



# SOPHIA ASSOCIATES

*Awakening Leadership Within*

## Sample Case Study: Multi-Level, Comprehensive Approach to Leadership and Talent Development

**Organization Situation:** A North America division (approximately 400 employees) of an international company is experiencing rapid growth through its success strategies and through a series of acquisitions. The leadership team has doubled and the next level of management has tripled with further increases expected to support overall growth of the company.

"The rate at which organizations learn may become the only sustainable source of competitive advantage."  
~ Ray Stata, Analog Devices, 1990

### Challenges

- The need to develop critical competencies at the senior level of leadership
- Address a gap in the leadership pipeline at the management level
- Create a performance-driven culture that supports accelerated growth of the organization

**Solution:** Sophia Associates, Inc. provides a multi-level, comprehensive approach to Leadership and Talent Development by offering a futuristic approach to developing leaders.

### Levels addressed:

- Individual Executive Leader – one to one executive coaching
- Leadership Team – executive management team coaching and facilitation
- Managers – competency building training and cohort coaching
- Organization – organizational development consultation

### Elements of Program:

- Provide personal, **individual leadership coaching** for senior executives in the leadership team
- Assess gaps in individual leadership styles using The Leadership Circle Profile™ 360 assessment
- Provide **leadership team coaching** to create a common leadership culture, language and alignment
- Create a focus on and identify the gap between current leadership culture and desired leadership culture in the team using The Leadership Circle Culture Survey™ 360 assessment
- Design a customized **management-level learning program** based on skills needed to support key business drivers and management skills
- Provide **cohort coaching to manager level** core learning teams that include cross-functional participation

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- Incorporate *Self Learning* (coaching and self initiated learning), *Social Learning* (cohort coaching and classroom learning) and *SIMbolic Learning™* (the use of interactive computer simulations) to leverage learning across the organization for high impact learning across generations and scalability
- Collaborate on benchmarks and standards of measurement of success with the organization
- Develop generative practices through organizational consultation that support on-going learning and development

## *Executive Coaching of Individual Leaders*

- Targeted development plans that align with the organization's vision for the future
- Discovery of new ways of thinking that create possibilities for the individual and organization
- Increased capacity (not dependency) for effective action in individuals, teams, and the organization in a way that is self-sustaining, replicable, and continuously evolving
- Build awareness and competency at multiple leadership styles that recognize and nurture potential in others
- Leverage current success and strengths while eliminating ineffective thinking models
- Accelerate learning and capacity to meet ongoing challenges
- Improve ability to build relationships and facilitate interactions that result in higher levels of performance
- Identify and value self-care as an essential element to leadership
- Focus attention on what is truly important long term while managing short term goals
- Discretely evaluate potential opportunities or confidentially "talk out" strategy
- Explore blocks to success in thinking, beliefs, your feelings or behaviors
- Create "real-time" self-observation practices and exercises to immediately experience new results while replacing ineffective behaviors

"Within the seven areas of performance management that drove the greatest business results, the number one area we would like to highlight is coaching. Interestingly, this is a new area of focus for management and leadership, and is taking on a life of its own. Organizations are finding that internal and external executive, management and leadership coaching can drive tremendously high business results."  
~ Bersin & Associates 2007 research

## *Leadership Team Facilitation*

- Create success competencies orienting the team around a common purpose
- Definition of roles and contributions to the organization
- Create a common leadership language and agreement on interactivity
- Build respect and trust in team members
- Build consensus skills and decision-making skills
- Create a safe environment for conflict to lead to breakthrough thinking
- Engage in inquiry that moves the team and its purpose forward in an accelerated manner
- Learn dialogue and action learning processes that can be self-generative

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- Adopt new ways of communicating that support an environment of organizational change and transition
- Create an environment of possibilities as individuals and as a team and organization
- Team members become more perceptive and aware of differing communication styles
- Team members create and model agreements around conflict management, diverse perspectives and quality of interactions
- Model behaviors that team members can use with their teams so that the competencies become generative throughout the next level of the organization
- Teach team models that can be consistently self-facilitated by the team

### *Customized Managers Learning Services*

- An initial assessment process determines what skills need improvement
- Sophia Associates, Inc. designs an integrative learning experience for managers using classroom, experiential and interactive computer simulations
- All training is designed to develop skills, support the achievement of business objectives while developing the next level of leaders
- Pilot Program
- Train the Trainer
- Adjunct Interactive Computer Simulations > (METIS™)



### *Cohort Coaching*

- Cohort members' skills become stronger, faster due to sharing of learned knowledge, resources and insight
- As the facilitator/coach models coaching skills, each member learns and practices coaching skills with each other and with others
- Integrate knowledge acquisition from learning services for more impact
- Create maximum engagement through this interactive "learning lab" process to which the members contribute
- Fellow participants act as a support system for each other in developing skills and implementing an action plan
- Peer-to-peer coaching continues after the program has been completed
- Increases trust and influence between members

### *Organizational Development Consultation*

Organizational development (OD) is concerned with the performance, development, and effectiveness of human organizations.



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- Based on assessments, goals set are benchmarked, progress tracked and adjustments made to maintain momentum and to keep generating awareness and learning
- New learning possibilities and formats introduced by employees and leadership
- Critical business drivers, acquisitions and growth contribute to adjustments
- Generative best practices that create sustainable results are put into place
- Internal facilitators and human resources meet periodically to innovate new ways of developing a talent pipeline
- Guiding principles are communicated through aligned behaviors, decisions and messaging

The number one concern of today's CEO is the development of talent in their organizations. The ability to make decisions in the face of ambiguity, the need for juggling competing commitments and the skill to build collaborative relationships cross-culturally demand that organizations focus as much on the future leader as on the current workplace.

As our client you benefit from solutions that are results oriented, generative and designed for your specific organization.

**Call us now for a complimentary, confidential consultation**

Sophia Associates, Inc. can work with you to customize leadership development and talent management approaches that are comprehensive, targeted to your organization to get the business results you need.

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