

••• CASE STUDY

Turning Individual Contributors into Effective Leaders

Challenge

As the largest public utility in the state of Michigan, our client had promoted more than 800 leaders because of their high productivity and technical skills. They soon discovered, however, that the skill sets that made them successful individual contributors did not adequately prepare them to effectively lead people. They turned to GP Strategies' leadership division for help.

Solution

Using both GP Strategies' and the client's content, the design team developed the Emerging Leaders program to address the transition from individual contributor to leader. The program equips leaders with the latest tools, tips, skills, and techniques to meet today's leadership demands. It also leverages blended learning, including interactive gamified elements, to ensure engagement and retention over the six-month program.

Business Impact

Emerging Leaders has been the cornerstone frontline leader training program for the organization since 2016. It has been used successfully across all levels of leadership, from salaried to union and corporate to field operations. A performance analysis of graduates indicates that 98% of leaders who successfully completed the program scored as "effective" or above on their performance review.



We are very pleased with the successes of the Emerging Leaders program for our supervisors. Based on our levels 1, 2, and 3 evaluation data, our supervisors are better leaders, employing new skills in communications, delegation, listening, feedback, and team building.

- Manager, Instructional Design
Learning and Development



RESULTS

98% of graduates scored as **"effective"** or above on their **performance review**

More than 50% scored as **"exceeds"** or **"exceptional"** on their performance review

36 graduates have since been **promoted to leaders** of other leaders

15 executive leaders shared their leadership philosophies, tips, and challenges as guest speakers

