

HEWITT ASSOCIATES

DEVELOPING LEADERS AROUND THE GLOBE THROUGH A UNIQUE BLENDED PROGRAM

CHALLENGE

Prepare leaders to accelerate business growth and move the organization to a high-performance culture.

SOLUTION

An 8-month blended program delivered through *Leadership Direct* with coaching, mentoring and action learning components.

RESULTS

Improved general management capabilities across key leader population. Anticipate increases in revenue and client preservation rates.



In partnership with Harvard Business Publishing, Hewitt Associates delivered the Accelerated Leadership Development Program, a comprehensive blended program to rapidly develop general management capability among its mid-career managers.

HEWITT ASSOCIATES' MISSION is to be the world's leading human resources consulting and outsourcing company, "making the world a better place to work." The organization has 23,000 individuals based in 47 countries.

Hewitt's Global Talent Development organization recognized that Hewitt's leaders would be instrumental in accelerating business growth and moving the organization to a high-performance culture that consistently delivers strong value to shareholders. As part of the strategic planning process for fiscal year 2009, Hewitt Associates conducted its annual executive talent review, assessing the business situation and evaluating the skills, capabilities and talent needed to achieve Hewitt's business goals. Areas flagged in particular need of development included business acumen and operational excellence.

Hewitt's four over-arching goals are:

- Enhance employee engagement—bring the best talent to bear for clients
- Keep clients first—bring to market a compelling value proposition and make clients successful
- Grow with intention—accelerate the top line continuously
- Remain lean—ensure a strong bottom line

AUDIENCE: 150+ mid-career "senior managers" worldwide to date, more cohorts planned

PRODUCTS & SERVICES USED: *Leadership Direct*

INDUSTRY: Consulting

AUDIENCE

Particular focus was placed on creating a new program for mid-career managers, referred to at Hewitt as "senior managers." This group of leaders spanned all business segments and geographies of the organization.

SOLUTION DEVELOPED/DELIVERED

The Accelerated Leadership Development Program incorporated all of the elements the Global Talent Development team had determined would help accelerate development: challenge, ongoing support, exposure, network, action learning and structured feedback.

Program requirements:

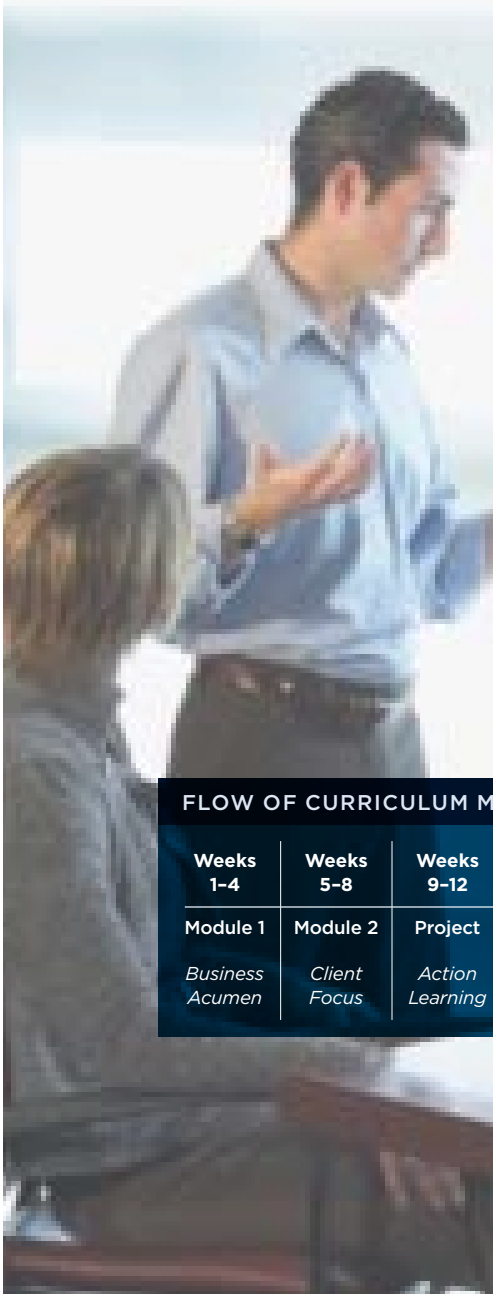
- Focus on key skills that will help leaders accelerate growth
- Offer a global solution to reach leaders in 47 countries
- Deliver a consistent, high quality program to engage leaders
- Incorporate practical business application and bring the learning close to the work
- Generate real business results through the program

FEEDBACK FROM PARTICIPANTS

“The **BREADTH OF TOPICS** and mix of learning methods was great. The action learning and the case discussions where Hewitt sponsors contributed to discussion helped us apply the cases to Hewitt reality.”

“All the case studies and the articles were **VERY HIGH QUALITY**. I learned a lot through them, and all the speakers were excellent.”

“The opportunity to **WORK ACROSS BORDERS** was eye opening and challenging.”



PROGRAM DEPLOYMENT

In order to reach a global audience, offer an ongoing learning experience, and link the work closely with leaders’ roles and targets, the program would be delivered virtually and offered over a period of several months.

Accelerated Leader Development Program (ALD) Snapshot:

- Participants invest 4–5 hours a week over 6–8 months
- Assessments and evaluation: Levels 1–4 and ROI
- Leader participation as co-moderators, coaches
- Participants in the ALD program also engage in a business focused action learning project
- Participants are aligned with a coach (internal or external) to provide one-on-one coaching and guidance on content, application of content and action learning
- Cost is incurred by the business segments

Hewitt’s leaders played a key role in helping drive engagement, with participants learning directly from Hewitt’s leaders and business school faculty who facilitated and led sessions. A Harvard Business Publishing moderator, working closely with Hewitt co-moderators, facilitated discussions and learning and monitored comments, questions, and feedback to continually refine the program.

Leaders in the program were assigned action learning projects, and all projects must generate financial results for Hewitt. Emerging leaders are also provided a formal coach, offering an ongoing sounding board and mentor for specific situations and challenges.

RESULTS, OUTCOMES AND IMPACT

The design of the program allows participants to evaluate and reflect on the case studies, conduct self-assessments, debrief with a coach, understand their personal gaps and work with their action teams and their coach to help develop needed capabilities. In addition to building skills for advancement, Hewitt’s leaders feel that “their work matters.”

This program was designed with the business in mind. Action learning projects to date have focused on growing revenue and increasing productivity, along with quality, capability, and efficiency initiatives. A recent survey of participants at program completion indicated that all respondents had already applied learning from the program to their jobs. These action learning teams will eventually drive revenue growth, improve client preservation, help in effective cost management, and more.

Hewitt’s senior leadership is also benefitting from the experience of co-moderating and coaching these senior managers. They report a better understanding of talent capabilities are leveraging the insight they’re gaining about client relationships and other areas of the business.

FLOW OF CURRICULUM MODULES OVER TIME

Weeks 1–4	Weeks 5–8	Weeks 9–12	Weeks 13–16	Weeks 17–20	Weeks 21–24	Weeks 25–28	Weeks 29–32	Weeks 33–36	Weeks 37–40	Close of year event and project presentations
Module 1	Module 2	Project	Flex	Module 3	Project	Flex	Module 5	Module 6	Project	
<i>Business Acumen</i>	<i>Client Focus</i>	<i>Action Learning</i>		<i>Operational Excellence</i>	<i>Action Learning</i>		<i>Personal Impact</i>	<i>Domain Expertise</i>	<i>Action Learning</i>	

LEARN MORE

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