INTREPID™
CONNECT. PRACTICE. PERFORM.

CASE STUDY

CHALLENGE

Operating in a demanding 24/7 freight-rail environment, G&W faced ongoing voluntary turnover among frontline operations employees. Internal exit feedback revealed that employees were rarely leaving because of pay, but instead due to manager relationships and limited perceived growth opportunities. Generational differences in leadership expectations also

■ **BUSINESS CHALLENGE**
Digital Transformation

■ **INDUSTRY**
Transportation & Logistics

■ **NUMBER OF LEARNERS**
150

■ **L&D STRATEGY**
Practice-Based, Cohort Learning

AI-POWERED PRACTICE
HELPS FRONTLINE LEADERS IMPROVE RETENTION

North American freight-rail company Genesee & Wyoming Inc. and its subsidiaries ("G&W") partnered with Intrepid to strengthen frontline leadership and improve employee retention. Through a cohort-based leadership program featuring AI-powered practice simulations, managers developed the skills to better engage employees. The program contributed to measurable reductions in voluntary turnover.

created communication gaps between experienced railroad supervisors and newer employees. With voluntary turnover at 13% in 2023, G&W recognized the need to better equip frontline leaders with practical skills to engage employees, identify early signs of disengagement, and have more effective career and retention conversations.

SOLUTION

G&W partnered with Intrepid to deliver a Retention Through Engagement leadership program for frontline operations managers. The initiative began as a targeted pilot with nine railroads experiencing higher-than-average turnover, focusing early efforts where impact was most needed. It evolved into a five-week cohort on the Intrepid platform, where leaders practiced real-world scenarios and learned from peers across the U.S.

The program combined leadership education, self-awareness activities such as MBTI assessments, structured discussions, and practical skill-building around coaching, communication, and identifying disengagement.

A key innovation was the use of Intrepid's AI Activity simulations, which replaced video-based exercises that leaders found unnatural. With AI-powered conversations, participants could practice difficult retention and career discussions multiple times, experimenting with different approaches and receiving immediate feedback.

G&W Learner Feedback on Personalized, AI Activities

"This feels more like a real conversation."

"I didn't realize how quickly my tone shifted until I saw the response."

"I tried it again to see if I could handle it better."

The cohort model enabled G&W to deliver a consistent leadership experience across regions while encouraging cross-railroad collaboration and peer learning.

READY TO ACHIEVE SIMILAR RETENTION AND ENGAGEMENT SUCCESS?

See how to get started with an AI-powered, collaborative learning program that helps leaders practice and improve retention conversations.

Chat with a learning advisor today!

RESULTS

The Retention Through Engagement program delivered measurable improvements in workforce stability and leadership capability:

10%+

Reduction in Voluntary Turnover: Turnover dropped by over 10%, even with a few leadership changes.

Cross-Regional Leadership Development: Leaders across the U.S. participated in the same cohort program, enabling peer learning across railroads and operational environments.

Higher Practice Engagement with AI Activity: After replacing video-based assignments with AI-powered simulations, leaders practiced scenarios multiple times—testing different approaches to disengagement and career conversations.

Improved Leader Confidence in Retention Conversations: Informal feedback and post-program surveys showed leaders felt more equipped and intentional when initiating discussions about employee engagement, development, and retention risk.

These outcomes demonstrate how combining cohort learning with AI-powered practice can help frontline leaders translate leadership concepts into real-world behavior change.