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Business Challenge:
Leader Development

Industry:
Logistics

Distribution:
**Global –
22 countries
42 locations.**

Learning Design Approach
**Blended Digital &
Social**

"It became very apparent we had to focus on increasing front-line and middle manager capabilities."

CASE STUDY

Online leadership development that drives engagement and results

The Problem

navis® is a global software company in the Bay area, providing technology that enables peak performance and efficiency across the shipping supply chain. Navis is a subsidiary of a large European logistics company, with employees in 42 locations across 22 nations. In 2017, the Navis President hired the company's first Chief People Officer and charged her with elevating HR at Navis from a transactional function to a strategic business partner. Prior to this, there had not been coordinated Learning and Development investment at Navis.

The first step was a training needs assessment. Combined with prior employee engagement survey results, the findings were clear and consistent. The global population of front-line middle managers needed a common baseline of foundational leadership skills.

Managers self-reported that 90% of their time was focused on work or technical output and only 10% on managing and developing their team. "For a global software company in the Bay Area in 2018, this was not sustainable!"

Navis leaders needed to make a substantial investment in upskilling the manager population.

Any budget for in-person manager training would have been taken up by the travel alone. Therefore, the effort needed to be a comprehensive digital experience. And with the portfolio of other People Success team responsibilities, it couldn't be developed in-house. Enter Enact Leadership, a credible partner with depth in leadership development that Navis knew could be a trusted partner to support this endeavor.

There were some important design requirements in addition to the need for a digital solution.

1. The experience had to **span time** – this was the best way to sustain learning.
2. It had to teach individual skills through a strong **application** component - managers had to use what they learned directly in their work.
3. It needed to embrace **new learning modalities** that enhance the learner experience – micro-learning, social learning, gamification etc.
4. **Community** building was a required element of the program, even if it was virtual
5. Though not custom content, the experience needed to be **tailored** to the Navis business context, to their performance management calendar, and to other L&D programs.
6. To achieve quick impact on the culture, managers had to go through together and develop a **common leadership language and culture**.

"If you are learning a new language with others, you must practice with other people. It was the only option for us. All-in so that we are on the same page."

Although the issues Navis faced were not surprising under the circumstances, the approach they took was far from usual. They decided to go all-in: a 6-month blended digital leadership program for all their managers with Enact Leadership. Enact was chosen as their partner due to stellar reputation and 20+ years in designing and delivering in-person leadership programs. Navis and Enact partnered to customize and deliver the program and test the results.

Emerging Leader Experience



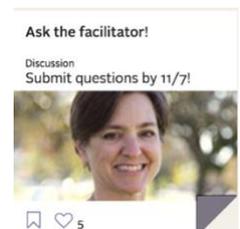
The Solution:

Enact's Emerging Leader Experience was built on Intrepid Learning's state-of-art collaborative learning platform. Enact's approach to collaboration and innovation dovetailed with the Intrepid philosophy. Enact's goal was to translate its 'secret-sauce' to the digital sphere, so only the best platform would do. Intrepid provided mentorship, feedback and design support to Enact content experts to help hone the content and translate it into a high-impact digital program.

- ◆ Design elements encouraged constant engagement with quizzes, polls, discussion boards, missions and badges.
- ◆ The back-end design elements made it easy for non-technical designers to create a customizable experience and a unique look-and-feel.
- ◆ It had the prerequisites for accessible digital learning: ADA compliant, EU-US level security, adaptation to devices, gamification etc.
- ◆ It features a diverse array of coaches and characters whose situations and identities mirror the true diversity of the modern workplace.

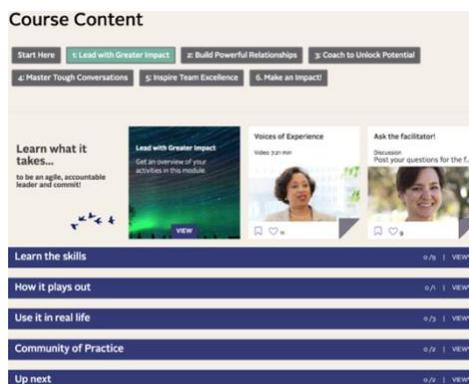
"Ask the facilitator"

Enact's goal was to provide a rich interactive experience similar to that of an instructor-led program. Enact professional facilitators provided highly interactive and thoughtful curation of the process. They also crafted expert answers to tough questions participants posed in the 'pop-up'



responses as needed

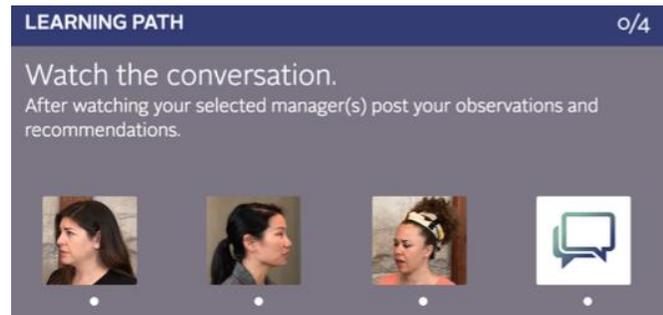
Enact and Navis formed an agile team, able to provide additional highly-relevant content, approach and values. The program content was engaging, fresh and addressed difficult but powerful learning leaders need every day. Participants also utilized the Enact 360 tool which aligned



with the skills in the program. In addition to providing a focus of the ELE learning, the retest allowed a clear way to measure results.

