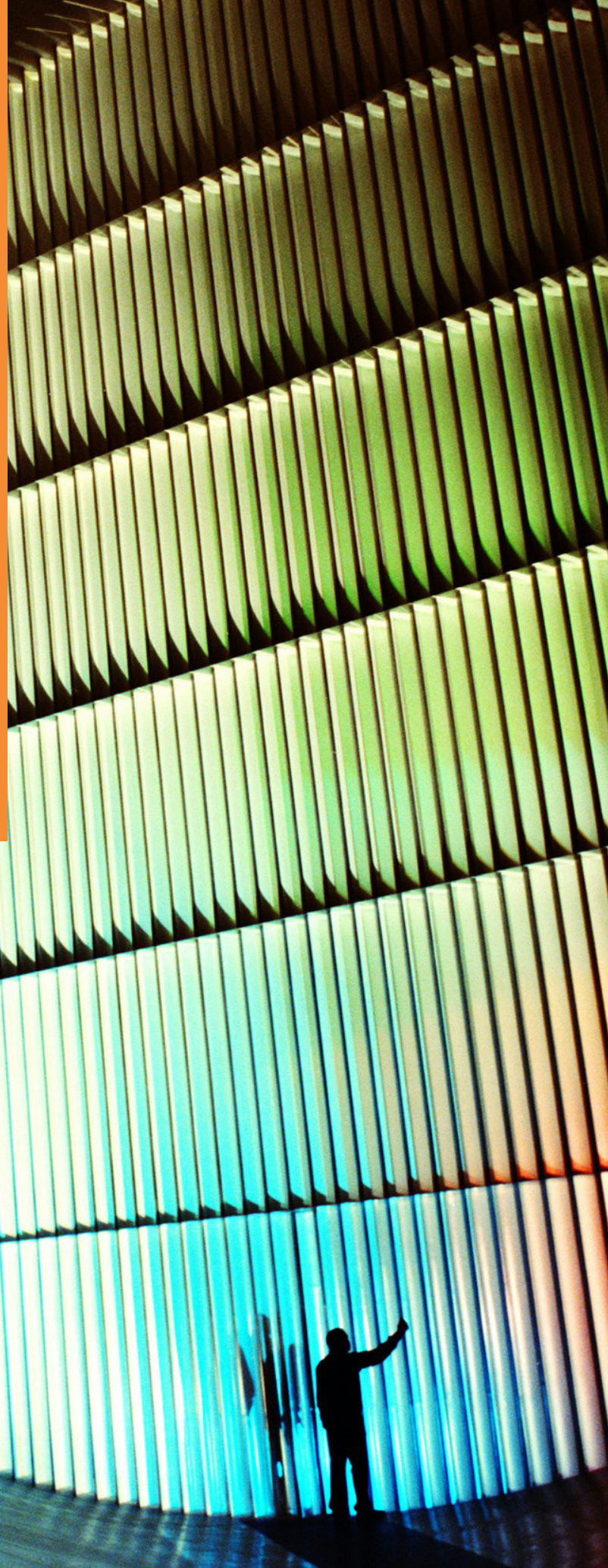


Strengthen Your Pipeline of Scalable Leaders

See How the Leading
at Scale Program
Gets Real Results



Scalability is Key

Building a robust pipeline of scalable leaders is critical to the success of your business. Indeed, leaders at and near the top of the house are instrumental in devising strategies that position the organization for near- and long-term success, driving key transformation initiatives, fostering a culture of psychological safety and belonging, inspiring others around a shared sense of purpose, and providing roadmaps and resources to ensure disciplined execution.

Despite the importance of building this pipeline, most leadership development programs that aim to do so have questionable impact,

with many doubting their effectiveness. RHR launched its Leading at Scale program in 2018. Since then, thousands of leaders have taken part, and Leading at Scale is achieving what we hoped it would. Unlike many executive-development programs, we have true outcome data that shows our participants have made meaningful progress against development goals while accelerating their readiness for roles of greater scope and complexity.



Our Leading at Scale Research

Many leadership development programs lack a comprehensive approach to measuring effectiveness and impact. RHR prioritizes the collection of true outcome data. The Leading at Scale program embeds measurements at three timepoints within an engagement. At the midpoint of the program, we solicit input from the leader to ensure they are getting the most out of the program; if not, this enables RHR to make modifications to maximize impact. At this point, coaches also review the effort and commitment of the leader to help RHR understand what characteristics of the leader drive improvement.

