

Developing emerging leaders at Condé Nast

a PCL case study

Following the appointment of a new CEO in 2019, Condé Nast, the world-renowned media company, has centralised its global business model. The newly unified global talent team was charged with identifying and developing the internal pipeline of emerging leaders worldwide. Now a truly global team, they were able to implement a standardised methodology that ensured consistency of approach to leadership development.



THE SOLUTION

To meet this goal, the talent team at Condé Nast launched the Elevate Leadership Program. The 12-month developmental program began with in-depth individual assessment, conducted by PCL, to increase awareness of individual leadership strengths. Feedback from the assessment, coupled with a longer term coaching program, provided actionable guidance on leveraging these strengths. This guidance included the identification of areas that could be limiting potential and impacting the leadership pipeline, at both an individual and group level.

PCL consulted with Condé Nast to integrate the most appropriate personality assessment into the program, designing and delivering feedbacks to identify those leadership competencies that might require growth within future coaching sessions.

The Hogan High Potential talent report (HiPo) was identified as the most appropriate tool to meet this objective.

THE HIPO MODEL

Some leaders may display signs of leadership potential but, underneath the façade, are actually ineffective as leaders. Others may have the potential to be very effective leaders, but lack the more visible, emergent style that would help them cultivate their leadership presence, resulting in them being overlooked.

The Hogan High Potential talent report (HiPo) tempers this bias with science to level the playing field, and objectively highlights the full range of competencies future leaders can build on to maximise their leadership potential.

PCL's consultant psychologists used information from the HiPo reports to conduct in-depth feedbacks with each participant on the Elevate Leader program. They were able to use probing and behavioural questions to bring each leadership competency to life and to generate self-awareness of characteristics that could be limiting an individual's career development.

ACTIONING OUTCOMES

The actionable development plan, created by the PCL consultant with the participant during the feedback session, used language that could be carried over into the subsequent coaching sessions.

Condé Nast was also interested in group trends across the Hogan HiPo leadership competencies, so PCL conducted data analysis on the group level scores. PCL found a performance gap on the competency 'influencing others' with only 8% of the programme participants having this competency as one of their top 3.

This information fed into the subsequent design of the Elevate Leader Program. 'Influencing others' had been identified as a critical competency for the business, and so a group workshop was designed and delivered to address this skill gap with the current cohort of future leaders.

PCL's work was presented back to the SLT, giving a clear picture on the current pipeline of future leaders, and an aligned strategy for how these emerging leaders are being supported.