

# CASE STUDY:

## Investment Banking

### Background:

 **+32K** employees    **+20** countries   **€ +9.3** Bn

### Challenge:

An investment unit in a global Fortune 500 bank had engagement challenges, which had a negative impact on employee retention and performance. Analysis showed that the level the unit's 42 leaders were working at was too low and that they did not generally understand or value the leadership part of their roles.

### Solution:

With support from LPI, all 42 leaders on three different leadership levels attended LPI's leadership transition programs tailored to the specific target group with the aim of ensuring that all leaders were leading at the right level.

### Measurement:

The measurement was made 6 months after the end of the leadership transition programs as part of the overall annual engagement survey conducted by third-party auditor. The population of 42 leaders/375 employees was benchmarked against the general managerial population of 4,200 leaders, i.e. the entire management population of the bank during the same period of time.

### Result:

The 42 leaders had improved their score by 400% compared to the total population of 4,200 leaders

Selected questions from annual engagement survey	Improvement in score for SWO participants*	Improvement in score for total population**
Immediate manager	3	0
His/her managerial skills (includes leadership)	6	1
Is action-oriented	4	0
Leadership Competence Index (All questions regarding leadership)	5	0
Sets high standards and targets to develop our performance culture	4	1
Communicates expectations clearly and sets concrete goals	2	1
Follows up on deliveries and holds direct reports accountable	3	1
Ensures that everything we do creates customer value	5	0
Continuously includes coaching as part of his/her leadership	6	1

\* Based on responses from 375 employees   \*\* Based on responses from 30,162 employees

# CASE STUDY:

## Technology Company

### Demonstrate Adding Value

#### Background:

 **+200K** employees    **+20** countries    **+6** revenue

#### Challenge:

A leading global technology company in the factory automation industry was faced with intensified competition, globalization, and changed customer requirements. At the same time, employee satisfaction and relations were at an all-time low.

#### Solution:

The ambition was to drive a global transformation process with support from LPI that ensured a clear and common approach to leadership including principles, tools, and processes across functions, regions, and continents. The aim was for all employees to experience good and stimulating leadership from their immediate managers and for priorities, problem solving, and decision-making to take place at the lowest possible level to enable agility and customer centricity.

#### Measurement:

The company conducts an employee satisfaction survey every year in collaboration with and validated by third-party auditor. A survey was conducted right before the leadership transformation initiative was launched, and benchmarked against the result one year later.

#### Result:

Overall, 'Satisfaction & Motivation' increased by +4 and 'Loyalty' by +3, while the leaders' ability to develop their employees improved by +15.

Immediate Manager	Your Unit	
Immediate Manager	74	+5
My immediate manager motivates my department to exceed expectations	73	+6
My immediate manager creates a working culture in my department characterized by trust and openness	76	+4
My immediate manager provides me with the constructive feedback I need to do my job well	74	+6
My immediate manager has clearly explained how I am expected to contribute to achieving the goals of my department	75	+6
The professional skills of my immediate superior	78	0
The leadership competences of my immediate superior	75	+4
My immediate supervisor regularly discusses my development with me	69	+15
My immediate supervisor encourages me to take the time to ensure that my work is of high quality	77	+9

# CASE STUDY:

## Newly Appointed Leaders

### Background:

 **+30K** employees     **+25** countries    **€ +5.5** Bn

### Challenge:

A global Fortune 500 bank conducted a survey showing that they lost 50% of all newly appointed leaders within the first 3 years. Furthermore, newly appointed leaders had a significantly lower engagement score than their more experienced managerial colleagues. All in all, the direct cost of not being able to retain newly appointed leaders and having to re-recruit, re-onboard, etc. was estimated at 10,000,000 EUR per year (200,000 EUR per leader) excluding opportunity costs etc.

### Solution:

In cooperation with LPI, the bank designed a dual recruitment process ensuring that new leaders were not only appointed due to their specialist background but also based on their demonstrated leadership capabilities. Furthermore, all newly appointed leaders attended LPI’s leadership transition program within the first 6 months of their appointment.

### Measurement:

In this comparative study, the bank benchmarked the 172 new managers who had been appointed in Q3+Q4 in the “Leading Others” Leadership Transition Program® against a similar group of new managers who had been appointed 12 months earlier and did not participate in the Leadership Transition Program® but attended the various other traditional leadership training programs.

### Result:

A detailed analysis of the individual scores demonstrated that, on average, the 172\* new managers who had completed the Leadership Transition Programs® showed an improved leadership performance score of 300% above that of the comparison group of 372 new leaders who had not attended the Leadership Transition Programs® at the time of being rated in their second engagement survey.

Selected questions from annual engagement survey	Improvement in score for LTP participants	Improvement in score for benchmark group
His/her managerial skills (including leadership skills)	4	1
Is action-oriented	4	1
Communicating the vision and strategy of Nordea	5	1
Sets high standards and targets to develop our performance culture	3	0
Communicates expectations clearly and sets concrete goals	4	1
Follows up on deliveries and holds direct reports accountable	3	1
Ensures that everything we do creates customer value	3	1
Continuously includes coaching as part of his/her leadership	5	0
Assesses and follows up on performance	3	1

\* Based on responses from 1,548 employees

\*\* Based on responses from 3,162 employees