



CASE STUDY

DEVELOPING RELEVANT LEADERSHIP SKILLS IN A FAST GROWING START-UP

TIMELESS

Goal & background of the organization | Challenges |
Approach & success factors | Evaluation & conclusion



55

Employees

2018

Founding year

THE ORGANIZATION

Timeless, a brand of New Horizon GmbH based in Berlin, is a digital platform that verifies and acquires unique assets and then divides them into shares. Via an app, users can acquire shares to special collector's items and thus participate in their value development. Timeless has grown to 55 employees in the two years of collaborating with troodi and the organization predicts further growth in the future.

THE GOAL

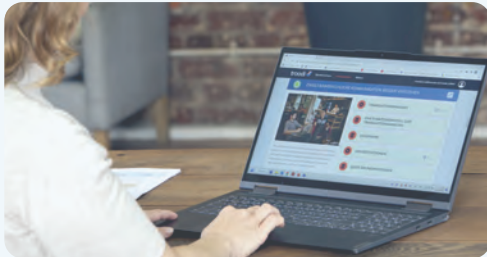
Prior to this, the leaders at Timeless had little to no experience in a leadership role. A suitable development program was designed to help them feel confident in their extended responsibilities and to be able to effectively lead and develop their team. In addition, establishing a common leadership culture should support the organization's sustainable growth.

CHALLENGES

With their lack of leadership experience, the Timeless leaders were faced with the challenge of finding a balance between their operational and strategic tasks and leading their team. The high workload and the dynamic environment of the participants demanded a flexible approach that provides the key leadership competencies in a practice-oriented way.

OUR APPROACH

Together with Timeless, troodi has developed a blended learning concept that targets the specific needs of their leaders.



With **digital self-learning**, participants were able to acquire the most important leadership skills and flexibly integrate the development into their daily work routine. The mix of learning videos, worksheets, reflection tasks, quizzes, and anecdotes made learning varied, interactive, and practical. The content was divided into four modules to make the learning process more effective and accessible.



The **virtual live-sessions** focused on strengthening a common understanding of leadership in the organization and individual case studies. In a collective kick-off, participants were able to define a goal for their development journey. With this initial orientation and the knowledge gained from the self-learning phase, the participants were able to concentrate on the practical transfer in the four hour live-sessions. In this phase of the leadership development, they could approach situations of their own day-to-day work as leaders.

THE DEVELOPMENT PATH

KICK-OFF

MODULE 1: LEADERSHIP COMMUNICATION

The managers learned about basic communication models and reflected on their own communication behavior. Based on this, they were able to establish goal-oriented, motivating, and empowering communication from the leadership perspective.

TWO LEARNING PROGRAMS   ONE LIVE-SESSION 

MODULE 2: LEADING & MOTIVATING INDIVIDUALS

In this module, participants learned about their own leadership comfort zone and how to find the right leadership style for each employee. Knowledge of basic psychological needs, empowerment, and motivation served as a basis for effective leadership.

TWO LEARNING PROGRAMS   ONE LIVE-SESSION 

MODULE 3: UNDERSTANDING & DEVELOPING TEAMS

With the basics of individual leadership, the focus in Module 3 was directed towards the entire team. Dimensions, phases, and measures of team development and team analysis were topics of the learning programs. Using the GRID model, factors of successful teams and tools for developing a team culture were identified.

TWO LEARNING PROGRAMS   ONE LIVE-SESSION 

MODULE 4: LEADING IN TIMES OF CHANGE & CLOSING

In this module, the managers developed an understanding of the dynamics of change and how they can counter resistance. Basic knowledge of change management included the optimal preparation and design of change processes.

TWO LEARNING PROGRAMS   TWO LIVE-SESSIONS  



SUCCESS FACTORS

1

Learning path with small modules

As a dynamic start-up, Timeless needed a flexible learning concept with quick effectiveness. The micro-learning approach and high practical relevance in the learning programs made it easier for the participants to integrate self-learning into their daily work and to apply their knowledge already after a short time.

2

Impactful live-sessions for a common alignment

In the practical part of the development path, participants were able to consolidate their knowledge and apply it to their own cases. Working in a group enabled the leaders to create a common understanding of leadership and to internalize the values of the organization.

3

Customized learning content

The concept of the leadership development concentrated on the key topics and addressed the most urgent needs of the leaders. In the selected learning programs, participants were able to specifically expand their leadership competencies and received a toolbox for effective leadership. The motivation of the learners was encouraged through a demand-oriented learning offer.

100 %

of the participants found the training valuable for their everyday work.

100 %

of the participants found the content and mix of methods in the learning programs helpful.





Jael Martin

Head of Growth, New Horizon GmbH

“Troodi’s Blended Learning Journeys led to a significant increase of leadership competencies in our organization. This is reflected in the self-evaluation of our leads but also in a higher satisfaction of our employees with their direct managers. I was particularly impressed by the detailed evaluations and the concrete recommendations for action, that were provided by troodi.”



64

Learning program licenses

97 %

of the learning programs have been processed.



4,44 stars rating for the learning programs



4,75 stars rating for the trainers



4,19 stars rating for the reflection material



“I particularly liked the personal communication in the online learning programs. This always gives me the feeling that the coach is looking after me individually and that I’m not just a participant in a group course.”





CONCLUSION


Within a short period of time, Timeless leaders were introduced to hands-on leadership tools and gained awareness of goal-oriented communication, team leadership and development, and change processes. Through practical examples and coaching in the live-sessions, the participants were able to build confidence in their new leadership roles. With troodi's training, Timeless created a foundation for business growth and developed a common leadership culture.


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