



A Learning Cluster for developing Aspiring Managers improves manager engagement scores, coaching capability scores, and promotions.

Impact

11% Higher engagement score and
5% Higher coaching index score for manager participants

Unintended Benefits

- Supported promote from within goals

Reach To Date

4 Cohorts
18 Months

THE CHALLENGE

Paycor has been growing quickly, with many opportunities for advancement every day. But the rate of growth is outstripping the speed at which they are developing the next leaders.

The director of talent development pulled together a team to design a learning cluster called Aspiring Leaders Learning Path to support the company need for more promotable leaders, and employees’ desire for high levels of responsibility.

THE DIFFERENT APPROACH

Traditionally, when looking at the target audience, the L&D team likely would label everyone together as a group such as “aspiring managers.” But through using the Learning Cluster Design model and tools, they created a strategic performance objective, identified mission-critical learner personas, and designed learning assets for each persona.

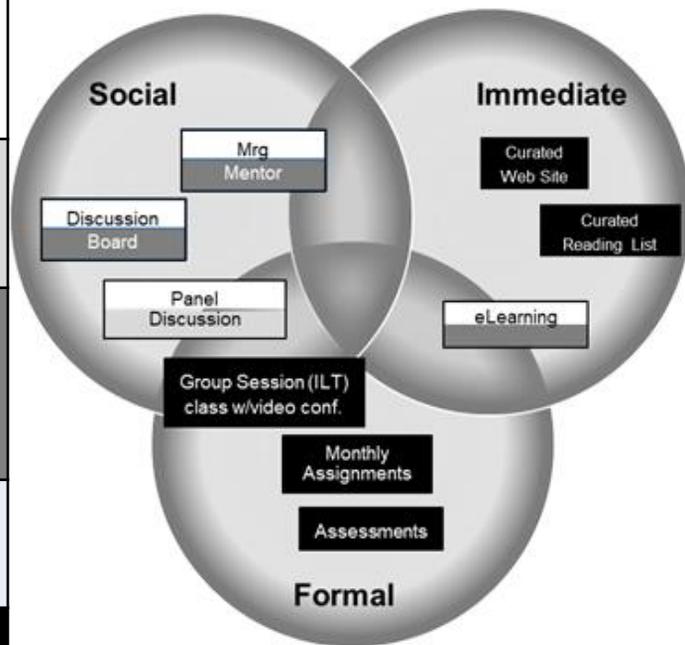
“We had a goal of supporting promote from within. While 11% of attendees were designated HiPo, and slated for promotion, 15% of those who completed Aspiring Managers have been promoted in this short period of time. We expect the numbers to continue to climb.”

The Learning Cluster Design model is combined with Design Thinking for a world-class net promoter score for an onboarding initiative.

THE LEARNING CLUSTER

Below are the learner personas (in brief) & corresponding learning assets that makes up Paycor’s learning cluster, across the social, immediate, & formal learning touchpoints.

Self-Selected Sandy	wants to be a manager in the near future but doesn’t have a manager mentor.
Recommended Robin (HiPo)	Manager mentor encouraging her to move toward a leadership role
Mid Career Matt	A highly skilled individual contributor. that could augment group management as needed.
Too Soon Taylor	Aspired to be a manager but at least two years away.
All	



THE RESULTS



“Our goal for on-the-job behavior change was to increase discussions on these core managerial skills among peers and mentees. Qualitatively, we are getting stories—both voluntary and from select follow-up interviews—that participants greatly appreciate how the Aspiring Manager program expanded their network, and that they now have someone outside of their immediate work group to talk to about the core managerial skills.”