



LEADERSHIP
WORTH
FOLLOWING

CASE STUDY: Identifying & Nurturing Leaders

Industry: Retail

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

In 2005, this Texas-based retail chain was dissatisfied with their external human resources consultants. After tapping LWF's executive coaching and executive assessment services, and an extensive RFP process, they selected LWF as their assessment-based development partner. And more than fourteen years later, they still use LWF for an extensive array of tools, processes, and services.

After winning the RFP process, the first major activity was LWF developing and launching three levels of leadership assessment centers, where groups of up to 8 employees undergo interviews, testing, role plays, and 360-degree assessments over a 2-3 day period. LWF designed the processes, simulations, tests, and reports along with helping the company build its own 360-degree assessment tools. For two of the processes, LWF assisted the company in training their own internal assessors.

Evolving, Expanding Role.

Over the years, LWF's role has evolved to now encompass ongoing assessment-based processes in several key areas, aimed at identifying and developing talent. For the past dozen years, an average of 130 company leaders have gone through a variety of programs annually; these programs have been updated several times. After delivering each new refresh, LWF helps the company take over the delivery of the programs for subsequent years – including administration, assessors, coaches, and record-keeping. LWF continues supplying the programs' intellectual property while the company runs them.

In another more recent effort, this company wanted to attract candidates with an entrepreneurial mindset who could help discover the next "Million Dollar Ideas." LWF built an assessment process for both internal and external candidates, helping screen between 10 and 20 people annually.

To maintain its strong growth trajectory and market share, this company also needs to continually innovate its technology and operations to keep pace with competitors, including online retailers. Along with developing internal talent, this company also recruits high-tech leaders from other industries. These "outsiders" must quickly acclimate to the operations and culture so they can hit the ground running. LWF often assesses outside candidates for these positions.

Sharing Knowledge & Know-How.

As one expression of its core value of "giving away what we know" LWF strives to teach its own coaching skills and hands-on techniques throughout its clients' organizations. This retail client was an early adopter of this approach for all types of coaching, including acceleration and fix-it coaching.

The powerful impact of LWF on this company's top management also extends to rank-and-file store employees. For all employees to effectively live out and propagate the company's bold mission statement, they need a head for business and a heart for people. As one tool in this company's large HR toolbox, LWF is focused on identifying and developing the right employees who can continue this company's successful growth story.

Helping organizations identify and develop leadership worth following

5605 North MacArthur Blvd, Ste 760 | Irving, Texas 75038 | 214.260.8001 | worthleadership.com