



About ORTEC

ORTEC builds software for planning supply chains and managing workforces. It helps organizations enable people and use resources intelligently, even when things change. Its AI-powered technology reduces noise and friction, helping people focus on the work that matters.

As ORTEC shifted from a country-led structure to a more globally connected organization, leadership development had to grow with it. What worked locally now needed to become more consistent, international, and professional.

FranklinCovey had already worked with ORTEC on Unconscious Bias. The next step was building a Global Manager's Journey for first-time leaders across ORTEC's countries.

The Challenge

Turning professionals into leaders. That's what it came down to.

In a highly analytical organization, people often step into leadership because they are brilliant at what they do. But being technically sharp and being a great manager are not the same thing. ORTEC wanted new and emerging leaders to shift from solving problems themselves to enabling others to perform, grow, and take ownership.

There was also a cultural shift underway. ORTEC has always been a caring organization, built on trust, community, and respect for people and expertise. But as ORTEC moves toward a more performance-driven culture, caring leadership also needs clarity, grit, curiosity, and a drive for excellence.



"I see leadership as a profession. You shouldn't step in a managerial role without training, coaching, or development."

- Esther Franke,
Director Talent

That meant helping first-time leaders step up with confidence: leading through change, building psychological safety, giving honest feedback, and having the conversations that drive performance and growth.

The goal was clear: build a shared leadership foundation across countries, cultures, and levels of experience.

The Solution

A journey shaped around what ORTEC needed

ORTEC and FranklinCovey designed a Global Manager's Journey combining live learning, online reinforcement, peer connection, and pre- and post-360 measurement.

The design was not about stacking modules. It was about selecting the right tools for ORTEC's leadership reality. The journey drew on The 6 Critical Practices for Leading a Team®, Navigating Difficult Conversations®, and Inclusive Leadership, because these matched the behaviors ORTEC wanted to strengthen: communication, trust, delegation, feedback, inclusive listening, and leading through change.

FranklinCovey helped shape the journey around ORTEC's context, budget, international audience, and leadership challenges, with external facilitation that gave participants a fresh perspective.

Practical tools for real moments

The strength of the journey was how grounded it felt. Participants worked on leadership moments they face every day: running meaningful 1-on-1s, giving redirecting feedback, helping team members through change, and leading inclusively across cultures.

For managers used to analytical frameworks, having structure for the human side of leadership made a real difference. One participant put it simply: "It's not rocket science, but it was eye-opening." That concreteness helped managers shift from solving everything themselves to creating the conditions for others to grow.

Measuring what changed

Before the journey, participants completed a 360 diagnostic to create a baseline on selected leadership skills. After the journey, a second 360 measured growth on those same areas. Because the 360 included input from people around the manager, the results reflected observed behavior, not just self-perception.

The Results

The Global Manager's Journey helped ORTEC build a more consistent and grounded leadership culture across countries.

- **Leadership capability improved measurably.** Pre- and post-360 results showed significant growth across the board, with a 10.4 average improvement across all skills and the aggregate percentile score climbing from 36 to 88. Growth showed up in delegation, team goals, time management, feedback, 1-on-1s, self-awareness, and coaching.
- **Managers shifted from doing to enabling.** Participants reported stronger 1-on-1s, better feedback conversations, and more confidence helping their teams find their own solutions. One participant captured it well: "As a team lead, I'm responsible for delivering results through other people, rather than solving problems myself."

- **The program deepened connection, inclusion, and courage.** Participants valued the in-person learning, external perspective, and peer connection across countries. The experience was rated 9.5 out of 10 on average, with an NPS of 87%. One reflection captured the balance ORTEC was looking for: "I learned that kindness alone does not suffice. When you need to put forward a vision, stand up for your team, or provide useful feedback, it takes courage as well."

For ORTEC, the Manager's Journey did more than develop individual leaders. It helped make leadership practical, shared, and measurable across countries.

•• ORTEC

Website

www.ortec.com

Industry

Software / Data Science & Optimization

Global footprint

Active across 13 countries

Challenge

Turn professionals into leaders

Solution

Global Manager's Journey, All Access Pass®, practical leadership tools, pre- and post-360 measurement

Key Results

10.4x average skill improvement, percentile score 36 to 88, NPS 87%, satisfaction 9.5/10



The FranklinCovey All Access Pass® helps you get the most value out of your L&D investment by providing access to content and technology, as well as a deep bench of experts to design and deliver a unique learning experience tailored to your organization's needs

For more information, please contact FranklinCovey at info@franklincovey-benelux.com