At the heart of our assessment strategy is the solicitation of manager feedback at the program's conclusion. This feedback allows us to assess whether participants have made meaningful progress against their development goals and have increased their readiness to lead at scale.

Methodology

In August 2023, RHR conducted research to determine how effective the Leading at Scale program was in developing scalable leaders. As part of the Leading at Scale program, in partnership with their coaches, leaders submitted up to three development goals for the program. These were tracked throughout the program. Using a sample of 228 leaders across 11 clients, we analyzed the leader improvement and development goal progress to understand the impact of the Leading at Scale program.

Key Findings

Among the compelling outcomes of our Leading at Scale research, some particularly striking statistics stand out based on manager feedback:

- **99% of leaders** improved on at least one out of three development goals
- **95% of leaders** improved on at least two out of three development goals
- **74% of leaders** improved on all three development goals
- Leaders achieved progress on **93% of their total development goals** outlined in the program
- **91% of managers** reported a significant increase in their leaders' readiness for roles of greater scale and complexity

These remarkable success rates are a testament to the program's ability to drive meaningful change and growth among leaders. The program equips leaders with the skills, insights, and confidence needed to take on expanded responsibilities.

93%

Leaders achieved progress on 93% of their total development goals

91%

of managers reported a significant increase in their leaders' readiness for roles of greater scale and complexity



How Leading at Scale Delivers Success

The Leading at Scale program is successful in part because it avoids many of the pitfalls seen in other leadership development programs. To do so, the program is structured around these principles:

1. Cultivating Insight and Sustainable Behavior Change

The Leading at Scale program distinguishes itself by focusing on cultivating deep insights that participants can translate into sustainable behavior changes. Rather than offering surface-level training, we help executives build new mindsets about themselves and their leadership. We then build a focused plan of action to translate new mindsets into meaningful behavior changes. We incorporate well-established principles of behavior change into our program's design. By leveraging the latest research in psychology, neuroscience, and leadership development, we create a learning environment that encourages participants to adopt new behaviors and habits effectively.

2. Customization for Context

Our program includes customization to account for each leader's and company's unique context. We understand that leadership challenges can vary widely, and we tailor our content and coaching to align with organizational imperatives and the specific demands of each participant's role.

3. Experiential Learning

We understand that leaders operating at scale require more than traditional training and content delivery. Our program goes beyond knowledge transfer; it empowers participants to apply their learning in real-world scenarios, equipping them with the skills needed to excel in complex leadership roles.

4. Targeted Developmental Focus

Our program is tailored to meet participants where they are developmentally rather than applying a one-size-fits-all approach. We focus on the essential capabilities required across scaled leadership roles while also emphasizing the unique development needs of each individual. We leverage assessment data to identify each participant's unique development goals. This data-driven approach ensures our program is personalized to address specific needs and challenges, maximizing its effectiveness.

5. Building Professional Networks

In addition to individual growth, our program places a strong emphasis on helping participants expand their professional networks. We recognize the value of thought partners in problem-solving and navigating complexity—especially when leading at scale—and we provide opportunities for participants to collaborate with peers in addressing real business challenges.

6. Individual Coaching

One-on-one coaching is a crucial part of the Leading at Scale program. Each participant works with a seasoned coach (average coaching experience is 18 years) who is an expert in helping leaders operate at scale. More tailored to the individual's needs than any other part of the program, coaching arguably drives the most impact in terms of insight and behavior change.

7. Practical Application and Ongoing Support

Our commitment doesn't end with the program's completion. We provide ongoing support and resources to help participants continue to apply their learning in their daily roles. This ensures that the skills and insights gained remain relevant and valuable long after the formal program ends.

8. Tracking and Measuring Impact

As noted, we take measurement seriously. Our program tracks and measures the impact of behavior change against key outcomes. This commitment to accountability ensures that participants and their organizations can see the tangible results of their investments in Leading at Scale.



Leading at Scale Works

Our research demonstrates that RHR International's Leading at Scale program significantly advances leader scalability through deep insights and sustainable behavior change, accelerates readiness for promotion, reduces transition risks, and strengthens the talent pipeline for critical enterprise roles. According to the data, participants recognize its impact, as do their managers.



For more information about the Leading at Scale program, contact us:

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leaders shape the world.

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