



# Constructing Better Leaders With a Little Help from Harrison

## Harrison Case Study Lane Construction

Resting on its laurels is not a Lane Construction trait.

Founded more than a century ago, Lane has become one of the nation's top construction companies, earning nearly \$2 billion annually and employing roughly 5,800 people. Even after generations of success, Lane constantly seeks to improve its business. This drive toward continual improvement is what spurred the company to hire Mike Grabarek five years ago.

Grabarek is Lane's Human Resources VP, and he'd been tasked with heading up-and building up-the company's Learning & Development initiatives. This meant Grabarek would need to further evolve new programs to support performance management, succession planning, online learning and leadership development.

As Grabarek dug into his work, he quickly realized there was one tool that could support Lane in all of these critical areas: Harrison Assessments.

### Aiding Leadership Acceleration

Grabarek was certified in a number of assessment tools but he chose Harrison Assessments specifically for its unique methodology - its Paradox Technology, in particular - and the depth and accuracy of its assessment findings.

One of the chief ways that Grabarek put Harrison Assessments to use was in Lane's Leadership Acceleration Program, a one-year program designed to nurture leadership qualities and key skills needed to inspire and manage teams effectively. During the course of the program, participants receive professional coaching, obtain extensive 360-degree feedback, participate in several week-long workshops, and are assigned projects handpicked by the company's senior leaders.

Toward the final third of the program, participants complete the Harrison SmartQuestionnaire. "The findings of the SmartQuestionnaire often mirror what participants hear in their 360-degree feedback, which makes it a lot easier for them to accept the feedback without being defensive.

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#### The Organization:

The Lane Construction Corporation

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#### The Challenge:

To support Lane's Learning & Development initiatives and its Leadership Acceleration Program

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#### The Solution:

Harrison Assessments' SmartQuestionnaire and Paradox Technology

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#### The Outcomes:

Program graduates have been observed to be more effective leaders and promoted

Company has doubled the number of leaders completing the Harrison Assessment in successive years

Learning & Development has been reinforced as crucial to leadership and succession planning



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The Harrison results are also sent to the professional coaches who work with Lane's program participants, and the coaches incorporate these findings into their work with individuals. Harrison's Paradox technology provides a unique framework for explaining the impact of instinctive behavioural responses and whether they are true strengths or potential derailers.

## Reaping the Fruits of Investing in Leadership

"Lane's senior team never questions the value of what we're doing in our Leadership Acceleration Program. In fact, they play an active role, including teaching parts of the Program," Grabarek said. "They've seen first hand how much more effective our leaders are on the job, and they've promoted several of our past participants as a result."

Grabarek said that many of his colleagues in the construction industry envy him because Lane's senior management continually want to grow the Leadership Acceleration Program and are actively involved throughout the program. "A lot of that has to do with the company's commitment to learning and development in general," Grabarek noted. "However, some of our success is definitely due to the quality of the tools we use such as Harrison Assessments."

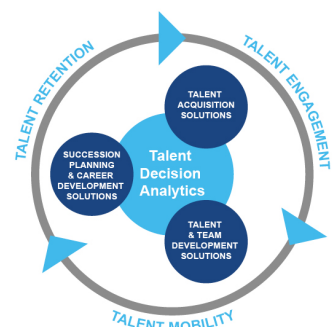
According to Grabarek, Lane's c-suite is so happy with the program's results that it doubled the number of participants last year. And they plan on doubling the number again next year.

## About The Lane Construction Corporation

Founded in 1890, [The Lane Construction Corporation](#) is one of America's leading construction companies, specializing in heavy civil construction services and products in the transportation, infrastructure and energy industries.

## Harrison Talent Life Cycle Solutions

Harrison Assessments uses predictive analytics to help organizations acquire, develop, lead and engage their talent. This comprehensive Talent Decision Analytics provides the intelligence needed throughout the talent life cycle to build effective teams and develop, engage and retain key talent. Contact us to learn how we help organizations make great decisions.



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