



MANUFACTURING
INDUSTRY

12,000+
EMPLOYEES



NATIONAL
ROLLOUT



LafargeHolcim North America

a Situational Leadership® Success Story



At a Glance

From single-family homes and stadiums to bridges and airports, our client, LafargeHolcim, provides the building materials, solutions and innovation that are integral to a thriving infrastructure. Headquartered in Switzerland, LafargeHolcim has an impressive global foothold with sites in over 80 countries. Balancing growth and profitability with social and environmental responsibility, they strive to be the preferred vendor for constructing the world around us with cutting-edge products and processes.

The result of consolidating two competitors in 2015, LafargeHolcim is an international industry leader with 180 years of combined experience. As such, merging two business cultures requires adept and resilient leadership to waylay the angst associated with reforming while building unity and shaping the corporate identity. The Center for Leadership Studies partnered with LafargeHolcim to tackle these challenges within North America across a population of 12,697 employees.

Challenge

- Unify two corporate cultures with a common leadership development framework
- Improve coaching skills for technical managers
- Create agile managers to lead through change and promote corporate initiatives
- Attract and maintain top talent with a repository of leadership development training courses

Results

- Adopted Situational Leadership® as the organization's leadership development framework
- Created a foundational management pathway with multiple Situational Leadership® courses
- Delivered various Situational Leadership® programs to 300 participants
- Equipped managers to effectively lead through change and align teams to organizational goals

Solution

- Implement Situational Leadership® as the universal leadership development framework
- Create a leadership development curriculum with Situational Leadership® programs
- Certify client trainers
- Offer additional advanced leadership training courses

Products

- *Situational Leadership®: Building Leaders*
- *Situational Coaching®*
- *Leveraging Your Power to Influence*
- *Situational Leadership®: Taking Charge*
- *Leading Change*
- *Leading With Emotional Intelligence*
- *Managing Execution*

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The Challenge

Reemerging as a single entity posed challenges associated with change, but also presented leadership development opportunities for LafargeHolcim North America. Prior to the merger, each corporation had their own training departments and curricula. Once integrated, the Learning & Development (L&D) team was eager to build a united leadership development track and adopt a common language of performance. They sought a leadership development package that would address change, imbue management with nimble coaching skills, support new initiatives and attract and maintain talent through a comprehensive suite of training programs.

Faced with large-scale organizational change that could diminish employee engagement and hinder performance, the client wanted to equip managers with the skills to assuage uncertainty and refocus their teams on accountability and efficiency. In addition, empowering leaders to “create the culture rather than wait for it to be dictated to them” was a driving factor for L&D.

As an organization steeped in technical ability, the client also wanted to enhance coaching dexterity in managers promoted primarily for occupational expertise. To influence employee performance effectively, these managers needed a simple, flexible model that would guide their coaching interactions specific to a task and individual as well as enable alignment with corporate goals.

Ensuring the solution deftly articulated and reinforced the organization’s objectives was crucial to LafargeHolcim North America. With a goal of “zero fatalities,” health and safety are paramount to the client and require proficient communication and compliance. In keeping with their Strategy 2022 - “Building for Growth,” which focuses on financial goals, they sought a provider with the best return on investment for delivering development opportunities attuned to these initiatives.

To entice top performers to join the organization, LafargeHolcim North America desired “relevant, flexible, business-focused learning experiences that promote career growth” to bolster their course offerings. Understanding that developing employees gives them a competitive advantage, the client also wanted to provide current staff with targeted development options to drive individual performance and advancement.

Pursuant to these goals, L&D sought a vendor with a proven leadership development framework, a hearty repository of programs and seasoned facilitators to deliver them.

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The Solution

As a single enterprise, Lafarge had been partners with The Center for Leadership Studies (CLS) since 2014. Based on previous positive experience and reputation, the new LafargeHolcim North America L&D team selected CLS over other vendors in 2017, as well, to complete their leadership development track and moor the organization to one leadership methodology.

