



Leadership Development Program  
Primary Industries - Case Study  
2020



## Background:

The client engaged People At Their Best (PATB) to conduct a Workforce Review to help position the business to meet future market and industry needs. Specifically, the client sought review of the following:

- Organisational structure
- Succession planning
- Leadership capability and following such assessment, a custom-program to develop the capability of the leadership team

As a result, PATB employed its 'Future Workforce Readiness Diagnostic Methodology' as set out below, to conduct its Workforce Review and subsequently, to lift leadership capability and workforce capacity.

Initial consultation was across all levels of the business, including the Executive and operational teams. Further, Focus Groups were conducted, ensuring perspectives were elicited from across the organisation.

PATB employed a mix of face-to-face discussions, diagnostic interviews, telephone conversations and outcome-reviews, allowing feedback loops to be leveraged between the client and PATB.

PATB presented findings of its Workforce Review and its recommendations to the Executive and Senior Management, on-site and supplied a formal report which utilised quantitative-and-qualitative results, supplemented with industry research.

## Strategy to Lift Leadership Capability:

1. Adoption and advocacy from the CEO and Board
2. Win universal buy-in from workforce
3. Create awareness of 'urgency' and 'need' among leadership team
4. Build partnership between PATB and client to agree program specifics
5. Build consensus around the following leadership program aims:
  - a. Build leadership capability
  - b. Enhance workforce capacity
  - c. Ready workforce for the future – ensure the business has the capability to meet the needs of a volatile, uncertain landscape
  - d. Ensure the business has leaders with the right skills, in the right roles
6. Define, communicate and embrace the following business outcomes:
  - a. Maintain industry leadership
  - b. Develop culture of knowledge and innovation & a cohort of world class leaders
  - c. Add value to all assets under management

## Leadership Development Program & Implementation:

**Step-1:** Conduct Workforce Review and skills-gap analysis.

**Step-2:** Build a unique and comprehensive Workforce Plan including Success Profile and Competency Framework which defines behaviours most closely correlated to business success (performance signatures); Workforce Plan also included Succession Plans and process for on-going leadership development.

**Step-3:** Conduct tailored Assessment Centre to rigorously and objectively evaluate all company leaders and benchmark their capability against the newly built Competency Framework – in doing so, we identified the existing skills-profile was not sufficient to meet future business needs and objectives with fourteen capability-deficits identified.

Assessment of leaders comprised the following validated protocols:

- Behavioural Interview
- Role-Plays
- Group Activities
- Presentations
- Psychometric Surveys
- 360-Feedback Survey

**Step-4:** Assessment Reports generated for all leaders – these were debriefed and shared with the Executive, the individual leader and their manager - individual Professional Development Action Plans were generated as a pathway to guide development and close capability gaps.

**Step-5:** Bespoke development workshops were then designed and delivered across the following 3 leadership steams:

- Executive
- Senior-Leader
- Junior-Leader

Leadership Workshops were 'fit-for-purpose', targeting identified capability gaps and building the desired skills-profile. The workshops covered the following domains:

1. How to: Big Picture Thinking & Innovation
2. Building Employee Engagement
3. Building High Performing Teams
4. Core Leadership Skills such as coaching, delegation & giving feedback
5. Emotional Intelligence
6. Resilience
7. Sales & Negotiation
8. Powerful Communication

**Step-6:** Executive Coaching for HiPos

## Results:

This Leadership Development Program is ongoing, however the interim results have been particularly encouraging:

1. Workforce Plan embraced
2. Leadership infrastructure has been developed and implemented
3. All leaders have been assessed and individual development plans have been generated
4. Strong participant evaluations
5. Increased participant confidence
6. Enhanced organisational engagement through better leadership
7. Increased leadership capability – anecdotal at this stage - to be formally evaluated
8. Business wins will be formally evaluated against specific KPIs and organisational goals

## End Notes:

It is our genuine hope that this Case Study contributes to our mission of building purpose driven organisations and helping organisations to grow their internal capability to match their external ambition – helping all organisations to be their best is what drives us.

We encourage you to contact us to explore this Case Study further.

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