

Case Study

R Cable Communication

In 2002, Jack Zenger and Joe Folkman completed a study on effective leadership and its impact on company results. This study used solid empirical data to demonstrate that great leaders make the difference in maximizing the bottom line.

It provided scientific evidence that quality managers are a key factor when it comes to determining benefits, rotating personnel, employee commitment, customer satisfaction, increased sales and other management indicators. R Cable Communication decided to take part in this study as a basis for anonymously assessing the quality of its management team. The study assessed sixteen basic leadership skills and compared them with other companies.

The entire management team, including the management board and company managers, participated in a leadership quality assessment using a 360° evaluation method. Managers did a self-evaluation and underwent an online evaluation by persons chosen by them in the following roles:

- Supervisors
- Colleagues – Team members
- Collaborators / Immediate subordinates
- Others, such as functional superiors, customers or suppliers

Afterwards, indicators of the company results were assembled.

A series of training sessions were initiated upon communicating assessment results individually to managers.

A Spanish consultant, P&A is the distributor for Spain of the Extraordinary Leader application. This consultancy provided the training course for all management personnel in the company.

Each manager responded to test questions and the training consisted in providing each of them with results and observations concerning the parameters assessed and their meaning. Twice per year, two managers attend in turn a training program conducted by MRC entitled “Leadership and Management Training”, which is designed to bolster management leadership qualities in the company.

Then, the final level produces a series of indicators that measure the levels of happiness at work from different perspectives.”

REFERENCES

Zenger J. and Folkman J., *The Extraordinary Leader: Turning Good Managers into Great Leaders*, McGraw-Hill; 2009, ISBN-10: 0071628088

Extraordinary Leader application : <http://extraordinaryleader.es>

