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## CASE STUDY: Developing Talent Bench with Large-Scale Program

**Industry:** Transportation (prior BEST award winner)

**LWF Services:** Executive Assessment, Executive Coaching, Leadership Development Programs, and Leadership Succession Planning

In 2011, a large, Texas-based transportation and logistics company realized a significant percentage of their workforce was approaching retirement in the next 3 to 5 years, including over 30 percent of their management.

LWF was asked to help them quickly develop a talent bench through a large-scale program aimed at a wide swath of managers, including those early in their career. The company wanted to identify high-potential leaders capable of moving up into larger roles and help those individuals accelerate their development.

### Going All-In.

Many LWF clients are interested in talent assessment, but this is the first time a client went “all-in” on development. Every individual – regardless of his/her assessed potential – underwent an intensive 12-month development planning process.

The LWF-led assessment process included an interview, testing, simulation, and 360-degree feedback. A LWF coach worked with each individual to help create a development plan, provide coaching throughout the year, and facilitate ongoing development conversations with leadership.

The 12-month development planning process included a presentation of the development plan to the leader’s Boss, HR leader and LWF coach. Multiple check-ins were included every three months to drive accountability and sustain development progress.

### Seizing Strengths & Opportunities.

Building an individual’s self-awareness often enables them to better seize their strengths and opportunities. Other incremental steps that increase the likelihood of change include: putting a development plan on paper, sharing that plan with people invested in his/her successful development (i.e., Boss, HR, Coach), adding steps to drive accountability, and making development a priority in formal people processes (tying development to business and leadership objectives).

After starting with a small group of hi-po employees, the program spread to every leader at director level and above, including a significant portion of senior management. LWF also provides transition coaching as leaders assume new roles. The program has since expanded down to first-time managers; the goal is to identify leaders as soon as possible and intentionally plan their development from Day 1.

More than 750 individuals have undergone the year-long LWF program so far. In a large organization, one retirement can have ripple effects. Through this world-class development program, the company knows who is capable of moving up and what it takes to make them ready.

Helping organizations identify and develop leadership worth following

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