



## ADI Develops More Leaders Faster Through Peer Feedback and Business Simulations

### Overview

**Country or Region:** Worldwide

**Industry:** Semiconductor

#### Customer Profile

Analog Devices, Inc., known as ADI, is a leading multi-national semiconductor company. ADI's world-class electrical engineers specialize in developing the signal processing technologies that are used in myriad electronic equipment to convert, condition, and process real-world phenomena, such as light, sound, temperature, motion, and pressure into electrical signals.

#### Business Situation

Following a strategic reorganization of its product-focused business units, ADI needed to build leadership capability within the ranks of its senior employees and increase the strength, depth, and readiness of its bench.

#### Solution

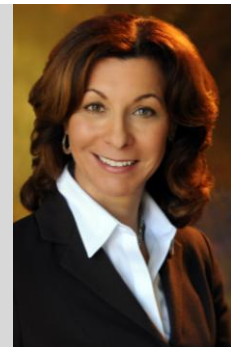
ADI turned to TRI Corporation as a key partner in its leadership development initiative, which combines a robust and competitive business simulation with peer feedback to help instill in new leaders an enterprise orientation, a team mindset and personal leadership qualities.

#### Benefits

- ▶ Accelerated leadership readiness
- ▶ More leaders on the bench
- ▶ Shared knowledge base
- ▶ Common language and measures
- ▶ Common organizational climate
- ▶ Improved cross-functional communications and internal network
- ▶ Insight for organizational and personal development

“The shared experience of defining a strategic direction and decision-making under pressure, combined with team collaboration and candid peer feedback, accelerated the readiness and confidence of our emerging leaders. This program is key to building ADI’s internal capability and a leadership bench with more successors who can run a line of business.”

Margarete Dupere  
Director of Talent Management



Innovation, performance, and excellence are the cultural pillars on which Analog Devices, Inc. (ADI) has built one of the longest-standing, highest-growth companies in the technology sector. In 2008, ADI launched a leadership development curriculum and succession management process. In 2009, the organization underwent a significant reorganization of its product-focused business units into two complementary divisions - one to maintain focus on core product and technology development and the other to focus on customers and key markets. This move required ADI to develop more leaders capable of either running new segments or stepping up to lead established technology groups and product lines. ADI engaged TRI Corporation to improve business and financial acumen and to increase the leadership skills needed to preserve and grow ADI’s competitive lead in today’s semiconductor industry.

### Situation

Following a strategic reorganization of its product-focused business units, ADI needed to build leadership capability within the ranks of its senior employees and increase the strength, depth, and readiness of its bench.

“Throughout ADI’s history, technical skills have been highly valued, less so competence in business acumen and market focus,” Marge Dupere, director of talent management, says. “The landscape has changed, and we require leaders who possess range, capability and judgment in multiple areas.”

The creation of the new complementary divisions required ADI to develop a bench of leaders with both the technical skills that had taken ADI to the top of its industry and the financial and business acumen essential to the competitive pressures of a market-driven business.

Many of ADI’s engineers were long-time employees with many decades with the company. Others were new to the company. Both needed stronger skills to lead the organization forward.

In this time of transition, ADI turned to TRI Corporation, known for its ability to build senior leadership capability and capacity.

“What we saw at ADI is what we see at a lot of successful tech companies,” TRI Vice President A.J. O’Brien says. “The bench of talent that runs the company is deeply steeped in product and technology, which is necessary for success. However, once successful, many companies struggle when they need to focus on the business aspect of running the enterprise.”

TRI set out to design learning experiences that would help ADI leaders in three key areas:

1. developing an enterprise mindset – understanding how the company earns profit along its entire value chain, how their decisions affect shareholder value
2. leading from a team mindset – understanding that they are only as good as their teams, how to manage strengths and weaknesses
3. personal leadership – including self-knowledge and emotional intelligence

At the same time, TRI knew that ADI was not going to be an easy crowd to please. “We seek vendor partners who can bring best-in-class learning experiences and exceed the expectations of our highly-capable, well-educated population,” Dupere says.

## For More Information

To learn more about how TRI Corporation experiential learning services can benefit your organization, visit [www.tri-simulation.com](http://www.tri-simulation.com), email [TRIContact@tri-simulation.com](mailto:TRIContact@tri-simulation.com) or call 408-656-2895.

