



Leadership Training Case Study

Simon is a real estate investment trust engaged in the ownership of premier shopping, dining, entertainment and mixed-use destinations and an S&P 100 company (Simon Property Group, NYSE:SPG). Their properties across North America, Europe and Asia provide community gathering places for millions of people every day and generate billions in annual sales. Simon is the largest retail REIT in the world by equity market capitalization and the only real estate company in the S&P 100 index, comprised of mega-cap blue-chip U.S. companies across all industries.

To develop Simon's General Mall Managers, a leadership training program was designed and conducted one time per year for 18-22 participants. The program is called the Advanced Management Program (AMP). AMP is an 18-month program that starts with a 360-degree assessment, includes 9-months of programming, and ends with a 360-degree reassessment. It is broken into four main components:

- 1. Leading Yourself**
- 2. Leading Teams**
- 3. Leading Organization**
- 4. Capstone Project**

AMP participants would travel from around the country to meet at different company locations. Two to three-day workshops were conducted by an external facilitator. The first workshop started with an outdoor ropes course experience to build trust and create a focus on vulnerability. It also provided participants with a 360-degree assessment by Zenger Folkman. The participants created a leadership development plan to focus on building emerging leadership strengths and improve their leadership effectiveness.

The link <https://online.foxit.com/reader/share/M2Y2MGZm> is a report from Zenger Folkman showing incredible improvement that the program has made for the last class (now in the 4th year). Simon's goal is to improve the leadership skills of their best General Managers, Marketing Directors, and Operations Directors. Simon expects that the program will retain their best talent and prepare participants for promotions. Simon measures the retention and promotion rate of the participants:

- Short Term Measurement: 2019 Feedback Score (out of 10): 9.61 (Approximate Training Hours: 700+)
- Long Term Measurement (as of 12/31/19): (retention/promotion rates are not tracked until the participants have graduated)

2016

AMP Retention: 92% (11/12)
Promotion: 33% (3/12)

2017

AMP Retention: 93% (13/14)
Promotion: 14% (2/14)

2018

AMP Retention: 100% (15/15)
Promotion: 13% (2/15)