



## Background

Operating for over 115 years, Flexco is a privately held company with over 800 employees. At the core of Flexco's mission is a deep-seated value: 'Investing in People First.' This value was the driving force behind their initiative to forge a strong leadership pipeline, essential for the company's sustained growth and success. Recognizing the need to align their leadership development efforts with their strategic goals within their timeline, the training team at Flexco turned to a network of learning and development (L&D) partners, tapping into a wellspring of expertise, best practices, and specialized knowledge. These collaborations proved crucial, offering the support and resources needed to tackle the project's goals head-on.

Working hand-in-hand with L&D experts, including TTA, Flexco's training team could chart a course for success. Together, they refined their strategy, focusing on key areas such as learning management system (LMS) implementation, learning strategy, project management, and facilitator selection. The culmination of these efforts was the launch of 'The Leading Others Program,' a landmark leadership development initiative that symbolizes Flexco's commitment to its people and its future. This initiative, crafted from strategic collaboration and a shared vision for excellence, showcases Flexco's dedication to nurturing and empowering its leaders for today and tomorrow. In partnership with a team of internal experts and external L&D partners, including TTA, Flexco not only achieved its immediate goals but has also set a new standard for leadership development, proving that even the most ambitious visions can be realized with the right team, strategy, and partners.



# What We Did

- Utilized Flexco's values and vision as a guiding framework to create a leadership program aimed at nurturing the skills and competencies identified by the executive team as crucial for leadership success in the present and future.
- Designed a program that not only defined but also quantifiably measured the strength and growth of leadership skills and competencies within the organization.
- Established an engaging, immersive, and technology-driven learning experience, seamlessly integrated into the actual work environment at Flexco.
- Leveraged insights from previous Flexco leadership programs, incorporating industry best practices and continually seeking opportunities for improvement, resulting in a more dynamic and effective training experience.
- Fostered self-awareness and insight by seamlessly integrating on-the-job learning and assessments throughout the leadership program.
- Facilitated the sharing of best practices by tapping into the expertise of both external thought leaders and internal Flexco leaders, and provided guidance to direct line managers to engage in monthly coaching sessions.
- Encouraged participants to practice and hone their new leadership skills in safe, supportive environments to boost confidence and competence.
- Cultivated opportunities for lively discussions and interactions among learners, fostering a collaborative and growth-oriented atmosphere.



**Nimble Deployment** – Deploy within three months of program request.

**Cohorts** – Deploy two cohorts of 10-12 attendees within the first year.

**Pilot/Global Readiness** – Build for a global leadership team but pilot within North America in the first year to validate the quality of the program and ready it for global use.

**Continuous Improvement** - Evaluate content and make real-time adjustments that benefit the following cohorts.

**Measurement and Data** – Collect measurable evidence of program success.

# Key Learning Elements

To illustrate the dynamic nature of this program, below is a snapshot of the pilot cohort's learning experience. By the end of the program, students complete the following:

12 Structured coaching sessions with managers	5 Featured live speakers	22 Live webcasts/program check-ins	20 Flexco leader videos
24 eLearning courses	22 External leader videos	37 Articles	5 Third party assessments
12 Simulations	13 Buddy/group activities	2 Books	1 Capstone project

*As Flexco graduated the first cohort, the most compelling statistic from the cohort's yearlong experience was the 46% of time spent on application of knowledge to practice. The initial target when the program was developed was 30-40% of learning time to be spent on application. The L&D team considers it a win that nearly 50% of program time was spent in this manner.*

Below is an overview of how participants' time is spent throughout the Leading Others program:

- 17% of program time on asynchronous learning (eLearning, video, articles)
- 25% of program time on synchronous learning (webcasts, featured speakers, events)
- 6% of program time on third-party assessments (DiSC, emotional intelligence, leadership styles)
- 6% of program time in coaching sessions with manager
- 46% of program time on application of knowledge (activities to transfer learning into Flexco work environment/simulations)

# Business Impact

To date, Flexco has launched four cohorts with 46 participants. One cohort of nine participants graduated in March 2023. The second cohort graduated in June 2023, the third cohort in November 2023, and the fourth (global) cohort in March 2024. To help gauge program success, each cohort's yearlong inputs on the pulse surveys conducted after each module are aggregated along with skill/competency assessments. Participants and their managers complete a baseline, mid-point, and end of program assessment, which assesses Net Promoter Score (NPS), skill level, confidence, and readiness to lead a team.

## Below highlights an overview of key successes in the program:

- Live simulations were a top satisfier in the program. Participants shared that simulations have increased their confidence in real world interactions with direct reports on similar topics.
- Leaders of participants in the program have provided informal feedback indicating they are observing positive changes in the leadership skills of participants in the program.
- From a program goal, data, and metrics perspective, the Leading Others program was identified as a success.
- Qualitative feedback from students indicated they valued the content and that the learning experiences aided in their growth.
- Confidence to lead from the participant and manager perspective increased.
- Readiness to lead from the participant and manager perspective increased.
- Top 27 leadership skills from the participant and manager perspective increased.

## High Level Program Data & Insights - Quantitative program insights from evaluation methods indicate:

- Increase in alignment between participants and their manager on skills, readiness, and confidence of participants to lead a team.
- Increase in self and manager assessment of program target skill levels.
- Participant NPS = 67
- Manager of Participants NPS = 100