

## CLIENT

Global provider of equipment and solutions to the cement and mining industries.

*Working with Marla was the first extended focus that I had on developing strategic goals for my future. Initially I started out with only an idea of where I wanted to be but with no real plan to get there. Marla provided me with the self-awareness, framework, and action plan that allowed me to achieve my goals. Her regular meeting format, along with periodic meetings with leadership, both kept me focused on my career path and kept management aware of my desired outcomes."*

# Initiative to retain top talent earns high praise and leads, over time, to successful promotions to executive leadership

## CHALLENGE

Retaining top talent, especially those early in their careers, is one of the most pernicious challenges faced by many companies. When that company is embedded in a traditional industry yet relies on highly competent technical talent, the loss of this talent segment can be disruptive to organizational continuity and sustainability.

In the late 1990s, this client recognized a disturbing pattern—In the years just following young hires' intensive and expensive two-year rotational development program, a large percentage of their high value talent was leaving, often to join competitors.

## SOLUTION

MBM Coaching & Consulting led a strategic career development and coaching program to support participants in discovering and aligning their career ambitions with company needs. It also provided exposure to senior management which gave voice and visibility to their aspirations.

Program components included:

- **Workshop.** With each program spanning a period of 18 months, participation was launched with a two-day face-to-face workshop that brought together 24 employees from business units across a region, e.g., North America or Europe, providing an excellent platform for networking and exposure to a wide range of internal businesses and positions. As participants were introduced to a framework of Focus Inward, Focus Outward and Focus Forward, they concurrently began to consider their values, interests and aspirations and how these might align with the company's direction and strategy.
- **Wrap around coaching.** Following the workshop, each participant was supported by one-to-one meetings with a coach who helped validate their personal profile, explore their career ambitions and chart a proposed development plan. Participants subsequently shared their aspirations and draft development plans in a meeting with their direct manager, one-up manager and HR.
- **Executive team exposure.** Toward the conclusion of their program, participants had the opportunity to present themselves to the executive team, creating valuable exposure and building relationships at the most senior levels.

## RESULTS

With more than 500 participants globally, 350 of which were in the US, the program provided a highly valuable platform for addressing the career needs of millennials in each stage of the employee life-cycle: attracting, developing, engaging and retaining high value talent early in their careers.

During 15 years of the program's running in North America, the client realized retention rates for participants between 91-93%. Participants universally gave the program high praise and credit for their long-standing tenure and promotions.

As an executive leader, himself an early participant in the program, noted, "This program has been a key retention tool as it has given individuals tangible evidence of a future career path within the company while accelerating their readiness to take on progressive roles. It has strengthened our leadership pipeline, prepared multiple candidates for mission-critical roles, and has resulted in multiple successful promotions to executive leadership."



***We build your talent today for a sustainable and successful tomorrow.***