

DEVELOPING EMERGING LEADERS FOR THE FUTURE

CLIENT:

A member-based banking institution serving the state of Colorado with more than \$1 billion in assets.

CHALLENGE:

Promoting from within and retaining long-tenure employees was an extremely important cultural aspect to organizational leaders; however, a distinct gap in development and succession planning was identified for positions below the director role, including managers and supervisors. The organization needed a way to develop next-level supervisors and managers to fulfill its talent pipeline from within.

SOLUTION:

ICC, in partnership with organizational sponsors, designed and delivered the organization's first-ever Emerging Leader Program for high-potential employees and managers. This nine-month leadership development program was built on specific enterprise-wide competencies that were identified as critical to service success. The program included a combination of skill-building module workshops, virtual sessions and group coaching to shape critical competencies. Small tweaks were made to improve the program in year two, and an application process was created to replace the old model of appointing participants. Due to the buzz around the first program, more than 40 employees applied and 12 were selected as participants. ICC worked closely with the sponsors to develop and execute a communication plan that carefully addressed both selected participants and other staff. The plan set up constructive expectations and outlined alternative development opportunities for those who were not selected for the program.

RESULTS:

In the inaugural program, all but two of 16 participants were promoted by year-end; the two not promoted were recruited to roles in new companies. More than 40 employees applied in year two, but only 12 were selected to participate in order to keep the cohort small and the workshops personalized. The Emerging Leaders Program is proving to be a valuable addition to the organization's succession planning and development efforts, feeding highly prepared managers into the future leaders pipeline for the organization.

"[ICC]'s strategic vision helped create and deliver top-notch programs that unleashed many of our employees' hidden talents. [Their] flawless approach easily inspired leaders throughout our organization to excel. [ICC's team members] are keenly in-tune with the audience, intelligent and creative thinkers with a true passion for executing performance enhancement. A fabulous partner for anyone interested in bringing their personal, team, or organizational strengths to the next level."

—Noelle Oberg, Internal Organizational Development and Training Consultant