One innovative approach to the program experience was the *introduction of three leaders who participants follow and get to know in a variety of true-to-life situations*. Participants watch John, Sitar and Laura applying skills from the program with imperfect results. Participants learned, watch and consider how they did; – *Were they empathetic? Did they ask questions and really listen? What was the coaching opportunity, etc.?*

For each situation, participants share their observations and recommendations for improvement. Finally, participants watch videos of each leader being coached by a Master Coach to get clear take-aways about the particular situation. A side benefit is being able to watch an expert modeling highly effective coaching skills.



Navis also provided critical support for success. In addition to the financial investment, the organization invested leaders' time to provide input to the 360 process. Navis also partnered with Enact throughout the program. The most important piece was their personal follow-up on the monthly engagement reports – and personally reaching out to participants about their engagement and encouraging participation. *When the CEO highlights participation rates at an all-hands meeting, people pay attention!*

Early data showed that lower activity stemmed from participants who were not completing the missions and other applied activities that required actively practicing the skills. To encourage completion of these items and to enhance the gamification incentives, Enact added badges.



Inspire Team Excellence



Master Tough Conversations

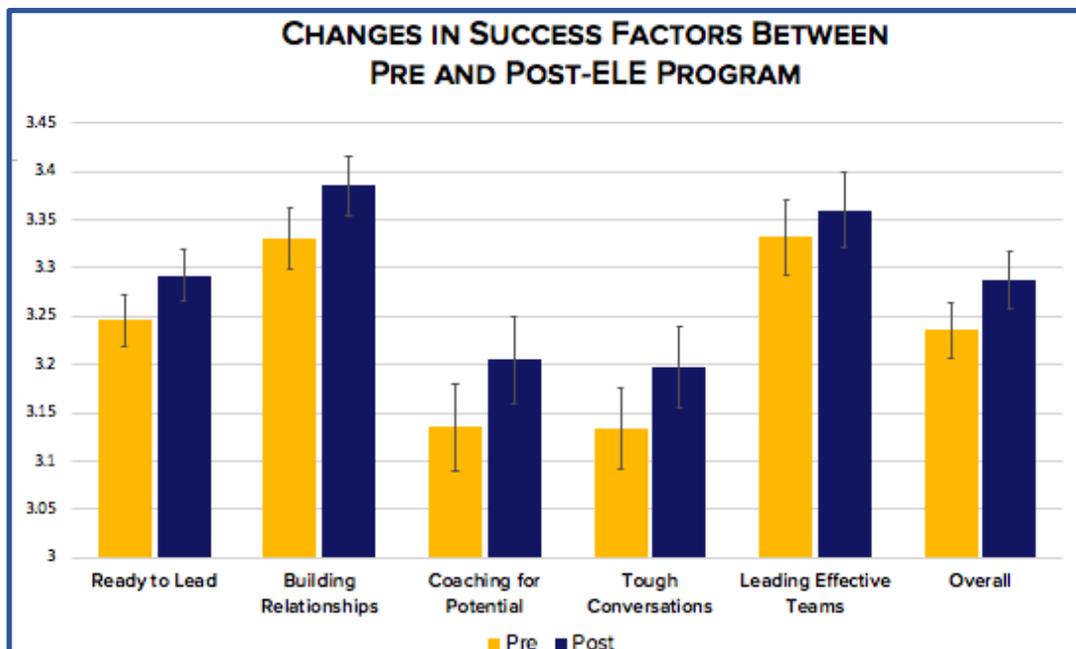
These were awarded in each module once a participant completed all the applied activities. An additional award of Completion or Completion with Distinction was based on badge and points targets. Navis awarded a digital honor through Credly that would appear on email or social media and publicly recognized those who achieved Completion levels.

The Results:

Analyzing results was a project in itself! It started with the baseline Enact Leadership 360 pre-test. The participants were retested 15 months later to provide the comparison.

"Wow! that's the Gold Standard of Leadership Development measurement."

The program **achieved behavioral improvement in all behavioral areas**, with statistically significant improvement in leader mindset, building powerful relationships, coaching, and conducting tough conversations.



Other Results:

We looked at the data from several different factors. Gender, location, tenure in the organization, level (managers vs. senior leader), and potential (rated on scale of 1-3).

- ◆ Women had higher gains than men with significant improvement in Build Relationships
- ◆ Managers gained more in Coach to Unlock Potential
- ◆ Senior Leaders gained more in Prepare for Tough Conversations
- ◆ People with newer tenure and higher potential had greatest gains

Additional Navis Results:

- ◆ Employee satisfaction with Learning and Development Opportunities rose 14% in two years
- ◆ During a Wellness Study, employees cited the program as the main factor in managers' contribution to wellness
- ◆ In the second cohort, 25% of current participants have been promoted or recommended for promotion

The program achieved an impressive *93% participation*. Engagement levels were also consistent throughout the program, and actually rose rather than fell. A total of *89% of managers achieved completion* (64% Completions with Distinction).



Navis and Enact achieved these results through intensive partnership, trust and collaboration at every step of the process. The data proves the success of the program, but anecdotal reports tell an even greater story -- of leaders sharing ideas, building relationships and creating a common leadership language and culture. What makes the difference in learning and leadership development is the same as what makes leaders great - connecting, empathy, accountability, and community.

"Connection is the key in digital learning, just like life"