

A \$500M business unit with 2,600+ employees worldwide had no dedicated training and development resources to support their strategic objectives. The head of Human Resources sought to understand opportunities to align its people development strategy with the projected growth of the business.

Equity Solutions was selected to guide this strategic work and completed:

- An assessment of global leaders' perspectives on training and business needs
- Benchmark analysis of people development best practices
- A comprehensive strategy to align training and development with business needs

The Client

- Fortune 300 Manufacturing Company
- \$20 Billion in Revenues
- 60,000+ employees
- Facilities on 5 continents



The Challenge

Although budgets shrunk, resources dwindled and work plans altered, HR's strategic direction remained constant: to create a great place to work while supporting the business and future growth. However, developing leaders who could lead – regardless of business conditions and location – was an identified gap. Equity Solutions' challenge was to understand how training and development could be leveraged to support changing business needs.

The Solution

Equity Solutions devised a 360° assessment strategy to identify training and development needs across the business. This included assessing global leaders' perspectives of current and future business needs, employees' proficiency levels across skills and competencies, and overall areas for training improvement. We also benchmarked manufacturing and non-manufacturing organizations for comparison and best practices.

THE RESULTS

Findings from the training and development assessment provided a baseline for this global organization to drive action and measure progress. For the first time, leaders were asked to quantify their people development needs with respect to skills and competencies not just for today – but for the future.

Outcomes of the assessment included:

- Revamped leadership competences to meet future business needs
- New curricula for leadership development training
- Identification of non-traditional ways leaders could develop skills