

\$2.5 Million Saved

How Wellpath is Transforming HR
with McLean & Company

Executive Summary

Wellpath saved \$2.5 million through a single piece of McLean & Company compensation research. That is one data point in a broader story: since engaging McLean & Company, Wellpath has rebuilt a failing leadership development program, aligned its HR team on a shared succession planning approach, turned engagement survey data into manager action plans, and seen its 360 assessment program become so valued that employees ask to participate. The ROI is clear. The relationships, according to VP of Learning and Organizational Development Heather Lambert, are irreplaceable.

Challenge

When Wellpath engaged McLean & Company, the HR function had real gaps. A leadership development program existed but was not landing with employees. The HR team had come from different organizations and brought different approaches to disciplines like succession planning, making alignment difficult. And the engagement survey, run through a vendor outside HR, was producing data nobody knew how to act on.

And like many HR leaders, she was acutely aware of a broader industry shift happening around her:

"HR is at a real cultural turning point. We are being asked to be more strategic than we have ever been before. We are being asked to manage more generations in the workplace, and they have different needs and expectations than ever before. HR needs to lead."

Heather Lambert

VP of Learning and Organizational Development, Marketing, and Communications
Wellpath



Heather Lambert is the VP of Learning and Organizational Development and Marketing and Communications at Wellpath. She uses the full suite of McLean & Company membership resources, including advisor seats, an executive counselor seat, 360 assessments, and coaching.

The McLean & Company Solution

Heather uses McLean & Company across every dimension of her role: as a research tool, a strategic sounding board, a team enablement platform, and a source of personal and professional development.

Rebuilding the Leadership Development Program

Wellpath's leadership development program was falling short. Working with a McLean & Company advisor, the team identified the missing piece: a capability framework to anchor the programs to.

"We both looked at it objectively, looked at some data, and realized that the piece we were missing was the capability framework behind the leadership programs. So we took a McLean capability framework, laid it over our leadership programs, and then I gave it to my team and said, what can you do with this? And they themselves rebuilt the program around the capability frameworks. We are firing on all cylinders now."

Succession Planning Alignment

With an HR team that had come from varied backgrounds, Wellpath needed a shared foundation for succession planning. McLean & Company's research and blueprints provided it.

"We all came from other places and industries and had different approaches. We worked with McLean to look at the research on succession and some best practices, and we used the blueprint to create a process that was uniquely Wellpath. We all have buy-in. We all agree this is the best way forward. And now we are rolling out a really strategic, thoughtful succession plan for the organization."

Engagement Survey Action Planning

Wellpath's engagement survey was run through a vendor outside HR, and results were not translating into action. McLean & Company bridged the gap, connecting findings to the capability and competency frameworks already in place.

"With the help of McLean's resources, our managers are creating action plans based off our engagement survey data that ties into the metrics and competencies in our framework that came from McLean. And our managers are saying: I had no idea my people were feeling this way, and now I know how to solve it. They don't feel intimidated. They feel part of the process."

\$2.5 Million in Compensation Savings

When a McLean & Company compensation research piece reached Wellpath's compensation leader, he engaged directly with an analyst, reviewed the executive comp program against McLean's rubric, made targeted adjustments, and the results were significant.

The McLean & Company Solution

"When that piece of research came across my colleague's desk, he immediately got on the phone with an analyst. They looked at the program in light of the rubric that McLean provided, and at the end of the day, they made some tweaks. He ended up saving the organization \$2.5 million. And that is pretty significant no matter how you cut it."

360 Assessments: For the Team and for Herself

Wellpath has embraced McLean & Company's 360 assessments so enthusiastically that employees now ask to participate based on what they hear from colleagues.

"I cannot say enough good things about the 360s. The consultation that helps us scope it out and map it, make sure it is exactly what we want to find out for our people, the process of rolling it out is simple, it is strategic, it is well-planned, and our teams love them. We have people coming out of the woodwork asking to do 360s based on experiences they hear about from other people. That is not something that normally happens."

Heather also went through a 360 herself and followed it with coaching from a McLean & Company coach, an experience she credits with making her a stronger leader.

"McLean & Company has had a huge impact on my professional growth through the coaching program. I did a 360, which was a humbling experience. And then I met with a McLean coach, and she really helped me understand what my strengths were and what my opportunities were. She made me feel empowered. I was able to take that back and roll it out to my team. My relationship with them has never been better."

Advisory and Executive Counselor Support

Wellpath uses both advisor seats and an executive counselor seat. Advisors help surface the most relevant resources quickly. The executive counselor provides a confidential strategic partnership for senior HR leadership.

"I can ask questions in a safe environment and not feel like I have to expose weaknesses to the organization. I can go to my executive counselor and say, how should I be thinking about this? What is trending that I need to understand? Or am I taking on too much? It is like having an expert at the drop of a hat to give you feedback, and that is not something everyone gets."

Enabling Team Independence

Perhaps the clearest sign of the partnership's impact: the HR team now goes to McLean & Company independently, without waiting for direction from above.

"Because I use McLean a lot, my team has started using McLean a lot, independent of me. They will often come to me and say, we looked at this blueprint, this is what we want to roll out. I love that because I know it is already validated work, already sound research. It is enabling them to be creative, enabling them to be independent, and enabling us to do better work. I just get to be the beneficiary of their great ideas."

Outcomes

\$2.5 million saved: through compensation research and analyst engagement that led to restructured executive comp, merit, and bonus approaches.

Leadership development program rebuilt: a program that was not resonating with employees was overhauled using McLean & Company's capability frameworks and is now delivering strong results.

Succession planning aligned: a cross-functional HR team with varied backgrounds landed on a shared, research-backed succession approach unique to Wellpath.

Engagement survey translated into action: managers are now creating targeted action plans tied to competency frameworks, with confidence rather than confusion.

85% increase in training compliance: the team met every goal set in front of them, largely on their own initiative.

360 program embraced organization-wide: demand for 360 assessments now comes from employees themselves, not just HR.

Stronger leader, stronger team: Heather's personal coaching experience led to measurable improvement in her relationship with her team.

On what she is most proud of:

"My team has met every goal set in front of them, largely on their own. They have really taken ownership for our goals and driven them across the finish line. I know they are doing it because I give them good resources and I am trying to be a better leader, but also just because they are a really great HR team."

Advice to Other Leaders

"There is no reason not to be a member. The ROI on it is clear. You are going to save time. You are going to save money. You are going to get good data. You are going to get validated research. One piece of advice is: if it looks overwhelming, and it can be overwhelming, there is a lot there, use your relationship manager. Use them a lot. Do not let the overwhelmed feeling you get when you see all that is out there stop you from doing this. Because at the end of the day, you will be a better HR practitioner as a result of it."

She also speaks to the quality of the people behind the resources:

"Every single advisor I have spoken with, every single coach, every single expert has been genuine, has had real life experience doing this, and they have shared their expertise. They have been gracious. They have been supportive. It is like a little hug and a pat on the back and a kick all at the same time."

McLEAN &
COMPANY