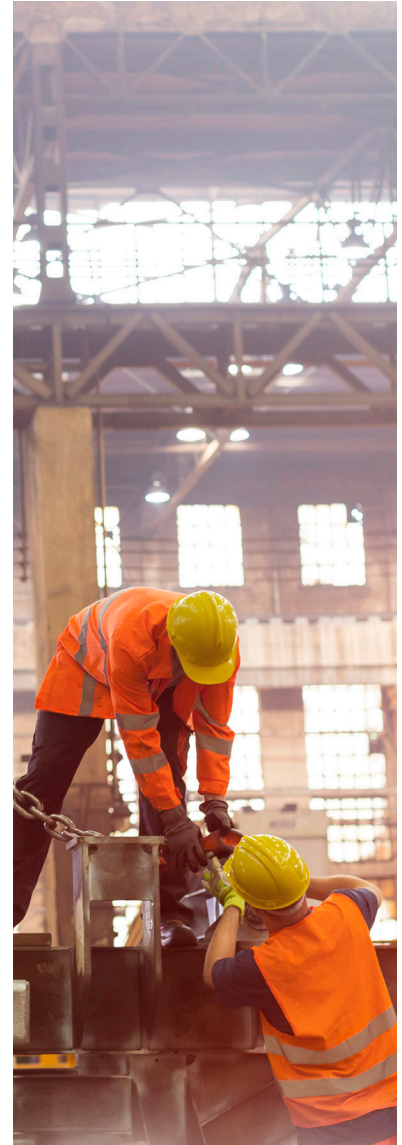
Collaborating with CLS, L&D selected the *Situational Leadership®: Building Leaders*, *Situational Coaching®* and *Leveraging Your Power to Influence* courses to create their foundational management pathway. L&D advises participants to start with *Situational Leadership®: Building Leaders* as an introduction to the Situational Leadership® Model and primer for adjusting leadership styles. To develop direct reports, L&D positions the practice-rich *Situational Coaching®* program next as it immerses managers in the application of Situational Leadership® with hands-on role-plays and activities. Rounding out the track, L&D recommends participants attend *Leveraging Your Power to Influence* to enable proactive versus reactive leadership through the knowledge and application of power bases to impact others.

“We saw these classes as fundamental to how we wanted our managers to behave — how to adapt their leadership style and how to affect others’ perception of them as leaders.”

To expedite learning, L&D also “created visual learning paths” for frontline leaders, managers and individual contributors in their North American Talent Development Catalogue. Lending local familiarity and content credibility to the training, CLS Master Trainers facilitate across the U.S. and Canada. Two internal trainers also earned certifications in *Situational Leadership®: Building Leaders*.

Moreover, L&D offers advanced leadership programs from CLS to hone individual skill sets even further. As the first course on the individual contributor learning path, *Situational Leadership®: Taking Charge* brings the Situational Leadership® development methodology full circle, empowering direct reports to contract with their leaders for success using the same language of performance. *Leading Change*, *Leading With Emotional Intelligence* and *Managing Execution* complement the building capabilities pathway for developing managers’ engagement of employees and resiliency during change. As a buttress to learning retention, L&D employs the CLS sustainment piece, the Four Moments of Truth™, to ensure transferable action and continuous coaching.

“CLS takes what you already know and teaches you how to share it.”



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The Results

- Trained 300 individual employees in Situational Leadership® programs
- Created a foundational management pathway using three fundamental CLS courses
- Supplemented the course catalogue with five additional CLS courses for career advancement
- Certified trainers in *Situational Leadership®: Building Leaders*

According to L&D, CLS' variety and volume of programs addressed the leadership skills they sought to augment: leadership, communication, strategy and emotional intelligence. As Situational Leadership® is "based on things that employees have already done in the past without realizing it," the client trainers contend its simplicity makes that "obvious to people so they can apply it day to day."

The Situational Leadership® development opportunities at LafargeHolcim North America have been well-received by the estimated 300 individual program attendees since the end of 2017. Gauging success by positive responses and results, the client confirms there is "more energy around learning." Managers are recognizing how Situational Leadership® "fits into their corporate strategy" and are "requesting closed sessions for their teams." During a time when cost-reduction presides, leadership development is gaining traction as evidenced by executive-level conversations and the demand for more training.

As change is a constant in a forward-thinking organization like LafargeHolcim North America, L&D believes that management is "more equipped to handle those changes" due to Situational Leadership® training. Many of their leaders are now poised to "step up and guide the organization through a difficult time" of post-merger adjustments.

The Situational Leadership® Model has provided technical managers with a taxonomy and blueprint for flexing their coaching style based on where employees fall on the Performance Readiness® continuum. By tailoring coaching approaches to an individual's readiness to perform a task, they are able to successfully influence their teams to meet and exceed expectations.

Leadership acumen continues to grow at LafargeHolcim North America. Managers can diagnose employee Performance Readiness® and provide the appropriate leadership style to ensure productivity, safety measures and corporate alignment. Merging the organization to a single coaching framework has given managers mindshare to actively engage their employees in meaningful coaching conversations. Subsequently, this solidarity in the tenets of Situational Leadership® has empowered employees "to go after results."

"We're excited to have more people go through the programs and learn the Situational Leadership® Model because it's a practical tool. The more people we can put through those classes the better things will be, because it will help us become a high-performing culture and improve business results."

L&D envisions a "proactive, adaptable and flexible" future for leadership development at LafargeHolcim North America. Ultimately, the team hopes to infuse the entire organization with the Situational Leadership® methodology. They "enjoy the resources" CLS provides and commend the informative webinars and newsletters which have incited a desire to accrue more facilitation certifications as budget allows. L&D also anticipates adding as many CLS offerings as possible to underpin LafargeHolcim North America's high-performance culture. As a proud partner in this endeavor, CLS pledges our continued support as LafargeHolcim North America prepares employees "for their roles today, tomorrow and in the future."

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