

## Leadership Academy Drives Talent Pipeline at Wyndham Vacation Ownership

### The Challenge

#### Wyndham Vacation Ownership needed a comprehensive approach to develop high potential leaders

Wyndham Vacation Ownership, the world's largest and most experienced vacation ownership resort company, identified Leadership Development as one of their most critical, strategic priorities. Due to organic growth, potential acquisitions and new innovative business models, they identified a shortfall in qualified director level leaders capable of moving into VP level positions. They needed an approach to developing leaders that would produce "real behavior change" and who would be capable of delivering strong bottom line performance. Senior Leadership wanted a hands-on, customized program designed to suit the organizations' specific needs and one that would help drive and reinforce a culture of accountability throughout the organization.

### Linkage Solution

#### Wyndham Leadership Academy: A customized program for high potential leaders

Linkage partnered with Wyndham Vacation Ownership to develop a customized leadership program designed to combine learning with the accomplishment of real business objectives that would equip their high potentials with the skill set necessary to develop a talent pipeline for the future. After first conducting a very thorough needs analysis and competency strength and gap analysis, Wyndham's Leadership Academy was developed, which consists of infusing the leadership program with action learning experiences. The program, which is made up of three distinct sessions over a period of not more than 12 months, engages the participants in a multiplicity of learning situations and media, including presentations, individual and 360 assessments, group and individual exercises, simulations, live skill practices, reflection and development time, team building and coaching. Wyndham selects an average of 25-28 individuals to participate in the Leadership Academy each year.

Each distinct session of the Leadership Academy focuses on critical areas of leadership development. During session one, participants receive the results of multiple personalized assessment reports and participate in a variety of activities that enable them to define their personal approach to leadership. They learn how to solidify their own





leadership agenda as well as best practices for self-development, decision making, building trust, and motivating others.

Objectives for session two include learning how to become a successful team leader, clarifying your mission, developing a blueprint for success, ensuring that clear roles and responsibilities are defined within your team, and how to execute winning results. It was also during session two that the action learning cases are presented and teams are assigned to begin forming their work on each of these challenges.

Session three focuses on executive presentations, real time business mini-case challenges and the final action learning recommendations with team presentations. Each team is responsible for presenting the results of their research and business solutions to a panel of senior leaders. The panel of judges then score the teams against consideration of the current state analysis, future state recommendations and executive presentation inclusive of a question and answer session. Comprehensive evaluations are completed that include peer-to-peer evaluations which enable the team members to give one another honest and timely feedback.

The Wyndham Leadership Academy also includes a half-day program offered in partnership with a local health care clinic that focuses on health education and assessments. Individuals participate in physical assessments in addition to learning about work/life balance, physical fitness, and healthy eating habits.

## Results

As a result of the Wyndham Leadership Academy, Wyndham Vacation Ownership now has:

- An integrated, systemic approach to leadership development that ties into the business strategy
- A strong talent pipeline of future leaders
- A mutual understanding at all levels of the organization of the critical leadership skills necessary for individual and organizational success
- Improved communication across the organization

## Linkage Products and Services Used in this Case

### Leadership Academy: Customized Leadership Development Program for High Potentials

Wyndham Leadership Academy is a customized leadership development program developed by Linkage, typically delivered to executives over several months in three or more sessions. Linkage designed the program via interviews with key stakeholders, enabling identification of the specific leadership competencies that need special attention.

#### Program Components may include:

- A self-awareness component, such as individual 360° feedback
- Individual behavioral change
- Management and leadership skills and competencies training
- One-on-one coaching
- Action learning teams focused on current business challenges/issues
- Organization-specific case studies
- Team-building
- Online reference and development tools

**For more information, contact us at 781.402.5555**

### Feedback from the Wyndham Leadership Academy participants:

“This was an excellent program. It was by far the best training that Wyndham has provided. The assessment tools will make me a more effective leader.”

“It was very insightful. I am definitely taking things back that I can put to use immediately.”