

Leadership development and change management boost employee engagement

For decades, People Results has enjoyed a relationship with one of the largest nonprofit academic medical centers in the United States—so when medical center leadership saw their employee engagement scores slip, they contacted People Results to help them assess what was driving the decline.

People Results' initial tasks were to analyze data from human resources (HR) to determine where potential hotspots of employee disengagement were and to assess where change might be needed throughout the organization.

People Results' work revealed a need for leadership training and leadership development for frontline leaders and department leads. The organization had a lot of people in new roles that had not had leadership training or didn't have prior experience leading teams. People Results also found that there was a lot of organizational change happening that appeared to be impeding leadership interactions with employees. People Results focused on the needs of the HR business partners and supported their Organizational Development (OD)/Change team, developing a series of comprehensive custom training modules for the client's leadership team to be delivered by their HR business partners and OD team. This would enable the organization to maintain training continuity and, ultimately, to strengthen connections between the teams and business leadership.



ISSUE

- When the medical center learned its employee engagement scores were dropping, the medical center recognized the need for a thorough engagement assessment
- The medical center also determined the need for other changes, especially related to leadership development and communication



ACTION

- Conducted stakeholder interviews and analyzed engagement data to pinpoint key leadership capabilities
- Developed, piloted, and supported the launch of an eight-module custom leadership skills training for frontline leaders and people managers
- Enabled internal teams to sustain and scale the learning by providing train-the-trainer sessions
- Partnered with client's OD team to strengthen sustainment strategy and drive adoption of processes and behavior change
- Delivered change workshops, starting with HR business partners, on change management models and tools
- Established an integrated plan to keep learning alive through follow-up discussions, credentialing, and practical reinforcement



RESULT

- Response was very positive—leaders felt better equipped to inspire, develop, and connect with their teams
- Employees have been eager to attend the new training modules and demand continues to grow as word has spread
- Prior to this engagement, People Results was a trusted labor relations partner to the client; as a result of this work, People Results has become a trusted partner in many other aspects of business as well

