

## Leadership Development: From Traditional Classroom to a Human Centered Approach and New Platform for 4,000 Leaders



### Background

Legacy leadership courses were nearly a decade old and delivered through **traditional classroom training**. While the program was **very well received**, it followed a **“one-size-fits-all” model** that lacked differentiation across leader levels and content needed to be updated.

Over  
**3,300**  
Courses  
Completed In  
Year One



### Goal

- **Launch a Human Centered Leadership approach** (defined as authenticity, empathy and adaptability), qualities shown to drive engagement and retention.
- **Identify courses aligned with the needs of leaders at three levels** of the organization.
- **Implement a scalable platform** offering college-level content at predictable cost.



### Solution

- Stood up a **scalable, predictable-cost platform** that offered **asynchronous, college-level courses** from **top 10 U.S. business schools**, launched **pages on HR Portal** and **tracking dashboard**.
- **Aligned courses to the needs of leaders at three levels** (frontline, mid-level, senior) to strengthen **Human-Centered Leadership**, with senior leaders driving **learning conversations and accountability**.
- **Leaders were awarded continuing education units (CEUs)** towards their licenses/certifications.



### Impact

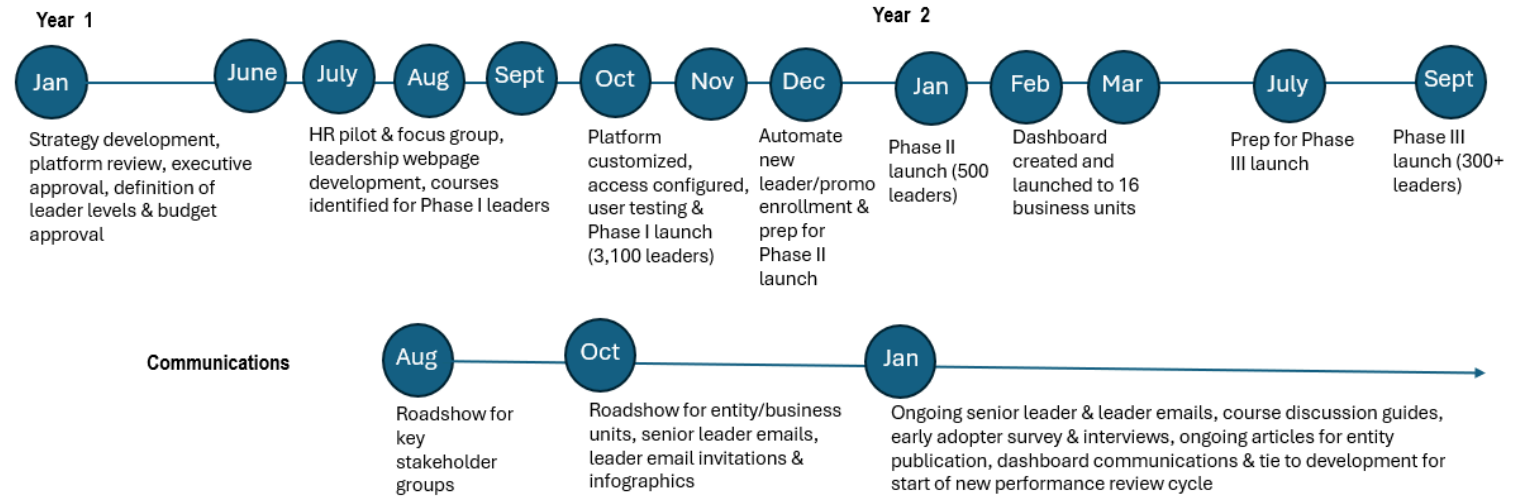
- Delivered **flexible, scalable learning** to replace a one-size-fits-all classroom model.
- **Over 3,300 courses completed in year one** (over 39,000 learning hours).
- **86% of leaders reported a positive experience** and 83% said they were likely to apply learning. This was a significant shift as it introduced asynchronous leadership learning for the first time.
- **Laid the foundation for Human-Centered Leadership**, sensitizing leaders to how authenticity, empathy, and adaptability influence engagement and retention.
- **Achieved cost predictability:** while a handful of courses were required/recommended, all leaders had access to **122 college level courses for the same price**.



### My Role

- Directed a **cross-functional team of over 100**; **led strategy, design, and enterprise launch** of new leadership approach and platform to 4,000 leaders in a three-phased approach.
- **Led pilot with 40+ HR representatives** to test, refine, and build field champions.
- Oversaw creation of **leadership development webpage**, defining **leader levels** for system-wide access, building an **HR/Leader reporting dashboard**, developing **communication tools and toolkits**, **early adopter survey** and establishing processes for **newly hired/promoted leaders**.

# Project Timeline



## Key Insights

- **Stakeholder engagement early** in the design process built credibility and adoption.
- **Pilot with HR representatives** provided critical feedback and created field champions.
- **Strong infrastructure (role-based access, automated enrollment processes, helpdesk coordination, and dashboards)** ensured scale and sustainability.
- **Clear, tailored communication tools** (FAQs, infographics, talking points, leader toolkits) supported rollout and leader readiness.
- **Phased customization** allowed the program to meet the needs of different leader groups while maintaining consistency systemwide.

Refreshing and scaling leadership development isn't just about selecting a platform—it includes **defining the philosophy, tailoring development to leader levels, and creating infrastructure to support lasting change.** With the right approach, organizations can modernize leadership development, while driving engagement and retention.

Let's talk about the results you want to achieve



## Supporting Research

**New "human centered" leadership skills are needed and leaders' roles are evolving:**

- Top five capability gaps in 2021 across all leader levels: 1. Building trust/psychological safety within teams, 2. Coaching and Developing others, 3. Remote/Hybrid Management, 4. Change Agility, and Dealing with Ambiguity was # 5 for Mid-level and frontline leaders, and Inclusiveness was #5 for Executives and Senior Leaders (2021 Gartner Leadership Effectiveness Survey (n=42 L&D and Talent Mgt Professionals))
- Top three changes to leader's roles in the last three years: 1) greater number of job responsibilities, 2) expectation to have a great number of skills, and 3) expectation to have greater depth of knowledge about specific areas (2019 Gartner Leader Effectiveness Survey for Leaders (9 n = 2,819 Leaders))

**Talent Market is hyper competitive for all jobs and employees needs/wants are changing:**

- Total job postings have increased 61% in the last year and 49% of candidates are considering more than three offers (Gartner Talent Neuron (April 2022), 2021 Gartner Candidate Panel Survey (n = 10,953, 771 job postings, 1,609 candidates))
- Number of skills required for a single job has increased 10% year over year from 2017 to 2021 (Gartner Talent Neuron (job postings: n = 9,991,265 (2017); 2,008,840 (2018); 13,166,410 (2019))
- Associates want ability to work when and where they want, cannot "shut off" global, national and regional crises, are looking to "be themselves" at work, and are exhausted because the pandemic (Gartner 2022: The New Call to Human Leadership)