

Hone

Case Study 001

| | |
|------------------|--|
| CLIENT: | GLOBAL EDUCATION TECHNOLOGY COMPANY |
| YEAR FOUNDED: | 1992 |
| HEADQUARTERS: | VIRGINIA, USA |
| # OF EMPLOYEES: | 1,400+ |
| JOINING FROM: | USA, FRANCE, GERMANY, SPAIN, REMOTE |
| HONE ENGAGEMENT: | 2019 PILOT EXPANDED ROLLOUT 2020 |



Hone was pleased to partner with the client to lead three phases of Manager Essentials training, for a total of **166 graduates** of the program (from July 2019 through 2020).

Hone rolled out Manager Essentials with sessions on:

- *The Coaching Approach;*
- *Build High Trust Relationships;*
- *Delegate Like a Pro;*
- *Give Feedback That Lands.*

Managers were invited to join the program based on level:

- Level 1 (Managers and Senior Managers) and
- Level 2 (Directors, VPs, and C-Level).

Hone worked closely with the client to customize the content in several important ways.

First, we created two versions of the content (Level 1 and Level 2) so that each level would receive an appropriately challenging and nuanced version.

Second, we worked closely with the HR admins to ensure that the case studies, language, and visuals resonated with the company culture and provided a contextual experience for the participants.

Lastly, we integrated topics such as DE&I that were a high priority for the client.

In order to measure the effectiveness of the program on manager behavior, Hone included a **pre-and-post 180 Assessment** that accounted for the Managers and their Direct Reports’ feedback.

For the managers who completed Phase 1, we saw the following significant positive changes:

95%

participants agree or strongly agree that they have made a **positive change** in their leadership and management approach as a result of the program

58%

direct reports agree or strongly agree that the have seen a **positive change in their managers** (and 100% of participants were noted by at least one direct report as having made a positive change in their leadership or management approach)

88%

participants showed a significant **improvement in at least one key behavior**, according to the pre/post deltas from their direct reports’ 180 assessment, and 50% showed a significant improvement in at least three behaviors.

Over a 10-week period, managers attested to major changes in their leadership style. When asked to reflect on the changes they’ve made, they shared that they were:

- “starting to be more inclusive,”
- “becoming much more aware of delegating tasks to help my reports stretch and develop their skills,”
- “starting to ask the team for more feedback,”
- “listening more and ensuring that I think about a response thoroughly” and
- “asking more open-ended questions.”

Similarly, the direct reports have noticed positive changes including their managers being:

- “more present in day-to-day team meetings,”
- “taking a more hands-on approach in their management demeanor,”
- “checking on my well-being,” and
- “being easier to communicate with.”

