

# Leadership Development

Case Study

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## The Client

The client is a leading global contracting and development company who build, engineer, maintain and operate property and infrastructure assets.

Steadfast, driven and bold, the client is an accomplished international contracting organisation.

They have over 50 years of business experience and respond decisively, harnessing the expert skills and capabilities of their team to create positive, sustainable outcomes for the people they work with, the community and the environment.

What sets this business apart is that their innovation and creative thinking are products of our collaborative approach. Their clients are part of the team – they share their knowledge, insights and ideas.

## The Challenge

The organisation is undertaking an enormous growth agenda that requires leaders to collaborate more effectively in order to ensure success.

Historically teams have been very successful within geographical ‘silos’, but the growth strategy demanded a more inclusive and collaborative approach to winning and completing projects.

A key issue for the organisation revolved around succession planning and moving the right people – well prepared – into the right roles.

HCI was engaged to support development of the next generation of leaders in preparation for moving these leaders into more senior roles.

Paul Sedgwick, Facilitator

## The Solution

Leading on from the initial Talent Development solution, HCI collaborated with the client to design a series of three leadership development workshops which focused on these topics:

- Leading Self
- Leading Others
- Leading the Organisation

The level of collaboration that HCI encouraged with the client made these workshops an incredibly powerful solution as they were customised to the distinct needs of the organisation, and built upon the needs identified within the Talent Development Centre.

## The Approach

HCI invested a great deal of time in interviewing key executives and running focus groups to try and understand the leadership dilemmas facing the business. Also key was to understand not only what the Executive Team wanted to get from a program such as this but also to what extent they were prepared to be involved and support the program.

Once the themes were determined, a 10 month leadership program was devised that incorporated three workshops based on the latest cutting edge content and concepts. Sample topics included adaptive leadership, storytelling and teachable points of view, creating a leadership brand and developing resilience. In addition, individual coaching sessions with each participant were held across the duration in order to ensure momentum and focus were maintained.

Running in tandem to this program, participants project managed two organisation-wide initiatives which were coached at the project level.

## Results Achieved

Following a detailed evaluation, the results have been remarkable. There has been resoundingly positive feedback from the managers of the participants highlighting the observed changes in thinking, behavioural flexibility, and the ability to work with ambiguity has increased exponentially. Further impact has reached into participant managers and execs by the way we have involved them in the program, as a way to help them to support their staff. It has truly been an organisational wide program.

Participants have also noted changes in themselves including understanding and leveraging their own strengths more effectively both personally and professionally.