



CASE STUDY

Leadership program participants show measurable increases in effectiveness, retention, and engagement.

"The program showed a significant return on investment and has strengthened the leadership capabilities and overall performance of those leaders and their teams."

- Jessica Fuller, Director of People & Culture



“The program offered through Vivo Team provided the right level of content and structure for our team, and they found the coaching sessions to be incredibly valuable.”

- Jessica Fuller, Director of People & Culture



COMPANY BACKGROUND

Established in 2011, Mosaic Consulting Group is an award-winning UKG® consulting partner specializing in full-suite implementation, optimization, strategy and support.

INDUSTRY:
Business Services

SOLUTIONS:
People Analytics: Vital Statistics Report
Leadership Development Program (15 weeks)
1-to-2 Coaching Sessions

CHALLENGES

Mosaic Consulting Group is a fully remote team that has grown and changed rapidly in the past several years through acquisitions. Initially recognizing the need to bridge the skills gaps of newly appointed managers, they also wanted to work towards creating a consistent and cohesive management style across the company. Additionally, they wanted an increased focus on team cohesion and effectiveness.

Mosaic's leadership understood the true value in learning and development. The executive team determined that it data that tied performance behaviors to strategic goals, measured performance improvement, and program ROI was essential. However, measuring the success of a homegrown program was a challenge.



“Vivo Team has allowed us to see tangible improvements in our business. By equipping our front-line leaders with the tools they needed to effectively manage their teams, we’ve seen turnover decrease, revenue increase, and client retention increase.”

- Jessica Fuller, Director of People & Culture

APPROACH

Mosaic Consulting Group identified a group of 10 managers who were new to their roles—including some without prior management experience—as the initial cohort.

Each of the leaders and their teams completed a Vital Statistic Report (VSR) by responding to a series of statements related to the six key indicators of high performance: communication, interactive feedback, accountability, emotional intelligence, structures, and cohesion. The VSR identified areas for improvement and other factors contributing to Mosaic’s costs of lost productivity. Based on the VSR data, the program initially focused on improving team communication and interactive feedback.

Live, virtual instructor-led training and group coaching sessions were delivered. Each session was supported with micro-learnings on a tailored learning experience platform. The 1-to-2 coaching sessions deepened the learning while allowing the leaders to share ideas and gain key insights into how the organization works. The program ran for 15 weeks.

"I commit to take these skills and share them with my team for the development of future leaders."

- Program Participant

BENCHMARKS FOR SUCCESS

To define and measure success, Mosaic Consulting Group identified and tracked specific metrics:

Cost of Lost Productivity

- Aiming for a \$1.22 ROI, which translates to \$85,400.



Retention

- Retain 90% of program participants in the first year to ensure team stability while decreasing turnover due to poor leadership.

Feedback Bonuses

- Increasing client feedback bonuses from 88 to 100, as a measure of client satisfaction and consultant performance.

INITIAL WINS AND IMPACT

Cost of Lost Productivity	Retention	Feedback Bonuses
 \$87,986 +\$2,586 OVER GOAL <p>The reclaimed cost of lost productivity after training was \$87,986 (\$2,586 over goal).</p>	 90% RETENTION <p>At three months post program there was 90% retention among participants.</p>	88 → 100 <p>They are on track to increase client feedback bonuses from 88 to 100, and expect to hit it by the end of the year.</p>

The Mosaic Consulting Group leadership program had a 96% completion rate. When surveyed, 100% of the program participants who responded said they would recommend the program.

RESULTS

INCREASED RETENTION AND ENGAGEMENT

Mosaic Consulting Group internally tracked the retention rate of the employees with managers in this cohort, and compared to their annual average saw a **9% decrease in turnover** among this group. Additionally, **engagement survey ratings for leaders in this program increased to 87%**, up six points from October. Key areas of improvement included regular feedback and coaching, and setting clear objectives, with scores rising by **23% and 13%, respectively**.

IMPROVED TEAM EFFECTIVENESS

Mosaic Consulting Group saw an **8% performance improvement** in overall team effectiveness, moving from 73 to 79. A score of 80 indicates a highly effective team. All six key indicators showed improvements, with interactive feedback and structures showing the most significant gains with **12% and 11% increases in effectiveness, respectively**.

COMMUNICATION 72 → 77 ↗ +5	INTERACTIVE FEEDBACK 69 → 77 ↗ +8	STRUCTURES 71 → 79 ↗ +8
ACCOUNTABILITY 75 → 80 ↗ +5	EMOTIONAL INTELLIGENCE 75 → 79 ↗ +4	COHESION 78 → 82 ↗ +4

IMPROVED LEADER EFFECTIVENESS

Of all leaders in the Mosaic Consulting Group program, **80%** saw an increase in their leader effectiveness, with **60%** achieving a leader effectiveness score over 80. One leader improved their performance **40%**, from 62 to 87. A score of 80 and over indicates a highly effective leader.

