

Psychological Associates Plays Key Role in Emerson's Leadership Program



Client

Emerson is a diversified, *Fortune* 500 global manufacturing and technology company. The company is recognized for engineering capabilities and an excellent management process.

- 70 divisions; about 265 manufacturing locations worldwide
- 142,000 employees
- \$24.8 billion in sales for 2008

Need

Because Emerson is a worldwide company with many divisions, it has an ongoing need to fill many top management positions. It does this through a sophisticated assessment and development 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. Emerson wants to make the program an insightful, memorable, and practical learning experience.

Our Solution

Psychological Associates (PA) 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
- A briefing by PA on the importance of feedback, delivered to the entire assembly (PA's Proficient Executive® process)
- Analysis of executive behavioral styles to entire group
- Individual review of feedback results delivered by one of our Ph.D. consultants
- Coaching to develop an action plan that includes meeting with direct reports
- A follow-up meeting to analyze feedback data and to practice a real-life case in teams.

Results

- Emerson has experienced an impressive 90 percent retention rate among this group since the program began.
- Emerson has less need for outside talent recruitment.
- Participants find the process very insightful and informative; they especially benefit from candid feedback sessions with their own direct reports.
- Process helps promote a common language and culture of leadership.

Ongoing

- Sixteen programs, involving over 600 executives and high-potentials, have been delivered to date.
- Program has expanded to Asia, Europe, and Latin America.

