



# GLOBAL CONSULTING FIRM CASE STUDY

Wow. And I mean wow... The roadmaps, the profiles, the COREvaluations, the sample memos, etc. This is groundbreaking material. Very action oriented, objective and tactical.

--- Senior Partner

## EXECUTIVE SUMMARY

CareerCore was engaged by the firm's management consulting division to narrow the performance rating and promotion gap for a target group of consultants

## CHALLENGES

- Identify "unwritten rules" of success within the Company and effective means to share them with high potential individuals
- Navigate a global organization with distributed workforce
- Engage a busy coaching and participant population

## SOLUTION

- Conducted 2-month discovery process to understand root causes of underperformance
- Developed secure company domain on ExpertPrep SaaS platform
- Developed 8-month, coach-facilitated curriculum for 70 consultants & analysts that tracked to performance review process
- Tracked participant performance and compliance through each module
- Trained internal coaches (senior executives in the organization) in the ExpertPrep curriculum and platform
- 20% of participants matched with external ExpertPrep coaches
- Conducted three city, 2-day launch event for participants & coaches

The Company is one of the world's leading consulting firms with over 200,000 employees. For this implementation, the company selected 70 African American and Hispanic analysts and consultants in the firm's management consulting division to participate in a career development program focused on driving better ratings and promotion results and stronger career management skills.

## Learning Content

After an extensive due diligence and discovery process, we developed a robust library of "how-to" content which detailed the pathways to career success within the organization. This content included evaluations, roadmaps, profiles of top performers and videos of executives & managers. Topics included:

- Building Your Network
- Tips from Top Performers
- Recovering from a Mistake
- How to Nail First Engagement
- Onboarding
- On the Job Performance
- Performance Review Process
- Staffing Strategies

## Personal Coaching Program

Each participant in the program was matched with an individual career coach. Coaches included 23 Company employees, trained by ExpertPrep, and two ExpertPrep coaches, each with 10+ years of management consulting experience. Coaches facilitated 6 different curricula over the 8-month term of the program. The curricula included:

- ✓ Internal Relationship Building
- ✓ Performance Assessment & Development
- ✓ Project Contribution
- ✓ Contributions to the Development of Others
- ✓ Mid & End of Year Review Preparation

## Measurement & Evaluation

The ExpertPrep platform enabled an unparalleled degree of transparency into participant career development activity and internal coaching quality. The program success was evaluated on:

- Year-end promotion rates for participants
- Year end ratings of participants vs. non-participants
- Correlation of curriculum score to promotion rates
- Participants assessment of perceived impact of program
- Assessment of internal coach performance

## Project Outlook

The Company is preparing for broader rollout of the program to other groups within the organization, including other underrepresented groups, lateral hires, and new analysts.