



## CQ Case Study:

### A Major Retailer Integrates Change Intelligence Into Its High Potential Leader Developmental Programs

Change leaders may be difficult to find when corporations need them the most. With two programs—Senior Leadership (SLP) and Technology Leadership (TLP)—a leading national retailer is preparing carefully selected individuals to move into leadership roles.


Most SLP and TLP graduates have a few years of experience at other companies and join the retailer straight out of the most prestigious MBA and/or IT-related Masters programs. They bring a fresh outside perspective. Part of their preparation is to ensure that they have the skills, self-knowledge and strategies to deal effectively with others at all levels of the organization. The Change Intelligence (CQ) process, with its combination of individual assessment and follow-up group workshop, fits directly into that goal.

A Manager of Strategic Talent for the TLP cites three immediate values that the CQ process had for his group of emerging leaders. “They better understood their approach to change and their ability to cope with change. It showed them how they can be effective as individuals in various positions. The workshops were valuable to ensure that they could be effective as a team. I thought the entire process made sense and had incredible value. The individuals who went through the CQ process have more self-awareness about how they fit in and how they can be more effective going forward.”

#### Creating Leaders Who Work Well Together. . .

Both SLP and TLP participants found a close correlation between their 360 degree review, year-end review from their managers and the CQ Assessment. For one future leader, each of these reviews revealed some discomfort among colleagues in working with her. But only the CQ process showed her a *different* way of approaching her colleagues and her change mission, allowing her to improve those relationships.

She explains, “The CQ Assessment identified me as a Champion, a combination of head [strategy] and heart [motivation]. I always thought of myself as strictly a strategic person. Now I know I need to start trusting my heart. I’m speaking on a more personal basis with colleagues, and it improves the dynamics of my work day.” She has noticed the difference with one colleague in particular. “Since I’ve become a little more transparent and open, he doesn’t feel he’s being pushed into a task without any reason. I used to say to myself, ‘It’s his job, he has to get it done.’ Now I realize I need to say why it needs to be done. Our rapport has definitely improved. If I had had the CQ Assessment earlier, I would have spoken out to my colleagues earlier from both the heart and the head.”



Dr. Barbara Trautlein developed the CQ process to facilitate those adjustments in change leadership style. “Change has such widespread and often unanticipated effects that it’s vital for a change leader to know where his or her own strengths lie. Often a slight shift in approach or a little help from someone with different strengths will produce a far better likelihood of change success, with minimum loss of time, resources and morale.”

Another program manager, the Senior Analyst for Talent Management and Organizational Effectiveness states, “The Senior Leader and Technology Leader Program participants are relatively new to the company, and it’s helpful for them to be aware of their style and to adjust their style to work best with other people.” She understands that a large corporation like the retailer can develop silos of information and skills that prevent change from occurring uniformly across business units, as well as within the units. She advises, “If you’re constructing a project team, it would be helpful to give the CQ Assessment ahead of time to create a balanced group.”

### **. . . And Companies That Facilitate Change**

“The CQ process is a straightforward assessment that provides feedback on change management capabilities,” according to the Senior Analyst for Talent Management and Organizational Effectiveness. “It fills a gap in the assessment space. The CQ Assessment is direct and to the point. It doesn’t ask you the same questions in a hundred different ways. The follow-up workshop is critical. People could become defensive about the results. The way Barbara facilitates, she keeps everyone involved and keeps the group very open to talking about the results.”

For the retailer, Trautlein conducted follow-up workshops for TLP and SLP members to review individual and team results. “The very next day, the manager in charge of the SLP program told me that participants started to use CQ terminology,” says Trautlein. “CQ was a new concept for them but they embraced it; it gave them a language for talking about change, their own leadership styles and ways they can work together.”

The Manager of Recruitment and Talent Development for the SLP, agrees. “Barbara brought the CQ process into our culture. It helps individuals deal with change and manage people through change. It encourages change leaders to say, ‘I did this in the past; maybe I would do it differently in the future.’ The CQ process is appropriate for any business or company going through change.”