



LEADERSHIP
WORTH
FOLLOWING

CASE STUDY: Building Emotional Intelligence in Leaders

Industry: Insurance (prior multi-year BEST award winner)

LWF Services: Executive Assessment, Executive Coaching, and Leadership Development Programs.

LWF began helping this large, Texas-based insurance company in 2008 and has become well-embedded in assessment, training, and development activities as a key contributor within their overall talent development agenda.

First LWF was asked to design a program for their Manager Development School, to be delivered internally. This behavioral-based, role-play simulation gave new managers a chance to practice skills they learned through training. After the pilot phase, and with significant pull from the business, the company realized they lacked enough bandwidth to staff it internally and they asked LWF for help; LWF ran the program for many years to follow.

Reflecting Workforce Changes.

Around 2013, LWF helped overhaul the program, in part to reflect workforce changes including more flex-time and work-at-home options. Through the company's renamed Leader Development School, LWF now provides a program focused on building emotional intelligence (EQ) within company leaders.

Participants undergo an EQ assessment before working with a LWF coach by phone for feedback, coaching, and development planning. They take that learning back to their cohort in the training classroom and participate in a development planning workshop designed by LWF. In this train-the-trainer program, participants build an individualized plan to support their development priorities for the next 12 months.

Since the revamped program launched in 2015, LWF has coached over 1,200 employees, facilitated by a self-service administration model offered by LWF's custom online portal. Participants log in, select their coaching time slot, take the EQ assessment, and fill out a background survey. The EQ feedback and coaching occurs via telephone.

Increasing Flexibility & Convenience.

This portal provides LWF's clients with greater flexibility and convenience in accessing and administering their programs. LWF's joint expertise in IT and psychology also makes the portal a unique competitive advantage for a firm its size.

Other services LWF provided include a higher-level assessment program where a LWF team works on-site for a week with a cohort of 20 directors. LWF has also delivered workshops and speeches to groups of 70+ employees.

Most recently, LWF developed a coaching-on-demand program. Instead of role play, it was based on a "real-play" scenario: the LWF coach shadows a manager having a feedback conversation, and then debriefs the interaction with that manager, offering suggestions aligned with the company's coaching philosophies and practices.

Helping organizations identify and develop leadership worth following

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