

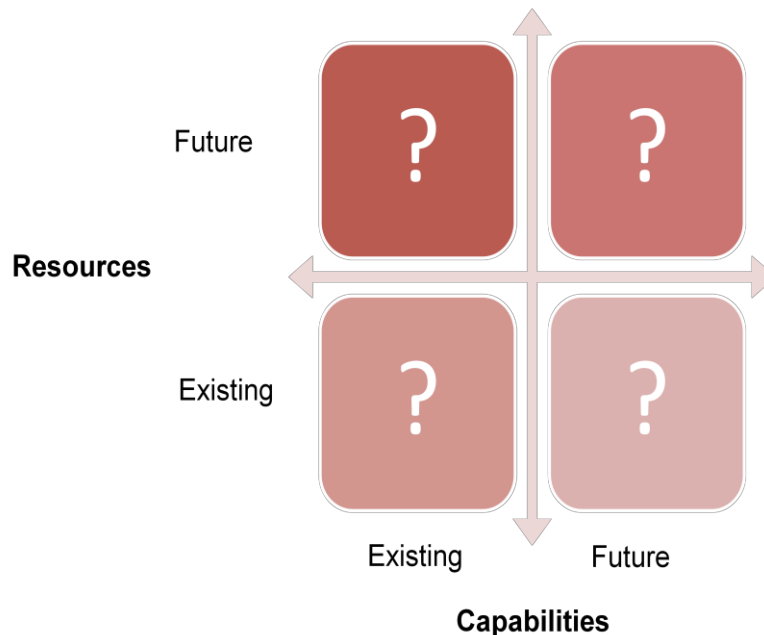


CASE STUDY

DEVELOPING STRATEGIC ACUMEN IN HIGH-POTENTIAL LEADERS

Challenge: A global, S&P 500 industrial company was looking to upgrade the strategic skills and business acumen of their most-promising, high-potential leaders. The desire to promote talent from within the ranks required an acceleration of leadership development in advanced management capabilities. In addition, the firm saw long-term value in directing the high-potential leaders to work together on meaningful improvement projects that would build deeper relationships and practical, first-hand knowledge of cross-functional capabilities.

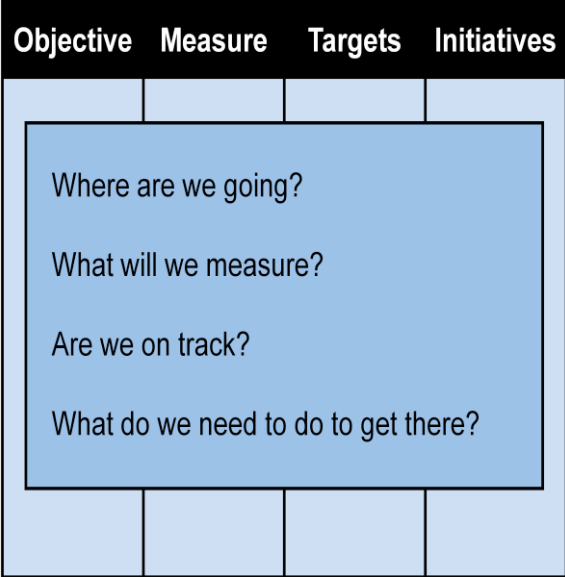
Solution: We designed a multi-stage series of educational and project development programs that would deliver 1) practical knowledge of strategy formulation, execution and business acumen concepts and 2) immediate application of the concepts to real-world improvement projects. Many strategy formulation frameworks were incorporated to accentuate the dynamic, purposeful nature of strategic leadership.



Strategy Formulation Framework Example

In the pilot, participants interacted with each other, as well as the instructor, on leadership topics using a three-step process of awareness, insight and application. Frameworks, case studies,

facilitated discussions and follow-up progress sessions were used to accelerate learning and application.



Strategy Map and Scorecard Framework

Outcome: Over the course of a year, the high-potential teams built diverse leadership capabilities and delivered several million dollars worth of operational improvements to the firm. Participants reported improved leadership confidence, understanding of senior management challenges and relationships with other participants and senior leaders. The sponsors of the program have decided to replicate the program with a second cohort of leaders and to expand the scope of the program to other divisions.