



## Management training for highly skilled professionals

### The Challenge

**Highly skilled subject matter experts need enhanced management capabilities – quickly – to successfully deliver a critical project.**

An international organization with headquarters in Geneva received an assignment from a European foundation to manage a project that was outside of the normal core work of the organization. While two senior leaders from the international organization stepped up to lead the project, numerous managers and supervisors were also needed to run the critical day-to-day operations of the 3-year project. The organization's full-time managers already on staff were already tied up (and lacked the core subject matter expertise). As a result, the organization recruited a cadre of highly-skilled professionals from several different European nations. They accepted the managerial and supervisory posts based upon their commitment to the outcomes of the project—a commitment so great that they were willing to interrupt highly successful careers in other organizations. The problem: these individuals, although talented, were not experienced managers per se. The project soon fell in danger of breaking down because of issues within and across teams—and the parent organization properly recognized the need to quickly enhance the management capabilities of the managers and supervisors in the new project.

### Linkage Solution

**Linkage partnered with internal HR to develop and implement a customized management development program.**

Linkage partnered with internal HR and training managers to develop and implement a management development training program that was designed to provide the managers and supervisors on the project with basic management skills training -- and much more. The two-day program was presented first to the managers and then to the supervisors. The curriculum focused on providing managers and supervisors with:

- A common language and a common approach to leading their teams
- Skills and capabilities to enable them to provide more coaching and feedback to their teams
- Training on how to use the Powerful Conversations Model to manage conflict more effectively
- A forum in which to discuss the issues they faced





As a result of their experiences in the program, the project team asked for additional support from Linkage.

The additional support activities included:

- A team building session with the two senior leaders and all of their direct reports
- Individual coaching sessions for both managers and supervisors
- Team building sessions for intact teams
- Follow-up sessions with both managers and supervisors

## Results

As a result of the management development training program and the follow-up initiatives, the managers and supervisors on the project improved in the following areas:

- Raising issues and managing conflicts within and across teams through feedback, coaching, and the use of Powerful Conversations
- Clarifying performance expectations by proactively setting goals (rather than depending entirely on the job descriptions)
- Surfacing (and removing) obstacles to individual and team success at an early stage

All of this improvement in traditional managerial areas freed up the managers and supervisors to spend more of their time proactively driving project results—and ensuring project success.

## Linkage Products and Services used in this Case Study

### Linkage Customized Leadership and Management Development Programs

Linkage's customized leadership development programs are typically delivered to high potentials and other key personnel ranging from director-level to executives. The focus is on

- Individual leadership development
- Individual behavioral change
- Tools to strengthen teamwork and coordination across teams.

Programs are designed via interviews with key stakeholders, enabling identification of the specific leadership competencies that need special attention.

### Program Components

Key program components can include:

- A self-awareness component, such as individual 360° feedback
- Individual behavioral change
- One-on-one coaching
- Action learning teams focused on current business challenges/issues
- Organization-specific case studies
- Team-building
- Tools to strengthen teamwork and coordination across teams

**For more information on our Customized Consulting Services contact us at 781.402.5555.**