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Case Study

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CASE STUDY //

A decade of data reveals new insights for digital security firm

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Leadership assessment tests are most commonly used to inform hiring, development and promotion decisions, but a digital security firm took that one step further with some insightful analytics from Complete.

When this firm started working with Complete in 2008, it considered the Complete framework – the I, WE and IT 4D leadership model and link to physiology – to be revolutionary.

According to the VP Learning of the firm: “It was ground breaking in terms of leadership development. Leadership is not just cognitive, but emotional and physiological. Everything connects and drives our performance.”

Complete has run a Sustainable Leadership Programme for this digital security firm for the last 10 years. The work has included a leadership assessment called the Complete Values Profile. The Sustainable Leadership Programme is for high potential managers and while the programme has evolved over time, the Values Profile assessment has remained a consistent part of the work. The assessment has been used to provide insights for individual managers into their own value system and it identifies how to leverage capabilities into measurable progress.

Fast forward to 2018 and, like many organisations, this company faced significant change

An acquisition was likely, and the VP Learning felt it was the ideal time to find out what 10 years of leadership data could reveal about gender career progression, leadership evolution and organisational culture.

Complete undertook an extensive analytics project to delve into the Values Profile assessment data and connect it to demographic and outcome data. This included gender, promotions, international assignments and transfers into new business units.

Insights

The analytics project revealed some interesting insights:

Hidden innovation: The first insight was no surprise to the VP Learning, who said: “I’ve been following the programme for so long, that it was no surprise that our dominant organisational leadership value profile was *orange* – and that’s about rational wealth creation and individualism.”

“However, what did surprise me were the undercurrents of *yellow* that were evident. That’s around innovation and that is key to our business and performance. What this indicated to me was that we needed to look for ways to enable people to express their innovation much more. We want to unleash that *yellow*.”



Promotion opportunities: Complete went on to track which leadership values profiles were most likely to be associated with opportunities for promotions and new assignments. "Again, the insights were surprising to me." Said the VP Learning. "We found that people who had a dominant *blue* profile, which is about order and following rules, had lower promotion rates."

"This made me wonder whether we were doing enough to match potential job openings with people who have different value profiles. We have to look at what the role requires and then guide people towards the right opportunities, given their profile."

Gender differences: The VP Learning also recognised that having more leaders with strong *yellow* or *turquoise* profiles would help the organisation be well prepared for the future. However, the firm was also keen to ensure gender diversity at senior levels in the organisation, "It was clear that we have not been as successful as we want at promoting women in leadership. The Complete analysis gave us some useful insights into the divergence of values profiles between men and women."

"With these insights, we can specifically target women to develop the profile we are looking for in our leaders. For example, we know that despite women being dominant in *blue*, they generally have more *turquoise* than men. *Turquoise* leaders are key for us as they demonstrate adaptability and lead beyond their authority to be of service to everyone. What we're now investigating is how to fill any gaps in development to enable our female leaders to move from dominant *blue* to dominant *turquoise*."

A common leadership model: Beyond the leadership development benefits of these Complete insights, the digital security firm found the data very helpful in relation to an acquisition facing the organisation. As part of this merger, a common leadership model was developed. Complete's aggregated leadership data for the firm was shared as were the organisations' respective leadership models to support the design of the new company."

The insights from the Complete analysis provided a much greater understanding of potential culture conflicts between the two organisations than had otherwise been available.

Above and beyond expectations

For this digital security firm, an individual leadership profile to support a personal development plan has had a much more significant impact on the organisation. Not only has the quality of the leadership programme delivered by Complete delighted the organisation, the practical benefits from the latest insights are evident.

According to the VP Learning: "The programme has gone above and beyond our expectations. The programme was delivering anyway but moving beyond the individual to the aggregated data at the group and then the organisational level has been really beneficial."

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