

## THE CLIENT

The client organization is a rapidly growing city of approximately 40,000 residents

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## THE PROBLEM

Long-term employees are retiring, resulting in a dramatic shift in the workforce. Without a succession plan in place, the client risked disruption of services and the potential for a rough transition to a new generation of leaders.

## THE SOLUTION

First, PRADCO assessed 70 leaders at three levels of leadership using the Quick View™ Leadership Assessment to create the benchmark that would later be used to determine the best people to hire, develop, and promote. The results led to the realization that some characteristics are critical at all levels of leadership within the organization, while others are most important at one or two levels of leadership.

Next, PRADCO facilitated two focus groups to fine-tune and review the top assessment behaviors. Organization employees played a vital role by filling any gaps with qualitative data about the organization's culture and what makes a successful leader. With this holistic view, a set of 10 behaviors were finalized to be a benchmark for assessing and developing future leaders.

Finally, PRADCO's Striving for Excellence: Manager Development Program helped new leaders learn strategies for managing themselves and their team, business results and outcomes, and changing management strategies.

100% of the participants reported that the program effectively helped them implement immediate behavioral changes to become more effective leaders. With such a successful first class in year 1, a second group of 16 participants was identified for the program in year 2. The organization intends to carry forward the program into successive years.

## KEY TAKEAWAYS

- **PRADCO's Quick View™ Assessment is an effective tool to benchmark key organizational behaviors that can then be used to identify and develop top talent.**
- **Multiple participants have either been promoted or served in interim leadership roles since starting the succession planning process.**
- **Participants of PRADCO's Striving for Excellence: Manager Development programs are able to quickly implement their learning into actionable behavior change.**

Time Management	Resolving Conflict	Loyalty	Proactive	Relating To Others	Flexibility
Versatility	Motivating Others	Cooperation	Responsiveness	Dominant	Self Awareness
Interpersonal Awareness	Listening		Attitude		Courtesy
Learning Agility	Decisive		Even-Tempered		Assertive
Structure			Participative		Persuasive
Follow Up			Integrity		Innovative
			Compassion		Resourceful
Supervisor					Confidence
Manager					
Department Head					