

# REESTABLISHING LEADERSHIP DIRECTION IN UNCERTAIN TIMES

A Case Study



## CHALLENGE

Shortly before the COVID19 pandemic, a hospital in Nevada needed a strategic and structured leadership development program for their senior leaders. With the onset of the global lockdown, employees were feeling added stress and uncertainty, not to mention the challenges presented by new safety protocols. In addition, at the start of the program a new CEO was announced and transitioned into the organization. Hospital leaders faced a tremendous amount of turmoil and unexpected change in a short amount of time. Therefore, it was even more important than usual to build healthy working relationships throughout the organization.

- ✓ **Reduce Stress**
- ✓ **Manage Time**
- ✓ **Build Healthy Relationships**



# SOLUTION

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During the one-year Complete Leader Program, participants were administered and debriefed on several TTI Success Insights research-backed assessments:



## Trimetrix HD

Measures behavioral styles (DISC), where a person finds their greatest sense of achievement (Driving Forces), and judgment patterns (Acumen Capacity).



## Emotional Intelligence (EQ)

Measures how well a person is aware of, able to control and use their own emotions in a positive way, and the extent to which emotions are understood, to work effectively with other people's emotions.



## Stress Quotient

Measures the seven different sources of stress and its impact emotionally, cognitively, and physically.



## Job Profile

Matches behaviors and Driving Forces against the needs of their job to determine their relationship to it.

The program also included skill development based on 27 competencies of The Complete Leader. Within smaller groups, participants conducted research by studying the resources for a specific competency on the website. Afterwards, the group presented to the larger group about what they learned.

In addition, the TCL team facilitated coaching at different levels: one-on-one coaching, group coaching, full-day training, and peer accountability coaching.





## RESULTS

The Complete Leader Program impacted both the team dynamics and the individual leaders in ways that are still in use today.

The CEO shared that the most powerful result was a **shift in communication**. The team had successfully created space to share ideas and concerns through intentionally listening to each other. Learning different approaches to communication based on each other's assessment reports during the program had been a critical piece of this new communication breakthrough. They were able to get on the same page in regards to a few issues, which had been greatly missing as a team.



The leaders learned how to utilize assessment results to thoughtfully manage their direct reports, parlaying this deeper understanding into more effective techniques and strategies for **building strong relationships** and getting more done. This created an opportunity for vulnerability within a group of people who were historically stoic. For many of the leaders, their confidence was restored in confidently leading their teams and communities better.

### The leaders:

- ✓ Gained a broader awareness of what it means to be an effective leader
- ✓ Worked on defining character for themselves, understanding how they govern themselves and how they interact with other people
- ✓ Defined where they wanted to go as expert leaders and how to continue developing their careers

“ You will get out of the program what you invest in it yourself. If you use all the tools, dig deep, and do the work, you'll grow tremendously. There's an endless return on investment.”

–Robyn Dunckhorst, CEO

