

PLAYING A KEY ROLE IN CLIENT'S LEADERSHIP PROGRAM

Emerson — Fortune 500 global manufacturing and technology company

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NEED

Because Emerson is a worldwide enterprise with many divisions, it has an ongoing need to fill numerous high-level management positions. The company does this through a sophisticated process that tracks hundreds of people at any given time. One feature of that effort is Emerson's biannual Leadership Program, which brings together about 45 high-performing executives from around the world to spend a week with senior management to reinforce Emerson's culture and processes, and to learn "the Emerson way." A major component of this program is leadership development. It's critical that the program be an insightful, memorable, and practical learning experience.

OUR SOLUTION

Psychological Associates® has partnered with Emerson to provide assessment and leadership development over a long association. We helped develop this program, which began in 2001. Our contribution includes 360° feedback administered to all executives before they convene. Then, we conduct a briefing on the importance of feedback and an analysis of executive behavioral styles. During the same week, a Psychological Associates Ph.D. consultant delivers one-to-one reviews of feedback results. Each executive also receives coaching to develop an action plan that includes meeting with direct reports. A follow-up meeting is also arranged to analyze feedback data and to practice a real-life case in teams.

"Leadership development reduces our need for outside recruiting."

***Paul McKnight,
Senior Vice President Organization Planning***

RESULTS

Emerson has experienced an impressive 90 percent retention rate among this group since the program began. This means the organization has less need for outside talent recruitment. The process helps promote a common language and culture of leadership. Participants find this experiential leadership process to be very insightful and informative. They especially benefit from candid feedback sessions with their own direct reports. Eighteen classes (over 700 executives and high-potentials) have gone through the leadership program, and it has expanded to Asia, Europe, and Latin America.