For more information about ADI businesses, visit [www.analog.com](http://www.analog.com).

“It’s the best program I’ve been to in my 20 years at ADI. I got new insights and built relationships I never would have otherwise had.”

Mark  
Manufacturing Leader

“The feedback session proved to be very helpful. I’m more aware of the people around me and now know that communication is two-way. You need to be aware of how other people receive your messages before the communication is complete.”

Ken  
Core Technology Leader

“As a new leader at ADI, I wanted to bring best-in-class development experiences to our high potentials. This program is a keystone in achieving that.”

Marge Dupere  
Director of Talent Management

## Solution

Together ADI and TRI designed and developed the **ADI Business Simulation**, a shared experience for high-potential corporate leaders that provides opportunities to acquire and practice business skills via an authentic business simulation and peer coaching and feedback.

In a week of intense 10- to 12-hour days, teams of five to six participants compete to take a struggling company to profitability in six “quarters.” Along the way, they participate in plenary sessions with Analog top executives and peer feedback based on ADI competencies such as execution, financial acumen, decision making, acting strategically, market/customer focus, leading people, influence, and more.

The simulation is a unique practice field for leaders to experience managing a business and seeing the consequences of decisions in a compressed timeframe. They can make mistakes and learn from them without dire company or career consequences.

In addition, at the beginning of the week, participants each create a Personal Development Plan (PDP) with at least two leadership competencies to work on, have observed, and get feedback. They also select at least one competency area that they excel in and can use to help their team.

Team members share their PDPs with each other. During the week, each participant observes and takes daily notes on the behaviors of one team mate for a final team PDP feedback session. Each also is asked to share observations and feedback on other team members as well.

At the end of the business simulation, participants share with each team member what went well and what needs improvement vis-à-vis their individual PDPs. Feedback focuses on things each leader-in-development should to continue to do and things she or he needs to be aware of and do less.

## Benefits

ADI now has a solid curriculum for its “high potentials” that is accelerating the readiness and confidence of its leadership bench. All of the leaders in new segment jobs have completed the program and have successfully transitioned from engineering roles to their new market-facing roles.

“The peer feedback gave incredible insight into concrete areas to develop both personally and for the organization,” one participant reports. Another credits the feedback session with helping improve communications by becoming more aware of the people he is communicating with.

Dupere, who had newly joined ADI and charged with creating an organization development practice, including development of a leadership curriculum and a global succession management process, points to the high caliber of the TRI team and the rigor of the simulations as keys to the learning of the participants.

“Participants report that peer feedback is particularly powerful session for them, often times more so than a traditional 360 or feedback from their boss or subordinates,” says A.J. O’Brien.

Peer feedback, also called peer coaching, developed as a cost-effective way to provide quality coaching to mid-level, high potential and emerging leaders. Marshall Goldsmith, a world authority in helping successful leaders get even better, notes that peer coaching creates sustainability and reduces the cost of training by involving each participant as an equal partner in the process. Each participant acts as both the coach and the coachee. The result is a more collaborative leadership base committed to continuously becoming more successful.

Keith Ferrazzi, one of the world’s foremost experts in professional relationship development, also has inspired TRI’s work in peer feedback. “Most of [the information you need in order to process and be successful in your life] is sitting right around you,” Ferrazzi says. “We as humans have a very, very powerful mechanism in our lives to make sure that we are more successful than we could ever imagine and it’s called feedback.”

One of the most common complaints on employee surveys, TRI reports, is “My Boss does not give me timely and candid feedback about my performance.” Peer feedback helps new leaders overcome this barrier to development.

The ADI peer feedback sessions are combined with training on two-way communications, effective communication, and active listening.

More than 150 people have completed the Analog Devices Leadership Program, which includes high potentials from every geography and business unit.

Within three years of the first program, Dupere reports, the number of individuals on the ADI leadership bench has increase fivefold. “That increases internal mobility and strikes a good balance between strategic external hires and promotion from within,” she says.

ADI now has greater engagement by leaders of all levels in developing and empowering others. The PDPs and peer feedback, in particular, have helped leaders strengthen their internal networks and has created a shared knowledge base within the bench.

“Candid peer feedback and working collaboratively on teams have accelerated the readiness and confidence of our leadership bench,” Marge Dupree says. “We have more leaders who can run a business and have a desire to lead.”