



GOVERNMENT

2000+

EMPLOYEES



STATEWIDE  
ROLLOUT



# Government

a Situational Leadership® Success Story

# At a Glance

Few resources affect people's lives quite like electricity. As its state's largest utilities provider, this government-owned client is dedicated to safely supplying low-cost, sustainable energy while providing unparalleled customer service.

Formed in 1970, the organization serves over 600,000 customers through retail and wholesale power contracts. It generates and delivers power (nuclear, steam, hydro, combined cycle and wind) to 86 of 93 counties. Honoring their commitment to so many requires an aligned and strong leadership team to ensure adherence to the company values of quality, reliability and performance excellence.

## Challenge

- Establish performance expectations with a simple leadership development methodology
- Enhance coaching interactions with remote employees
- Equip leaders to support multigenerational employees through change
- Support organization-wide safety and succession planning initiatives
- Grow leadership culture

## Results

- Adopted Situational Leadership® as the common leadership development methodology
- Delivered *Situational Leadership®: Building Leaders* to 275 of 300 managers
- Built better connections between managers and remote employees
- Prepared leaders to manage through change
- Laid the foundation for a dynamic leadership culture

## Solution

- Incorporate principles of Situational Leadership® into leadership development
- Require *Situational Leadership®: Building Leaders* training for all managers and supervisors
- Certify the chief operating officer (COO) and internal trainers
- Supplement current training track with Situational Leadership® companion courses

## Products

- *Situational Leadership®: Building Leaders*
- *The Four Moments of Truth™*
- *Leading With DiSC®*
- *Managing Conflict Effectively*
- *Communicating With Impact*
- *Situational Coaching®*

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## The Challenge

The client organization is a diverse enterprise that is proactively facing the challenges of navigating change, ensuring alignment organization-wide and creating a leadership culture for success. Driven by the executive team, the overarching goal was to equip leaders with a consistent methodology for influencing their teams. The client sought a framework that was relatable and flexible enough to engage varied audiences while enhancing coaching interactions and affecting positive performance throughout the company.

Some of the challenges facing our client involved specific employee populations. Keeping remote employees aligned and connected to their managers reiterated the need for a single leadership model across the organization to consistently communicate expectations and manage progress. Supporting multigenerational employees through change required agile and resilient leadership and the tools with which to guide coaching interactions.

The client also identified the need for a unified leadership framework to support safety and succession planning initiatives. Adopting a common coaching framework would position leaders to flex their approach on the spot and manage safety-related expectations with different types of employees. To ensure key leadership positions will be filled with successful performers, the client desired a repeatable leadership development framework that would foster competency mindshare and provide a means to identify and develop strengths and mitigate gaps.

To meet these challenges, the client's COO believes growing a leadership culture requires a consistent approach and model. The solution would need to provide leaders with repeatable steps and a standard language of performance.

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# The Solution

The client's COO has been a long-time proponent of Situational Leadership®. He was first exposed to it in the '90s as a naval officer and, again, during a refresher course upon joining the client organization. "The concept of leaders understanding their employees' development journey and needs to provide the best support for their success" resonated with him. In the early 2000s, the organization began incorporating the tenets of Situational Leadership® into training for future senior leadership roles.

Our relationship with the client began in 2014 when the COO earned his facilitator certification at a "Train the Trainer" workshop for our flagship program, *Situational Leadership®: Building Leaders*. The experience fortified his big-picture view of Situational Leadership® and motivated him to champion its adoption as the common leadership development framework throughout the organization.

"We're excited about being more consistent and thoughtful about our leadership development program and Situational Leadership® is a core of that."

With executive team agreement, the COO introduced the program to the training team. As client trainer efforts were underway to redesign their leadership development curriculum, *Situational Leadership®: Building Leaders* stood out as the ideal choice for a foundational leadership development course. With its easy-to-understand model and tools to maximize performance, alignment and focus, the client trainers agreed it complemented their current business function track and would address their leadership development challenges.

Later that year, the client certified internal trainers to facilitate the program. *Situational Leadership®: Building Leaders* was then integrated into their Supervisory Development Program and is required for all supervisors and managers.



# The Results

- Roughly 92 percent of all managers and supervisors from the client organization have completed the *Situational Leadership®: Building Leaders* program
- Leadership development training has integrated Situational Leadership® into its Supervisory Development Program
- Leaders are integrating the language of Situational Leadership® into everyday conversations
- Trainers are planning further launches of Situational Leadership® companion courses

Currently, 275 of 300 managers and supervisors have participated in *Situational Leadership®: Building Leaders*. With its simple, repeatable steps and consistent language of performance, the program has “level-set all leadership in the organization with the same leadership fundamentals.”

■ “You have set the standard for us in terms of vendor relationships.”

Client trainers report positive feedback from managers and supervisors who are incorporating the language of Situational Leadership® into their everyday conversations with discussions around Performance Readiness® Levels and leadership styles. As a testament to the program’s relevancy, many leaders that participated are requesting that the training be opened to key influencers in their groups as well.

The client credits the program’s accompanying sustainment piece, The Four Moments of Truth™, with reinforcing the connection between remote employees and their managers. With regular touchpoints and follow-up, it has kept performance front-of-mind and allowed managers to track progress against goals.

To effectively manage multigenerational employees through change, the program provides leaders with a standard process for determining the level of success and engagement. Leaders can now adjust their level of support or direction to encourage or redirect performance disrupted by change.

The fluid and iterative design of the Situational Leadership® Model and four-step process provide the foundation for cultivating a robust leadership culture. The client trainers are also exploring Situational Leadership® companion courses to continue to build the leadership culture and bolster coaching interactions by adding *Leading With DiSC®*, *Managing Conflict Effectively* and *Communicating With Impact* to their curriculum. The client also envisions delivering *Situational Coaching®* to further support the safety initiative.

The client praised the level of customer service CLS provided as “outstanding” and said it was “a positive experience,” noting the staff was “so easy to work with” and had “such genuineness and truly cared” about their needs. As CLS makes a concerted effort to nurture and invest in our client partnerships, we are honored to receive this recognition for superior customer service from a company that places such value on delivering it themselves. We look forward to supporting their training needs as they continue to build a culture of leadership.

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