



AWARD WINNING

CASE STUDY.

LICENSE TO LEAD PROGRAM

Transforming Leadership Culture

INTRODUCTION.

In an era of rapid technological advancement and shifting market dynamics, a leading national telecom provider recognized the need to evolve its leadership approach within its customer service division. The “**License to Lead**” initiative was developed as a strategic response to empower leaders, fostering an environment where proactive decision-making, autonomy, and continuous learning are the key to building the bridge between the corporate strategy and the business results.

BACKGROUND.

The telecom industry’s competitive nature demands constant innovation and adaptability. The provider identified a gap in leadership capabilities, particularly a lack of autonomy and adaptability among existing and emerging leaders. The identified business need was for a leadership development program to enhance decision-making, proactiveness, and self-learning at all levels.

THE PROGRAM: DESIGN AND IMPLEMENTATION.

The “License to Lead” initiative, launched in 2019, was designed to develop key leadership skills that align directly with the overarching strategic goals of the national telecom provider.

GOAL, FOCUS, COMMITMENT AS THE MANTRA FOR SUCCESS.

The core of the “License to Lead” program was designed to support leaders in building the bridge between the corporate strategy and the business results. By having a clearly articulated ambition, 3 leading goals and a shared way of working, : Goal, Focus, and Commitment. Each of these pillars played a crucial role in shaping the curriculum and the overall learning experience, ensuring that the program was not only about leadership development but also about instilling a sense of purpose, clarity, and dedication among all participants.

1. Goal

The program emphasized the importance of clear and achievable goals. Leaders were trained to set, communicate, and pursue strategic objectives that support the company's mission. This component was designed to ensure that all team leaders could align their teams' efforts with the company's larger strategic goals, driving performance and results from the top down.

2. Focus

Recognizing the challenges of the fast-paced telecom industry, the program equipped leaders with skills to maintain focus amidst distractions and changing market dynamics. This included training on prioritization, resource allocation, and decision-making processes that emphasize critical thinking and problem-solving.

3. Commitment

The third pillar, Commitment, was integral to cultivating a culture of dedication and resilience. The program encouraged leaders to commit to their personal growth and the success of their teams. It also focused on fostering an environment where commitment to the organization's values and goals was paramount, ensuring that leaders were not only prepared to take on their roles but were also invested in the long-term success of the organization.

PROGRAM DESIGN.

The "License to Lead" program was designed to transform traditional leadership approaches and foster a self-directed, proactive leadership culture. Key elements of the program design included:

1. Intake Process

Leaders were vetted for their commitment and readiness to undergo rigorous development, ensuring that only highly motivated individuals participated.

2. BOOSTcamp

A three-day intensive workshop combining physical and mental challenges, providing deep insights into personal leadership styles and areas for growth.

3. Personality Assessments

Utilizing DISC assessments to better understand communication styles and improve team dynamics.

4. Customized Learning Modules

Ten live online training sessions focused on specific leadership competencies needed to support the telecom's strategic goals.

5. Reinforcement through E-Learning

Complementary e-learning modules to reinforce learning and ensure retention of leadership principles.

6. Business Coaching

Ongoing personalized coaching to address real-world challenges and ensure the application of learned skills.

7. Certification and Renewal

A formal certification process including an online knowledge test and a reflective final presentation, with provisions for renewal to encourage continuous learning.

8. Feedback and Adjustment

Regular feedback loops were established to refine the program and adapt to emerging leadership needs.

The program emphasized a shared language and common goals, utilizing a set of "talking points" to guide leaders in aligning their actions with corporate objectives.

RESULTS AND IMPACT.

The implementation of the "License to Lead" program yielded significant results across various dimensions of the organization:

1. Leadership Competence

There was a marked improvement in leadership skills, with leaders displaying increased autonomy and proactive behavior.

2. Employee Engagement

Post-program surveys indicated a 67% increase in employee engagement, highlighting a more motivated workforce.

3. Operational Efficiency

The program contributed to a 30% reduction in end-to-end costs, demonstrating enhanced operational efficiency.

4. Customer Satisfaction

Improved leadership directly impacted customer service, as evidenced by a 25% increase in Net Promoter Scores and a 37% increase in new mobile customer conversions.

5. Behavioral Changes

Leaders adopted new communication tools and strategies, leading to more consistent and effective management practices across the division.

6. Cultural Shift

The program initiated a cultural shift towards a more dynamic and responsive leadership style, aligning with the strategic objectives of the organization.

7. Sustainability and Expansion

The success of the program led to its expansion into other divisions and the development of additional modules to address specific leadership needs.

BUSINESS OUTCOMES.

The effectiveness of “License to Lead” was evaluated using a multi-level strategy:

1. Stakeholder Satisfaction

Regular feedback sessions rated the program highly, reflecting strong stakeholder alignment and satisfaction.

2. Engagement and Progression

Metrics such as training attendance, engagement in coaching sessions, and success rates in knowledge assessments were tracked.

3. Behavioral Changes

Observed and reported changes in leadership behavior aligned with the desired outcomes of proactive decision-making and effective communication.

4. Business Impact

The program was credited with a significant improvement in leadership quality and operational metrics such as employee engagement and customer satisfaction scores.

CHALLENGES AND ADJUSTMENTS.

During implementation, several challenges were encountered, including resistance from some leaders accustomed to traditional management styles. These challenges were addressed through inclusive communication strategies and by adjusting the training modules to better suit the needs and learning styles of the participants.

SUSTAINABILITY AND FUTURE DIRECTIONS.

The sustainability of the program is ensured through continuous renewal processes, onboarding for new employees, and advanced modules for ongoing leadership development. The program's success has prompted its expansion to other divisions and integration into the broader organizational strategy.

CONCLUSION.

The "License to Lead" program demonstrates how targeted leadership development, aligned with strategic business objectives, can significantly enhance organizational capabilities and performance. By fostering a culture of proactive, autonomous leadership, the telecom provider is better equipped to navigate the challenges of the dynamic telecommunications market. This case serves as a model for similar initiatives aiming to cultivate leadership that drives business success in fast-evolving industries.

The program not only addressed immediate gaps in leadership skills but also laid the groundwork for sustained organizational success. By aligning leadership development with strategic business goals, the telecom provider has positioned itself to continue thriving in a competitive market, demonstrating the critical role of effective leadership in achieving business objectives.

INTERNATIONAL RECOGNITION FOR CHANGE MANAGEMENT.

The 'License to Lead' program has won the prestigious Association of Talent Development Excellence in Practice Change Management Award. This recognition underscores the effectiveness and impact of the program in the field of change management. The award highlights how the program has successfully transformed leaders and initiated a cultural shift within the organization, contributing to sustainable improvements in leadership capabilities and business outcomes. This international recognition affirms the program as a leading example of best practices in talent development and change management.

ABOUT EARLYBRIDGE.

EarlyBridge sets organizations in motion. We build bridges between people, between leaders and their teams. Because results start with people. EarlyBridge develops and implements leadership and team development programs. We help organizations, teams and individuals break out of ineffective patterns and break through to new levels of performance. Through a combination of advice, training, and coaching, we translate strategy into action through a combination of theory and practice to contribute to sustainable behavior change.



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