



# Epic Leaders

Case Study | Epic Leadership Academy  
Client Success:  
Casual Dining Franchise Operator

THREE  FOUR  
COACHING

## Scaling Leadership & Culture in a Fast-Growing, Multi-Brand Company

### Client: EYM Group, Inc

EYM Group, Inc. is a multi-brand franchisee company made up of some of the world's most recognized brands: Denny's, Burger King, Panera, KFC, and Pizza Hut.

Founded in 2008, EYM Group, Inc. grew from 1 to 350 restaurants in just 11 years.

The brands EYM Group acquire are household names. Their loyal, trusting customers with emotional attachments make them valuable.

EYM Group's has achieved such rapid growth through a high number of acquisitions and several newly built locations. Acquisitions are delicate business transactions. It is extremely important for EYM to remain mindful of brand value and allow the brands to stand on their own, while also providing them with all of the benefits and resources that come with joining a larger corporation.

**How do you retain the quality and uniqueness of each acquired brand while also creating a consistent leadership style and successful service delivery across all brands?**

## Challenges:

This case study explores solutions to the multi-layered challenges EYM Group faced as a result of its substantial, rapid growth. Though these challenges are specific to EYM Group, they are not unique in rapidly growing businesses.

## How can EYM Group:

1. Create a strong bench of highly trained individuals who are prepared for leadership positions to support the growth?
2. Quickly upskill managers to effectively manage multiple locations?
3. Manage brand consistency while integrating employees into the EYM Group company culture?
4. Provide leadership education in a fast-paced environment when people live across multiple states?
5. Develop the leadership skills of the team to ensure the business doesn't outgrow the skill set of the leaders?
6. Manage the cost and time of recruitment and new hire training while building a bench of promotable leaders in the organization?

**Only 14%**  
of CEOs believe they  
have a strong bench  
to execute their  
business strategies.

**Forbes**  
INSIGHTS

## Solution: Epic Leader Leadership Academy

The challenge resolution for EYM was twofold. While the company faced many common challenges of fast-growing companies, the company also faced challenges unique to brand acquisition. EYM enlisted the services of 304 Coaching, LLC for their expertise in assisting fast growing companies in developing fast growing teams.



**“The most critical point for companies is the period in the life cycle where they get past market launch and enter a phase of rapid growth, where they are increasing market share and revenue share. If your company out arcs the skillset of your team, the momentum drops and business will decline. Our programs are designed to prevent this from happening.”**

**Jennifer Thornton**

To effectively resolve identified challenges and accommodate for future growth, 304 Coaching, LLC custom designs the Epic Leader Leadership Academy to meet the specific needs of the business.

Epic Leaders is a 6 – 12 month Leadership Academy that allows individuals to develop leadership competencies while learning specific leadership skills. This unique approach allows individuals to grow in multiple ways within one program.

The first step to resolving EYM’s challenges and designing the Epic Leaders Academy was to identify the learning needs of all employees. 304 Coaching, LLC worked directly with the company executives to determine specific competencies and specific skills that were needed to drive business results.



**“As a CEO of a rapidly growing company, I’m proud that I’m offering leadership education to my teams. Ensuring you have well educated leaders is at the core of a CEO’s responsibility.”**

**Eduardo Diaz, CEO  
EYM**

## The Platform:

Epic Leaders is a flexible, e-learning leadership development platform, designed for the demands of busy localized and virtual teams.

**In working with the EYM Group leaders, it was determined that the following competencies and skills were needed to drive current and future business:**

### Competencies

- Developing Self-Awareness
- Continuous Learning
- Acting with Integrity/Honesty
- Effective Communication
- Building & Maintaining Relationships
- Managing Accountability
- Leading Self & Others
- Critically Evaluating
- Setting Direction
- Creating & Leading a Clear Vision
- Building & Promoting Partnerships
- Strategic Thinking & Vision
- Developing Strong Communication & Interpersonal Skills

### Skills

- Building and managing specific leadership brand
- Leading within core values
- Owning and driving career development experiences
- Building highly engaged teams
- Influencing others
- Driving direct report's performance through coaching vs performance management
- Strategic time management

**"The courses are pushing the bar for me to think outside the box and strive for excellence. It all starts with the leader and the insights have been great. I'm able to set bigger goals than I thought possible and put forth the different leadership styles needed to lead my team to success."**

**C. Meyers**

To deliver on the competencies and skills required as part of the Epic Leader Leadership Academy, the following modules were included in the EYM Group experience:

### Kickstart Module

The Kickstart Module is the foundation of the program. Aspirations, values, and leadership branding exercises in the Module helped Learners develop a foundation for their learning experience.

