



Case Study: Transforming L&D and Career Pathing at a Mid-Sized Corporation

Client Background:

A **mid-sized organization** was grappling with a major internal dilemma: should they combine **HR** with **Learning and Development (L&D)**? There was a growing sense that the **L&D function** was not as integrated into the company's broader objectives as it should be. The **L&D leader**, who was dedicated to making a difference, was struggling to demonstrate **ROI** and often found herself asking, "What do we even do all day?" Other departments were questioning the value of the L&D team, and the pressure was mounting.

At the same time, the L&D leader—an experienced educator by trade—was contemplating leaving the L&D function altogether and returning to **education**, feeling disheartened by the lack of progress and support. That's when her organization reached out to me.

The Challenge:

- **Lack of Credibility for L&D:** Despite the best efforts, the L&D function lacked visibility and respect within the organization.
- **The Struggling L&D Leader:** The L&D leader herself was unsure about her role and future. She needed clarity on how to add real business value, not just training solutions.
- **The Perception Problem:** Many business functions didn't understand what L&D did, let alone its importance in contributing to revenue growth and organizational development.
- **Unclear ROI:** L&D was unable to measure or showcase tangible outcomes, leading to questions about its value, especially in a highly competitive corporate environment.

Solution Approach:

I was brought in as an **external coach** to work with the L&D leader weekly, serving as a **thought partner** and **mentor** throughout a **6-month engagement**. The goal was to help her build confidence, articulate the value of her function, and ultimately demonstrate ROI through strategic, revenue-generating initiatives.

Step 1: Weekly Coaching and Strategy Development

We began with weekly **one-on-one coaching sessions** to:

- **Build confidence:** The L&D leader was given a safe space to explore her concerns, challenges, and aspirations. We worked on developing her leadership presence and understanding her value within the organization.
- **Develop a Plan for L&D:** We created a **strategic plan** to build a training solution designed for external partners. This was a **game-changer** for the L&D function, as it aligned L&D's objectives with **revenue generation**—something that had never been done before.

Step 2: Shifting the Perception of L&D

- We focused on aligning the **L&D strategy** with business goals. I worked with her to:
 - **Position L&D as a value driver** by making training programs that benefited both the company and external partners.
 - Demonstrate how **training initiatives** could generate **revenue**—a groundbreaking shift for an L&D function.
 - Showcase tangible **ROI** through measurable training outcomes, impacting both **business growth** and **employee development**.

Step 3: Career Pathing for Her Direct Reports

In addition to helping the L&D leader transform her department, we:

- **Developed career pathing plans** for her direct reports, ensuring they had clear professional development trajectories that aligned with the company's goals.
- Used **employee development plans** to increase engagement, motivation, and retention among her team, while also building trust and credibility within the organization.

Step 4: Leadership and Visibility Within the Company

As the **L&D leader** implemented our plan, her **visibility** and **credibility** skyrocketed:

- She **earned a seat at the c-suite table**, becoming a trusted advisor to senior leadership, providing high-level presentations on L&D progress and its impact on the business.
- She was **recently tapped** to build the **sales playbook**, further solidifying her as a critical business partner.
- The shift was so significant that she went from contemplating leaving the L&D function to **exploring sales certification programs** in order to help accelerate growth within the company's **internal sales teams**.

Outcome and Success:

- **Revenue-Generating L&D:** The **training solution for external partners** was a major success, generating **revenue** and positioning L&D as a strategic driver within the organization.
- **Leadership Development:** The L&D leader gained the confidence and clarity to **lead her team** effectively, build strong **development plans** for her direct reports, and align her efforts with the organization's strategic goals.
- **Increased Credibility:** She became a **key business partner**, providing strategic leadership and coaching for executives, earning respect at all levels of the company.
- **Career Growth and Retention:** By offering career development support to her team, she not only retained top talent but **fostered leadership growth** within her department.
- **A Lasting Partnership:** What started as a 6-month engagement turned into a **2-year partnership**, with no signs of slowing down. The leader continues to tap into my services for **weekly check-ins**, leadership coaching, and strategic advice as she continues to grow in her role.

Why Companies Need External Employee Relations and Leadership Coaches:

The Growing Demand for External Coaches:

1. **94% of executives** say coaching is an effective tool for leadership development (Source: International Coach Federation).
2. **75% of employees** report that they would stay longer at a company if there were opportunities for career development (Source: Gallup).

3. **Companies that invest in leadership coaching** see a **17% improvement** in productivity and employee satisfaction (Source: TalentLMS, 2020).
4. **82% of organizations** with a robust career pathing system report higher employee retention and engagement (Source: LinkedIn Workforce Learning Report).

By partnering with an **external coach**, organizations gain an objective, experienced voice that can drive organizational transformation, improve leadership development, and ensure sustainable growth. As demonstrated in this case study, external coaching can have a profound impact on both individual leaders and the organization as a whole—helping them achieve greater visibility, credibility, and business success.

Conclusion:

This case study illustrates the profound and lasting impact that **external coaching** can have on **employee relations, leadership development, and organizational performance**. By working closely with leaders and front-line employees, I help organizations transform underperforming functions into key drivers of business success, ensuring both immediate and long-term growth.

If you want to transform your leadership team and improve the **ROI** of your employee development programs, I can help you achieve that with tailored coaching and strategy. Let's work together to build stronger, more confident leaders who deliver **real, measurable results**.