



CASE STUDY: GLOBAL CONSUMER BRANDS COMPANY

Boosting the Asian leadership pipeline

The Client: A global consumer brands company that was the second largest player in its market, faced the challenge of leveraging its talent pipeline in Asia. **Asian leaders weren't being promoted beyond a certain level.** This was not only creating low morale, it was also a financial drain because of the bulging expatriate packages. As Asia increasingly represented more and more of the company's growth, this state of affairs could not be allowed to continue indefinitely.

The Work We Did: Sensei helped the company to define competencies and aptitudes that high potential individuals would have to demonstrate to global and regional bosses to signal their readiness for next-level leadership appointments. A nine-month development process was launched, using business projects as a lab for development and involving the Regional Chairman, line managers, and 32 selected high potential individuals. The individuals were set to work on pragmatic development themes, progress projects, developing their organizational confidence, locating their own distinctive leadership voices, and learning to collaborate effectively across boundaries (hierarchical, geographical and even cultural).

The Outcomes: Over half the individuals went on to significantly higher leadership roles, some within the company and others outside. **Almost 80% were promoted to the next level, having demonstrated the necessary competencies by the measurements agreed with our client.** Through this process, the client was able to see those who either did not have the aptitude, the willingness, or the current readiness for more significant leadership roles.

According to the Regional Chairman, **the savings from the expatriate packages were conservatively estimated to represent a 45-fold return on the consulting investment.**