

Embracing a Common Leadership Language to Scale Leadership Collaboration and Transformation

A global technology firm's investment in senior level leadership development ignites new levels of collaboration and innovation for people and business growth.

Challenge

Deltek is a leading global provider of software and solutions for project-based businesses. After many years of successful growth and strong employee engagement, the CEO and his executive team realized that future growth in a competitive market now required faster innovation and continuous improvement. When they did some analysis on their leadership culture, they discovered that too much focus on developing good process and not enough focus on collaborating in the right ways was constraining the company from adapting and driving innovations in the business forward. They realized that stronger leadership at the senior levels was required to scale the people, the culture and the business to the next level of growth. The first challenge they faced was how to create and then embrace a common set of behaviors and attributes aligned to Deltek's core values and business strategy that could be integrated and scaled across Deltek's leadership community. A second challenge was how to empower senior level leaders to embrace a leader-led approach to developing their leaders to sustain an ongoing approach to growing and scaling as leaders.

Actions

Over 36 months, AO provided individual coaching, facilitated conversations and advisory and consulting support that has resulted in:

- Aligned executive team around the leadership mindset, and skills needed to effectively lead the business strategy
- Updated company's Core values and values-based leadership principles
- Embracing a universal model of leadership as the framework best aligned to Deltek's desired behaviors and attributes.
- Learning what it means to Own, Model and Drive the leadership development agenda to scale leadership development and effectiveness with their leadership teams
- Creating the Scaling Leadership program for all senior level leaders at Deltek now led by an internal business leader who serves as an internal coach to individuals and teams

Capabilities Covered:

- › Self-Awareness
- › Interpersonal Intelligence
- › Courageous Authenticity
- › Accountability
- › Continuous Learning & Growth
- › Empowering Senior Leaders
- › Team Alignment
- › Team Collaboration
- › Strategic Thinking
- › Values-Based Leadership

Featured Consultants



Catherine Allen,
Chief Impact Officer &
Co-Founder,
AO People Partners



Amanda Karst
Chief Operating Officer
& Partner,
AO People Partners

Impact

- Greater self-awareness in how leaders are showing up for their teams, peers and customers.
- Embracing a common leadership model and language has enabled leaders to have more challenging, honest and accountable conversations with each other and their teams.
- Faster problem solving and decision making due to more effective collaborative behaviors.
- Leaders able to adapt and better navigate company-wide changes and reorganizations.
- Deeper understanding among senior leaders that developing as a leader is a daily practice that takes patience and commitment to being in the work of developing yourself.
- Embracing that developing ourselves, our teams and our peers is part of the job of a leader and the best way to innovate and grow people and the business.
- Recognizing that transformation happens from within, and its senior leaders that need to drive that transformation while delivering to customers and hitting operational targets.

Testimonials

"AO provided us the framework and support to help us move from an episodic development approach to a holistic methodology to scale leadership throughout our organization."

- **Ed Hutner**, SVP and CHRO, Deltek

"We've been working with AO for four years now. They've been a very supportive partner to challenge and help us wrestle with our strategy toward senior level leadership development. AO has also been really good about stepping back to serve us in more advisory and thought-partner roles. It's been an important partnership."

- **Eric McAdam**, VP Senior Leadership Development, Deltek

"I'm seeing much bigger impact in cross-functional collaboration. Before being introduced to and embracing the leadership framework, the cross-functional conversations just weren't as impactful or immediate as they are now. Now, I'm able to have much more authentic, and efficient conversations with my cross-functional colleagues. That's empowering us all to co-create as we think about solving problems with the business."

- **Nima Derakhshanrokni**, VP Sales, Deltek

"The impact from the Scaling Leadership Development Program has been immeasurable. Its allowed me to scale as a leader and take on more responsibility, but perhaps the more fulfilling part is I really feel I've developed and I can be a better coach and better mentor, both to my team and other people I work with across the business."

- **Neil Davidson**, Group VP, Global Sales, Deltek

"It just comes back to having an effective framework that's easy to understand, first starting with yourself and owning your own journey and then sharing that journey and having the pleasure of being able to develop others. But you can't effectively develop others without developing yourself."

- **Natasha Engan**, SVP Global Sales, Deltek

