

Situation

The regional headquarters of a Fortune 500 insurance company was responsible for leading a diverse organization comprised of employees and independent agents to achieve corporate goals. The headquarters was responsible for the company's largest region and was considered the bellwether of company performance. Leadership of employees and independent agents required deep analytical and relational skills to successfully integrate the efforts of managerial and sales people.

Approach

The University of Alabama developed High Performance Leadership, a leadership development program tailored to the organizations requirements. The project began with an assessment of the regional organization based on telephonic interviews with managers, employees, and agents by a business professor associated with the university.

The curriculum consisted of three phases:

- Leading High Performance with Action with insights from the latest in leadership research
- Influence Strategies (Mission, Motives & Tactics) with action planning toward 90-day plan fulfillment
- Leadership Drive (Decision-Making & Accountability) with summary of 90-day plan results

The content, developed from the data gathered during the assessment, consisted of facilitation leading to:

- Participants' perceptions self-awareness of their current level of leadership understanding
- Participants developing their own leadership goals
- Participants developing their own leadership development plan
- Participants naming concrete actions for implementing their plans

The means for helping participants develop and implement their personal leadership development plans included transmitting knowledge about leadership and organizational performance, providing tools for developing a personal leadership development plan, and envisioning next steps.

The University of Alabama also created a coaching program to help participants make progress in implementing their personal leadership development plans. The coaching program provided checkpoints for participants to consult with the faculty member on plan progress and receive advice on next steps.

Outcomes

57 leaders in the region participated in the High Performance Leadership program and developed personal leadership development plans using the methodologies presented by the facilitator. The coaching resulted in positive progress in implementing the leadership development plans. According to the client, "Our leaders play a significant role in the success of our company. We are excited to partner with the University of Alabama to provide best in class leadership development."