

Blended Learning for Leadership Development

How to move leadership development from a few training days to 365 days a year?



MAZARS

Mazars is a global audit, accounting and consulting group with more than 18,000 employees in 79 countries.

www.mazars.com

Background

Mazars had an excellent leadership development program for high potential managers in Asia with the objective to help talented individuals build their careers at Mazars. With the senior partners of the firm as mentors, the outcome of the ten month long process was a written Personal Enterprise Plan which mentees had to present in a one hour certification interview to a jury.

Challenges

As Mazars University was relaunching its leadership development program for high potentials in Asia, its director was looking for ways to leverage digital technology to actively develop leaders in not just a few training days but throughout the year. He wanted to help the participating future leaders of the firm develop and transform deeper, with more support and reinforcement in between face-to-face meetings.

Success of the new, 'blended' leadership development model was measured by two key metrics:

- Engagement level of participants with the digital tool during the program
- Quality of leadership development at the end of the program

How Gnowbe Helped

When the new mentoring program was launched, Gnowbe was introduced alongside the existing face-to-face sessions to accelerate, deepen and facilitate the development of the managers.

Facilitate

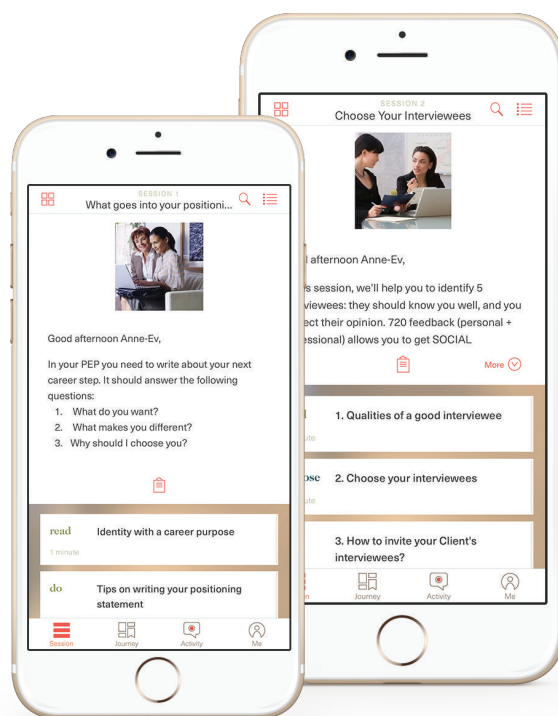
The schedule, key videos, articles and exercises of the entire program were redesigned for the Gnowbe platform. Printed handbooks, photocopied articles, paper templates and video links by email were all history. The managers engaged and completed all homework in the app (e.g. watching a video in preparation of the next face-to-face training or writing the personal development plan), as well as took notes after a mentoring session using Gnowbe. Support had suddenly become available 24/7, throughout the year, facilitating learning on demand for the busy future leaders of the firm.

Accelerate

Gnowbe allowed the participants to introduce themselves to each other prior to the first face-to-face session. They were connected throughout the ten month program with each other and were able to share their experience anytime, anywhere in closed private groups on Gnowbe. Most importantly, Gnowbe enabled participants to receive information, feedback and support – from the program director, their mentor (through private messages) and peers, just when they needed it.

Deepen

The leadership program was on top of the participants' minds even during the weeks without a training or meeting which led them to continuously engage with exciting content, small exercises or exchange experiences on Gnowbe. The bite-sized content ensured that the workload was manageable.



Results



Mentees were very positive about the program in general and Gnowbe in particular. Compared to previous cohorts who had learned offline only, these participants felt better guided and more confident with the entire process. As a result, they were more engaged than previous cohorts.

According to Bob Aubrey, an independent human development consultant, *“the quality of their final reports (PEP) was outstanding and well beyond what had been achieved in previous years.”*



Senior partners of the firm also embraced Gnowbe due to the user-friendly interface. The mentors appreciated the easy 24/7 access and that the app made the fulfillment of administrative duties much easier for them.



The Mazars University Asia Team was able to track real-time progress for every participant and nudge those lagging behind towards progress and completion.

“I really appreciated the ability to check engagement rates on Gnowbe anytime. They were even better than I expected, above 70%!”, said a senior team member.

David Nosibor

Innovation Evangelist, Head of APAC Digital Innovation Team, Mazars Asia Pacific

“My team was looking for ways to develop engagement in our leadership program and improve the learning experience. Our existing program was good but the impact was limited to the time spent in the classroom. When we introduced Gnowbe to support our 10-month leadership and mentoring course for Asia-Pacific, I knew it would be a massive step forward but I was still amazed at the level of active participation on the platform, i.e. how much our leaders engaged with the content on Gnowbe, outside the classroom sessions. This was also reflected in the outstanding quality of personal development reports that the participants produced.”