

Enhancing Leadership Development

Business Issue

A fast growing nationwide grocery chain sought to implement an initiative to identify the competencies and behaviors needed to be a successful team leader or department leader within a store and identify high potential candidates for filling leadership positions in new stores.



Solution

First, 4ROI developed a competency model to serve as a basis for creating assessment tools and training to identify and develop team leaders for current and future leadership positions.

Next, a structured assistant team leader assessment and development system was implemented. The Team Leader Assessment provides a system for measuring Team Leader performance and Assistant Team Leader readiness for further assignment. This assessment, is a multi-source measurement system which gathers self, and ratings from two other leaders. Both self and leader ratings of performance on the competencies are reported on individual feedback reports which are provided to each participant for developmental purposes only. A Planning Report is used as one of a comprehensive set of inputs to determine whether the participant was ready to take on a new assignment.

4ROI utilized information from a variety of sources to develop the assessment including information from input sessions, key leadership skills identified by regional leaders, the company's standards and documentation of the position was synthesized into the underlying model. Statistical analyses established the reliability and validity of the assessment, as well as it's freedom from bias.

A BusinessDrivers Analysis™ was conducted to determine which competencies predict important organizational and work unit outcomes. LISERAL was used to examine the relationship between the Assessment competencies and the outcome measures individually and as a whole. The Assessment competencies are significantly related to the outcomes overall, as well as to specific work outcomes. Thus the analysis shows that the Assessment does predict work outcomes.

Outcomes

The Team Leader Assessment model is very powerful in guiding action and development. The BusinessDrivers™ Analysis identifies which competencies will provide the biggest impact on work outcomes, which helps focus development efforts.

To date, the Assessment has been implemented in every store in the region. The results-driven text and graphics provide specific improvement suggestions and coaching suggestions for leaders that are unique to each individual. Also, the reports provide a guided action planning process and worksheets that assist the participants and their leaders in planning and tracking their development opportunities. The organization has indicated their intent to use the Assessment to promote ongoing development.