

Sage Mentors Inc.

Case Study

1999

Bombardier Aerospace – Accelerated Development of High Potential Employees for Succession Development



BOMBARDIER
AEROSPACE

Assignment:

Design and implement an accelerated development program for succession development

Organizational Goals:

- To determine if organization was investing in the “right” people early enough to make a long term difference
- To accelerate the development of high potential and high performing individuals – reduce the time to be “ready” for increasing role complexity
- To retain key talent both within the organization, and/or within the industry

Context:

- Attracting, developing and retaining talent has become a significant issue in engineering and other professional groups: 42% of the Canadian workforce is 45 - 54 years old and the 25 – 34 age group are 1/2 the size of the baby boomer generation
- Social forces - rising quality & service expectations
- Cost competitiveness & globalization had impacted business
- Pre-9/11 deHavilland plant: Aerospace group had approximately: 6,000 employees. Post-9/11: 3,000 employees.
- At the time of the program, the industry average turn-over for hi-potential engineers was +30%, coupled with failures due to promotion before readiness

Sage Mentors Inc. Solution:

- Designed, implemented, and supported the 12-month accelerated learning program, Building Our Future™, incorporating: action learning teams, external CEO mentors, internal sponsors, learning plans tied to organizational objectives, extensive program evaluation processes.

Results:

- Attrition after 18 mo. <1% delivering ROI calculated based only on reduced cost of replacement: approximately 190%
- ROI contribution for 1st group at the 18 month mark: 2,000%
- ROI contribution for 2nd group at the 18 month mark: 600%
 - Identified measurable savings
 - Productivity gains
 - Reduced time
 - Customer service gains by participants' implemented learning
- **5 years later** and after the impact of 9/11 is taken into account, retained participants currently in significant management/leadership roles: all had substantive increase in responsibility and were “ready sooner” for more complex roles than was typical – Chief Integrator, Director, other line managers

(Excerpts and extractions from speech “Delivering Business Value Through Leadership Mentoring In Your Organization”, delivered at the Conference Board of Canada, November 2004: Catherine Mossop, Sage Mentors Inc., Carol Ford, Bombardier Aerospace, Michael Babin, Bombardier Aerospace)

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