

Republic Services: *Leadership Fundamentals*

Creating a Unified Culture of Leadership

SCENARIO

As the second largest waste management company in the United States with 30,000 employees, Republic Services provides non-hazardous solid waste and recycling services to commercial, industrial, municipal, and residential customers. Ongoing growth through acquisitions made it challenging to establish a single corporate culture where employee engagement is consistent and high, turnover in key positions is at healthy levels, and productivity, safety, and profitability levels are strong and stable. The Learning and Talent Development team at Republic Services knew it was time to create a leadership journey that would transform the organization with a focus on high performance through the deliberate development of employees.

SOLUTIONS

The Republic Services project team and Entelechy worked closely and collaboratively to create Republic Services' three-day *Leadership Fundamentals* program, a customized version of Entelechy's *Unleash Your Leadership Potential* program. *Leadership Fundamentals* trains leaders to build productive, meaningful relationships with employees, to lead effectively, and to develop talent and bench strength through deliberate coaching and performance management. Key aspects of the program include:

- One program, two tracks: a **core** track and an **executive reinforcement** track.
- Reached **4,000+ leaders** in **20 different locations** throughout United States and Puerto Rico.
- **True-to-life scenarios** and **feedback sessions** build competence and confidence.
- **Creative and engaging activities** stimulate discussion and **spark personal growth**.
- Completion of the **Management Action Plan** (MAP) by each participant to **set goals** and **plan on-the-job application** of skills and techniques learned during the training.
- Blend of **hands-on experiential learning, discussions, videos, and role plays**.

The beauty and power of *Leadership Fundamentals* is that it invites us to reflect and self-assess, rather than just telling people what needs to be followed. This was driven home consistently throughout the program. That consistency — with the power of the models — made a huge difference for me.

— *Leadership Fundamentals* participant



RESULTS

The *Leadership Fundamentals* program became “The Republic Way of Leading,” comprehensively addressing the goals of increasing employee engagement, loyalty, morale, and productivity, and creating a unified corporate culture.

- **Engagement scores increased from 82 to 88**, moving Republic Services into the High Performing category.
- Turnover for *Leadership Fundamentals* participants is **14% compared to 58% for non-participants**.
- Divisions where the entire leadership chain was trained on *Leadership Fundamentals* were able to maintain profitability at the local level and deliver a **cost avoidance of \$12M in workers' compensation claims**.
- The program was awarded **Chief Learning Officer's Learning in Practice Silver Award** and **Brandon Hall Group's Gold HCM Excellence Award** for Best Advance in Leadership Development.

