



## Roadway Express

SKILLSCOPE®: Building leadership all through the ranks

Roadway Express began working on a new leadership model several years ago, starting with a change management program aimed at broadening its top executives' perspectives and capabilities. It was an initiative that would inspire the motor carrier's Southern division to establish its own ambitious developmental program, one that is now having impact through the ranks of the business.

"As an offshoot of the corporate level program, we decided we needed to continue pushing those new approaches to leadership and to focus on development of our middle and junior managers," said George Winfrey, assistant vice president of human resources for Roadway's 13-state Southern region.

Winfrey put together a program called Leaders Developing Leaders. One of the first steps in the process – and a key one – was to implement a 360-degree assessment tool that could provide solid data on skills, behaviors, perceptions and developmental needs of people in the organization. The Center for Creative Leadership's SKILLSCOPE® was chosen for the job.

The tool was first administered to some 200 members of the division's management team; then the process was fanned out to the supervisory ranks and the labor force. The goal is to develop leaders at every level. SKILLSCOPE helped pinpoint the top management issues that would be addressed in subsequent training and interventions. The surveys confirmed that some managers needed to work on information-sharing, communication, delegation and conflict management.

The assessment and development process has been phased into most parts of Roadway's Southern region. A team of managers trained in SKILLSCOPE has initiated assessments at facilities large and small, with individuals and groups. Along the way, CCL has provided ongoing support. "They made sure I understood

### OBJECTIVES:

- Develop leadership capabilities at all levels in the organization
- Provide hard data from which to base training needs analysis and program direction
- Implement an effective process for employees experiencing 360-degree feedback for the first time

### OUTCOMES:

- The feedback improved individuals' approach to leadership
- The primary behaviors that were limiting supervisory and management effectiveness were identified
- The company improved the retention of talent by reducing turnover

the instrument very well, and they've also provided different ways to look at the data (using a group profile option) that makes it more meaningful for us," said Winfrey. "With CCL's help, I've been able to break down the data into three or four cuts to look at our performance in individual areas and within different parameters."

Reaction among SKILLSCOPE participants was positive. They found the questions easy to understand and quick to complete. For many, it was their first experience with 360-degree assessment and feedback, and some approached it with a little reluctance. "Now, the comment we hear is that it really changed their approaches to leadership," said Winfrey.

Not long after starting Leaders Developing Leaders, Roadway began seeing particular improvement around one of its major challenges – retention of talent. Six to eight months into the program, turnover was decreasing. "I knew that if we could identify the issues and engrain new skills and behaviors, we should be able to reduce our turnover," said Winfrey. "And this has happened."