



## Case Study

# Dentsu Aegis Network

## The Propeller Programme

Dentsu Aegis Network is a global media group that specialises in Media, Digital and creative Communications services. 40,000 passionate people work across 145 countries to Innovate the way brands are built.

### An innovative leadership development programme for first time managers

#### About

Dentsu Aegis Network (DAN) partnered with Impact to custom design and deliver the Propeller Programme, the first of its kind that targeted first time managers, supervisors, associates and analysts. DAN hosts an 18-month experience called Route 500 for selected supervisor, manager, director, VP and SVP populations.

The Propeller Programme delivered a targeted employee development programme that supported key Leadership and Development and functional goals that underpinned the overall company objectives.

The Propeller Programme was designed to develop a new generation of leaders who can effectively influence across the organisation and lead their teams towards the right solutions.

#### Objective

By 2020, DAN plans to become a 100% digital economy. This strategy is underpinned by a commitment to building a culture of innovation that is also accelerated by strategic acquisitions. Therefore, DAN leaders must be agile and innovative by exploring new ways of working to meet the changing needs of their clients..

The Propeller Programme develops new generations of emerging leaders focused on speed, clear communication, agility, decision making; and capable of dealing with complexity and collaborating across all DAN brands.

#### Solution

The Propeller Programme is a highly applied behavioral approach to leadership development leveraging participants' current leadership challenges as well as real DAN business issues. The programme was designed in partnership between DAN and Impact to ensure alignment with DAN's new operating model, leadership competencies and company values using:

- Innovative experiential learning methodologies including a custom-designed, Live Immersive Business Challenge
- Intro to EQ that served as a golden thread pulled through all of the programme elements
- Filmed Leadership Story presentation
- Peer Consulting addressing critical issues

The Live Immersive Business Challenge involved a leading automobile manufacturer who was redefining the personal mobility

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## Dentsu Aegis Network: An innovative leadership development programme for first time managers

### Solution continued...

category to give customers new options of highly personalised, on-demand mobility solutions.

Participants formulated a new marketing plan, devised strategies and developed a vision to keep internal and external stakeholders well informed. As future leaders of the business, participants acted as a 'model for work' by showcasing their knowledge, skills and capabilities in real-time, and ultimately present their ideas to a panel. Stakeholders managed the complexities of change in this fast-moving environment, thereby testing participants' ability to manage challenging culture, strategy and communication issues by demonstrating leadership "in the moment."

Participants were also exposed to a powerful introduction to Emotional Intelligence which acted as a catalyst to inform personal style and preferences as they navigated through complex programme elements and crafted their own 'Filmed Leadership Story'.

This was an opportunity for participants to prepare a filmed

### Solution continued...

presentation that addressed who they were as leaders. As part of this process, participants also opened letters from a range of people who know or have known them over a number of years (their families, friends, colleagues, and line managers) that described their leadership traits.

The last learning methodology was 'Peer Consulting', where participants acted as consultants to each other on personal leadership challenges, and received 'in the moment' feedback before they returned to the workplace. In addition to receiving this advice on the real issues they are facing, participants were also able to practice their coaching and feedback skills in a way that challenged their comfort levels.

### Results

Propeller was launched in 2015 and a total of 3 cohorts experienced what the programme can do to accelerate their leadership careers in its first two years. The results have been outstanding and communicating this success internally led to attracting more high potential applicants every year.

The Leadership and Development team's efforts have created an amazing experience that resonates through the Dentsu Aegis Network, while aligning business goals with HR objectives. Leveraging the capabilities from different functions of the business, the Propeller Programme delivered a targeted employee development programme that supported core business objectives and grew leadership capability across the organisation.

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