

Three tiers of virtual leadership development



Case study

Utilising carbon and ceramics, Morgan Advanced Materials develops advanced materials to make the world more sustainable, and to improve the quality of life.



IMPACT

www.impactinternational.com

About

Morgan Advanced Materials identified a need to create sustainable, high-performing teams of capable leaders to deliver today's strategies and objectives whilst growing the future of the business.

Impact partnered with Morgan to design and facilitate three tiers of unique leadership development. Each tier involved a 14-24-month blended development journey for:

- Senior leaders
- Middle managers
- Graduates

The programmes were successfully translated into fully virtual delivery due to COVID-19, having originally used blended delivery methods, including three face-to-face modules for each cohort. The programmes have pushed the boundaries of experiential, synchronous virtual learning.

Objective

The core objective of the leadership development programmes was to empower participants to deliver leadership and change across the organisation. The virtual solution needed to accelerate participants' leadership capabilities, equipping them with the skills to manage change in a volatile and uncertain business environment.

More specifically, the leadership journeys have the following four aims:

Direction: drive companywide alignment to the Morgan purpose and business strategy, so that all leaders are pulling together in the same direction.

Global network: develop a global network and pipeline of leaders who inspire and develop their people.

Change: drive and manage change so that Morgan can grow faster than their competition.

Invest in people: demonstrate care by investing in people so that the organisation continues to attract, retain and motivate great talent.

“Partnering with Impact was instrumental in delivering engaging, experiential learning, which is having a significant effect across the business within a year of deployment. Individuals have increased their awareness of themselves and their leadership style, including ways they can flex that style to create better engagement with all our employees. Leaders are looking for ways to challenge our current approaches to drive change and long-term improvements.

Working with the Impact team is always a pleasure. We have received countless positive comments from delegates, line managers and senior leaders across the organisation.”

Heather Coker - Group Head of Learning and Development

Solution

Impact worked in collaboration with Morgan to build three distinct 14-24-month immersive blended leadership journeys. They meet the individual needs of participants at different stages of their Morgan career: senior leadership, middle management and early careers.

The solutions combined landmark face-to-face modules, powerful virtual experiences, strategic business challenges, self-led online learning, podcasting, peer coaching, mentoring and mobile-first learning technology.

The virtual aspects of the programmes incorporated Impact's digital learning app, air. The use of 'air drops' on the app enabled customisation of learning activities. Learners were prompted into action through relevant provocative content, workplace and external encounters, reflection exercises, skills packages and toolkits.

As a result of the Covid-19 pandemic, each of the leadership journeys were translated to fully virtual delivery. The live virtual experiences spanned multiple time zones and days and generated highly successful results. Pioneering virtual methodologies were created, including virtual In Market Journeys and Innovation Exchanges, Immersive Leadership Challenges and innovative self-directed learning.

Results

The solution won a **Silver Learning Technologies Award** in November 2020. The judges were impressed by the innovative use of a rich variety of learning technologies, leveraged through Impact's learning app, air.

“The use of experiential, challenged methodologies and the continual focus on sustainability goals and the SDGs creates an exceptionally forward-thinking and effective framework to embed learning and tackle real challenges simultaneously in this blended pathway. Overall - very impressive!”

Learning Technologies Award 2020
Judge

100% of participants identified things they are now doing better or differently

100% of participants reported using the core skills at least monthly

99% of participants rated the modules as good or very good

“The programme is unlike any other I have participated in. Real time, real life - it is very powerful.”

Participant