

Roundtable for Leaders™

CASE STUDY





From High-Potential Managers to Results-Driven Leaders

The Challenges

The CAA Club Group of Companies (CCG) is Canada's largest not-for-profit automobile association and has been helping Canadians stay safe, mobile, and protected for over 110 years. For its Chief Human Resources Officer (CHRO) and Director of Leadership Development, shaping the leadership skills of high-potential middle management had become a key priority, with a long-term view towards succession planning. These HR professionals understood that, by turning managers into better leaders, not only would the organization become more productive, but strategy, financials and culture would get stronger.

CCG was looking for a long-term leadership development partner who would bring easy-to-use tools and strategies that would yield practical, situational leadership skills that could immediately be applied to the manager's day-to-day work. They also wanted a partner that would enable them to raise the waterline on their leadership bench strength.



Mary Duncan

CHRO
CAA Club Group of
Companies (CCG)

The Goals

For CCG this specifically translated into:

- ✓ **Develop managers** through self-reflection, network building and peer collaboration so they could become stronger, more effective leaders.
- ✓ **Define and bring to life leadership competencies**, by unpacking what it means to be innovative, persuasive, communicative, empowering them to be more strategic.
- ✓ **Build an exceptional coaching culture in the organization**, starting with middle management.
- ✓ **Create a process for ensuring a talent pipeline** of high-potential leaders, greatly reducing recruiting costs and ensuring business continuity.

“

"One of the reasons why we continue to run this program is the volume of positive feedback we've received from seasoned, high-potential, high-performing leaders. They've had exposure to numerous other leadership courses and conferences, so when they share how transformative this program has been for them, it carries weight."



Here's what CCG's HR leaders shared about the Roundtable program:

“



Aneika Ince-Mercer

AVP of Leadership
Development
CCG

"These programs respect the fact that each individual at the table comes with experience and knowledge. The Roundtable facilitators don't preach but rather pull out insights through thoughtful questions. The frequency of the meetings and the shared experience builds trust with their peers and helps to normalize these new behaviours into habits that they can transfer into their everyday lives."

The Solution

Rooted in the neuroscience of adult learning, our evidence-based, award-winning Roundtable for Leaders program leverages an integrated and proven model that starts with our client's organizational strategy. The CCG high potential leaders' peer coaching and mentoring sessions focused on building coaching skills while expanding leadership capabilities and forging stronger internal relationships.

The experiential learning approach helped managers absorb leadership concepts in a very practical way. The unique combination of both an individual and collective journey profoundly deepens participant self-awareness and insights in a powerful group setting where leaders hold each other accountable.



The Impact

The longevity of the program speaks to its success and impact within the organization. As one of CCG's key leadership development programs for high potential talent and leaders, it is considered a key component of their talent strategy.

In the 10+ year engagement with the Roundtable for Leaders program, CCG has seen an incredible effect on the organization. The program has become CCG's go-to program for high-potential leaders and has an NPS score of 100.



The Roundtable also uses Net Promoter Scores (NPS) to track client satisfaction. The program has garnered an NPS of 100 for all cohorts.

Just a few of the outcomes include:



of participants improved their coaching skills



of managers reported an improvement in participants' leadership effectiveness



of participants' performance "exceeds expectations."



of participants have been promoted 2-3 times.



of participants have been promoted or moved laterally.



Additionally, the HR team hears and consistently observes the following new capabilities in program participants:

- ✓ Growing their network by building new connections with team members.
- ✓ Supporting and learning from others in their peer group.
- ✓ Transitioning from the task-oriented approach of an individual contributor to the more strategic, visionary approach of a leader.
- ✓ Identifying with different ways to cope with the problems they face.
- ✓ Better listening skills through coaching, which changes team and one-on-one conversations.

CCG has seen the program take the work at individual levels and unleash that into a **significantly greater collective leadership impact across the organization.**

Here's what CCG's HR leaders shared about the Roundtable program:



"We've all sat in a classroom and learned academic concepts, but then you're left on your own to leap between theory and practical application. For me, situational leadership is the most important thing to learn. And the Roundtable's approach to peer mentoring has instilled in our leaders' practical tools and strategies to deal with real-life leadership situations."

Mary Duncan

CHRO
CAA Club Group of
Companies (CCG)



Next Steps

Interested in bringing the Roundtable for LeadersTM program to your organization?

Book a preliminary call with our team to learn more.

Not sure if your team is ready for group coaching?

Download our **Coaching Needs Assessment Guide** and ask yourself our top 10 questions for L&D pros.

Want to learn more about the power of group coaching and how it fast-tracks learning and behaviour change?

Download our **Ultimate Guide to Group Coaching** to discover what group coaching brings to the table that one-to-one coaching doesn't