



Case Study - Leadership Academy

The Director of Nuclear Training was charged with creating a leadership development program that would impact the effectiveness of over 350 leaders. The ultimate goal was to positively impact the organization's culture allowing for increased trust, transparency and collaboration throughout the site. The Director, who had worked with Crux Move on a similar four-year project at another energy company contacted us about playing a key role in their newly developing Leadership Academy.

The intent of the Leadership Academy was to provide a significant developmental opportunity for employees who serve in leadership positions. In the final design approximately twenty participants would go through a multi-week session together. Crux Move Consulting provided a powerful four-day Experiential Training Session to "kick-off" each 5-week Academy. The experiential session and the following additional training components focused on leadership capacities and abilities identified by the senior leaders that would be necessary in order for the site to be successful. Other training components in the Leadership Academy focused on the use of HR tools, and conflict and project management. A member of the Senior Leadership Team participated in each session as a "mentor".

General Goal of Experiential Training: The general goal of the Crux Move experiential training was to provide opportunities for participants to connect leadership lessons learned in the training sessions to their current role as leaders. In addition, because these leaders were also team members, both leadership and team development concepts were woven throughout the training process. Learning the real impact of trust on team performance and how leaders can develop trusting relationships with their people was one of the key objectives of the experiential training. Participants were able to explore this process by using the group as a powerful "learning laboratory." Over the course of the experiential session and then continued over the entire Leadership Academy, participants had opportunities to develop trusting relationships with each other that helped them learn to do the same with those that they lead. It was noted that after going through the first week's experiential training leaders were more open to learning, exploring and sharing together throughout the rest of their training experience, positively impacting the results of the entire 5 week experience.

The Value of Trust in Leadership: Participants leave the experiential session with an enhanced understanding of their role in creating an environment that allows their team to most effectively achieve its goals. While the ultimate goal is getting results, we start with an understanding of the role that trust plays in that process. Trust allows for open and honest communication where constructive feedback occurs naturally. In a trusting environment healthy conflict, commitment and accountability can flourish, ensuring success in achieving results. The intent of the training is to enhance each participant's understanding of how to create that kind of effective environment.

Training Methodology: The training session was a mix of classroom training, exploration of effective leadership, teaming and the impact of personal style, and facilitated discussion and experiential activities. Utilizing both indoor and outdoor experiential activities enhanced the exploration and allowed participants to fully engage in and personalize their training experience. Together they explored the complex dynamics that impact the effectiveness of leaders and teams.

The Results: Seventeen sessions were completed in the first three years with nearly 300 graduates. The Leadership Academy was seen as a success by senior leadership and INPO (Institute of Nuclear Power Operations). Over time as adjustments were recommended to make improvements, Crux Move's week long kick-off of each Academy proved to be a strong and central core, consistently receiving high marks from participants and mentors alike.

Crux Move's portion of the entire Leadership Academy, which was adjusted and improved based on participant feedback over successive sessions, provided a strong central core consistently receiving highest marks from the participants and the mentors alike. Here's what one of our mentors said:

"I wanted to give you some feedback on the incredible difference I have seen in the way the Academy graduates carry themselves at the station. The graduates have a common language and I have personally observed a different level of teamwork on those teams where time is taken to reflect on the Academy experience. The work you did to emphasize the importance of relationships is really paying off. Thank you."

Our Clients Say

Crux Move Consulting delivers the complete team building experience, providing an experiential-centered environment in which participants learn (and want!) to trust each other to achieve desired outcomes. The Crux Move Consulting method invokes proven models and thought-provoking methods, and the Crux team brings deep expertise in relationship building and team dynamics.

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