

Creating advanced leadership development to drive exponential growth strategy.

The Challenge: To identify and create the leadership in EMEA for Disney Interactive Studios, which could meet the very ambitious growth plans set by Disney Corporate USA.

Client Profile: DIS is the video games division of the Walt Disney Company. The International Division has grown dramatically, expanding into Eastern Europe, South America, South Africa, Middle East with a number of the more mature markets moving to vertical distribution.

Keywords: 360-degree feedback, leadership workshops, development of vision and strategy, international leadership team

Background:

- This global (excluding USA/Canada) computer games division was set up approximately 3 yrs ago. Prior to this Disney had licensed others to produce games from their IP.
- The company has enjoyed a hugely successful launch period, attracting talent from EA and other top Games companies, together with a superb 'slate' of high profile titles based upon Disney film releases.
- Existing key staff are shifting their focus from establishing the business to seeking personal advancement and it has been identified that this is in part due to the fact that DIS is no longer seen as a 'new' business and therefore a change of focus is needed to retain and attract top quality talent
- The US parent has laid out a very ambitious 5 year plan which needs a review of strategic direction and significant development of the leadership team to implement successfully.

Desired Outcomes/Goals:

- Introduction and development of EI-based Leadership in the International Leadership Team.
- Identification of the default and most desired Leadership styles of team members to enable implementation of the growth strategy
- Raising awareness as a team and of individuals of each team member's strengths and development areas.
- Creation of group and individual development plans to address the needs identified

Intervention:

- The first facilitated workshop matched the Corporate financial goals with the structure & strategy needed for successful achievement.
- Part of this 2-day intervention introduced the International Leadership team to the Goleman & Boyatzis concepts of EI and its correlation with effective Leadership.
- Undertook LEIPA 360-degree review with 10 members of International Leadership team with individual 2-hr debrief coaching sessions to create individual development action plans.
- A follow-up workshop a month later shared agreed elements of the output from the LEIPA; identified common learnings, and resulted in the creation of an action plan to address joint and individual development needs. This workshop also had content designed to deepen the participants' understanding of the impact of EI and the best use of different leadership styles.
- The final workshop was designed to align the strategies and learning needs to deliver 5-year plan, including how high potential employees outside the leadership team would be developed. This workshop also revisited the Mission and Values to ensure all parts of the strategy were congruent.



CASE STUDY



Success Against Desired Outcomes:

- ✔ Feedback from participants was that this was the most valuable intervention ever provided to them in developing their awareness of leadership strengths and needs and created a practical actionable outcome.
- ✔ The workshops contextualized EI for the participants and made it clear to them in action-oriented terms, both the practicalities of how to adopt more Emotionally Intelligent leadership behaviour and the benefits of doing so.

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