



## The Challenge:

CIO's succession strategy created a desire to prepare 150 mid-level people leaders to embrace and embody skills for next-level leadership. Specific goals included team performance improvement, leadership skills training for IHG's established and emerging leaders, and building more trust and collaboration to improve effectiveness, accountability, and overall business performance.

## Our Solution:

**5-month Leadership Development Program with an eye on VUCA (Volatility, Uncertainty, Complexity & Ambiguity) readiness, including:**

- Instructor-led training with cohort pods for sustaining the learning between workshops
- 360 Feedback for self-awareness and development
- Birkman assessment
- Team Leadership - Lencioni's 5 Behaviors of a Cohesive Team
- Coaching Skills
- Situational Leadership
- Navigating Change, Leading with Agility
- Navigating a matrix environment
- Graduation ceremony upon program completion

## The Outcomes:

- Improved team effectiveness and accountability
- Consistency in leadership frameworks and common language
- Embracing healthy conflict and the value it brings
- Cross-functional collaboration building trust and better business results

*"The Clearwater team has been invaluable on this change and training project. They are able to negotiate complex situations, translate everything into meaningful design, and are great relationship builders across the organization. They challenge our assumptions so artfully we don't even realize it's a challenge!"*

**Liz Freedman**

Director, Americas and Global HR, InterContinental Hotels Group