



Major Global Hospitality Company chooses Dale Carnegie Live Online to train High Potential Leaders for the next level

Dale Carnegie provides leadership solutions to one of the largest and fastest growing hospitality companies in the world – with more than 4,300 hotels, resorts and timeshare properties and an established portfolio of 13 world-class brands.

The Challenge

A major hospitality company, through its proprietary Worldwide University, provides its senior leaders with the executive and leadership development programs they need to ensure a ready, best-in-class leadership pipeline. The University's Corporate Director Program focuses on preparing globally dispersed, high potential directors in the company's rapidly expanding Commercial Services and Global Brands divisions for promotion to Vice President.

While the Corporate Director Program was already successful in its mission, the company needed to augment this program with training designed to strengthen participants in the areas of collaboration competence, leadership, team engagement and organizational results. Accommodating the busy schedules of these High Potential Leaders would be a challenge in itself, yet the new training initiative ultimately would produce competent, strong leaders in their new roles.

The Solution

The choice of a training partner quickly turned to Dale Carnegie, with its long history of developing confident, collaborative and successful leaders. The hospitality provider felt that Dale Carnegie's innovative Live Online development methodology, and engaging virtual programs were in close alignment with their global learning culture.

Through virtual classroom delivery with no travel required, Dale Carnegie ensured efficiency and convenience, allowing High Potential Leaders to remain productive in their current jobs. Dale Carnegie Digital delivered multi-session virtual courses that offered in-the-moment coaching and peer-to-peer collaboration. Learners committed to practice their new skills



between classes. They then reported back to each other on their progress and the impact it was having on the strategic goals they were working toward.

To ensure quality, each course included:

- Interactive experiences: group discussion, breakout sessions
- Customized customer-specific examples
- A host of course materials including videos, guides and manuals to augment training
- Delivery by a Dale Carnegie Live Online Trainer and Live Online Producer
- Delivery through the Dale Carnegie Learning Portal & Training Platform
- Technical support by phone and online
- Logistical support
- Completion reports and a program manager

Other highlights of the tailored Corporate Director Program:

- Carnegie Design Consultants interviewed key stakeholders to ensure a relevant, engaging learning experience.
- Virtual Trainers delivered off-the-shelf leadership courses in a compelling, industry-specific case study format. Each case provided reasons why past high potential leaders had been promoted or derailed based on pre-program input.
- Off-the-shelf Live Online leadership courses were tailored to include industry-specific examples in alignment with program goals.
- Every participant created a personal leadership vision. These vision statements reflect a critical part of the company's strategy and continued growth, and leverage time-tested Dale Carnegie methodology.

All High Potential Leaders participated in a range of courses in groups of 20 or fewer, often spanning multiple time zones. Over an 18-month period, leaders attended Live Online courses including: How to Win Friends and Influence Business People, Marshall Goldsmith's: What Got You Here Won't Get You There and Winning Leadership: Engage, Align and Get Results.

Business Results

The business results were significant and tangible. Through partnership with Dale Carnegie Digital, the company's University prepared over 100 Directors with the skills they needed to earn promotion to Vice President and take on more responsibility. In addition to receiving new



designations, program participants developed new and stronger relationships across functions within the organization as a direct result of activities and inter-session homework included within the program.

The hospitality provider points to several key results of this training, including:

- Improved internal alignment and trust among members of business units, arising from collaboration and skills development in the training.
- Saved time and resources in the development and delivery of the program, allowing improved efficiency in reaching goals.
- Now a regular component of the Corporate Director Program, Dale Carnegie Live Online leadership development has helped the company advance its goal to attract and retain the best talent in the hospitality industry.