

CASE STUDY

DEVELOPING STAFF INTO LEADERS PROPELS GROWTH

Ardent



Moving Beyond Start Up Mode

Many businesses fail because they grow too quickly. To sustain success in times of meteoric growth, a strategic growth plan is essential.

This was the case for Hotjobs.com in the online recruiting industry. When revenue numbers moved from \$3.4 million to \$168 million in only four years, company leaders desired a solution to empower managers and develop leadership skills across the organization.

AT A GLANCE:



INDUSTRY:

Recruiting/Tech



SIZE:

750 employees



SOLUTION:

Custom Leadership
Development Program



The customized training received by Ardent hit the BULLSEYE!!! I lost sight of the fact that they were outside trainers/consultants. I felt as if they had worked at HotJobs.com since its creation.

They understood our needs intimately. Their facilitation techniques allowed us to adopt the new learning in a creative and engaging fashion. Bring them BACK!!!

— REGIONAL VICE PRESIDENT OF HOTJOBS.COM

CHALLENGE:

As this online recruiting company grew rapidly because of growth, employees leaped from entry level roles to senior level managers. This fast growth would cause whiplash in anyone, even employees with incredible leadership potential.

To lead expanding departments well, inexperienced managers needed to rapidly develop sophisticated managerial skills. The answer came in the form of a leadership development program that could serve the company until the next major growth crisis.

SOLUTION:

To ensure a final deliverable that met client expectations, Ardent followed a three-step process.

✓ 1. SET THE OBJECTIVE

Before jumping into solution building, the Ardent team helped the client clarify their needs and set major goals. It became clear that the online recruiting company wanted to move its culture, brand, and organizational structure beyond the start-up mentality. Once the goals and objectives were set, Ardent began working on a formalized leadership development program.

✓ 2. GET IMMERSSED IN THE CULTURE

Although cultural changes were needed, the client didn't want to completely overhaul everything that had been built. The Ardent team needed to fully understand the current state of the organization to identify elements that should stay the same, receive slight adjustments, or be eliminated altogether. Solution builders immersed themselves in the company history, industry, and brand to collect intelligence that would be used in the final deliverable.

✓ 3. BUILD THE LEADERSHIP DEVELOPMENT PROGRAM

In the end, Ardent produced a "Becoming a Manager" program that followed best practices for blended learning. Participants experienced a high-energy, two-day seminar with instructor-led training, self-paced workbooks, illustrated reference guides, and role-play activities. Each employee applied new techniques in a simulated environment to build confidence and increase retention. Anticipating continued growth, the solution was designed to be implemented on regular occasions. Anytime an employee moved into a role with managerial responsibilities, he or she would benefit from the leadership development program.

RESULTS

The formal management program equipped employees for rapid personal growth and helped the company effectively manage rapid growth. The client was overjoyed by Ardent's careful handling of its culture, and behavioral changes from new leaders led to greater productivity. Additional benefits came in the form of mentor relationships, coaching interactions, and effective peer management.



Want to build a culture of leadership?

For more information on engaging learning solutions

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