



LearnTech Associates

CCL® assessment tools stand at the threshold of a global financial company's leadership development program.

When Credit Suisse First Boston decided to put in place a leadership development program for managers with global responsibilities, senior executive Eileen Murray's prime concern was to achieve the most far-reaching impact possible. Donna Marcus and Karen Hartman of LearnTech Associates, experienced facilitators of 360-degree assessment instruments and well-versed in CCL practices and research, were brought in to implement the first phase of the complex initiative.

In sponsoring the initiative, Murray sought to address retention issues and create more synergy among the company's operations in 33 countries. "She was concerned that the middle managers had never really been developed," said Hartman and Marcus. "She wanted to give people an opportunity to increase their awareness of the impact they were having. We knew that 360 feedback would be the catalyst for the whole process."

CCL's Benchmarks®, a comprehensive, research-based tool that measures 16 skills and perspectives critical for success, became a core feature of the program. "The appeal for us with Benchmarks is that it's global, it's multi-lingual, it's very well-tested and researched, and many of the competencies and skills are consistent with the skills and competencies important for success in this environment," said the LearnTech principals. "It's a reliable way for people to see where they are and how they need to change to be even better leaders."

Benchmarks marks the beginning of a vigorous and practical developmental process that lasts from four to six months and has Credit Suisse managers attending sequenced classes, being coached, and putting their new skills into practice as members of cross-functional teams. Since 2002, more than 350 managers have taken part in New York, London and Singapore.

OBJECTIVES:

- Retain and develop experienced managers
- Enhance individual and teamwork skills
- Build a shared managerial discipline and cross-functional partnerships

OUTCOMES:

- Increased partnering between managers and those who deliver services to clients
- Managers demonstrate new confidence about themselves as leaders and awareness of impact on others
- Improvement in specific areas of development such as feedback-giving

A significant element of the program's success is the sponsorship of Eileen Murray, Credit Suisse's senior executive in charge of operations, technology and product control. She and her internal training and development team worked with Learn-Tech to design the program and she plays an active role in the initiative. The result: a course that combines job-related learning with coaching, assessment and feedback – all of which translates well across geographical and cultural boundaries.

Additional signs of the company's commitment to the leadership initiative can be seen at high levels. A modified version of the program, featuring CCL's Executive Dimensions® feedback tool for top executives, was rolled out to 25 managing directors in 2003. A separate Executive Dimensions feedback process was created for Murray and her direct reports, so they could become role models for the organization.

"Working with someone like Eileen, who believes strongly in development, has made a huge difference at Credit Suisse," said Marcus and Hartman. "People feel there's an honest personal commitment and we see clear results in their commitment to enhancing their performance on an ongoing basis."