### Becoming a Leader

In the Becoming a Leader Module, Learners get clear on what the term leadership means to each person. Participants decide what competencies they will focus on to support their growth over the course of the program.

### Developing Self

The Developing Self Module facilitates Learners in identifying accountability for their own leadership growth. By creating a development plan to grow leadership brands, skills, and competencies, Learners explored “experience” opportunities, learned new skills, and built on existing skill sets.

### Building Engaged Teams

The Building Engaged Teams Module explores steps vital to building teams that thrive. The Module focused on the following essential methods for successful team building.

1. Know Your Team
2. Key Messaging
3. Set Clear Expectations
4. Reward and Recognize
5. Develop for the Future



**“I appreciate the detail and focus that was put into custom design of the Epic Leaders program to ensure it spoke to the needs of our company.”**

**Alejandra Parades – Director of HR**

### Conversations that Influence

In the Conversations that Influence Module, Learners explored a range of influential conversation styles. By studying how to match communication styles, Learners discovered the importance of this competency when working to moving the business forward.

### The Coaching Method

The Coaching Method Module focuses on the importance of understanding the differences between coaching and performance conversations. By structuring questions that open up the creative learning mind of the individual being coached, the coach cultivates a sense of trust and openness.

### Maximizing Time

The Maximizing Time Module examines the amount of time spent on strategic business objectives vs reacting to the business. Exercises in this Module evaluate, analyze, and designate Learners time to maximize time spent on strategy and top priorities.

### Individual Coaching

Some Learners participated in individual leadership coaching; they reported the following:

1. Know Your Team
2. Key Messaging
3. Set Clear Expectations
4. Reward and Recognize
5. Develop for the Future



**“Successful Leadership Development programs are sustainable when they are designed to be part of the culture.”**

**Jennifer Thornton**

## Program Design:

Epic Leader Academy is a seven-month program taught live by an Epic Leader Facilitator and Coach. Learners attended two webinars, a Training Webinar, and an Implementation Webinar.

The Training course introduced the Module for that month with a focus on training and live coaching in order to develop the Learners competencies. Exercises relevant to the Module were delivered during this course, as the material would be reviewed during the Implementation Webinar.

The Implementation course provided an opportunity for Learners to discuss and share their findings, as they explored the exercises provided at the Training course. By offering self-coaching questions centered around what participants learned, what went well, and where they might improve, Learners were able to share real life instances of competency application.

All webinars are recorded and placed on the private group learning site for on demand viewing.



## Outcome:

Measuring an ROI of a leadership academy is an important part of the process. EYM Group, Inc achieved both quantitative and qualitative results. The quantitative results were a **20% decrease in the turnover in the leaders who participated in the Epic Leader program** over non-participants in the same positions. This decrease in turnover yielded a multiple six figure savings in cost and lost revenue. The qualitative results were measure by feedback surveys. The feedback included:

## Learner's Feedback:



100% of the trainees who participated in the program would recommend that the company continues to use Epic Leaders to develop leaders within the company.



Participants rated their overall experience working with Epic Leader certified trainers.



Learners felt valued by the investment the company made in them and requested to attend next level academy.



Learners were able to link what they gained in Epic Leaders to a positive business result.

## Conclusion:

EYM Group's biggest challenge was maintaining the integrity of each individual brand while creating a consistent leadership style and service delivery process for company-wide implementation. The Epic Leader Academy allows for complete customization to fit the educational needs and levels of each learner. Unique to other leadership development programs, Epic Leaders is supported by materials and guides that support developmental conversations between leaders and their team.

**Future of work starts with today's learning strategy.  
Contact Jennifer Thornton A.C.C., founder of 304Coaching  
to schedule your strategy session.**