



facilitators of organisational and personal transformation

keogh consulting

Leadership Development

Industry

- IT, Communications and Software Development
- Global Communications Company

Category

- Leadership development

By-line

Leading the way

Context-Background

The HR manager for Australia approached Keogh in 1996 to design a leadership program for emerging leaders – ‘high potentials’ and existing team leaders of the Australian software centre of this global communications company.

The success of the initial program produced interest in the broader organisation with divisions in Australia and NZ and eventually to the whole of Asia Pacific region participating.

The Challenge

To design a program that provided leadership skills for a high achieving, smart, young and technically clever group.

The program needed to be

- Stimulating
- Engaging
- Compelling
- Practical and grounded to aid transference and useability
- A vehicle for progression and career mobility

Additional challenges posed by the increase in the participant group and the changes in geographical location were

- Participants were from China, Hong Kong, Japan, Singapore, Malaysia, NZ, Australia and India. They were multicultural, diverse and with English as the second language
- Conduct of Asia Pacific programs in Singapore or Kuala Lumpur

The Keogh Approach

Keys to the success of the program included

- Active engagement of
 - Executive management as sponsors and champions for development and commitment to learning contracts
 - Head office and the organisation's university and training and development specialist managers as process owners, QA and technical advisors
 - Key local executives and managers as guest speakers or co-facilitators/coaches
- Needs based design – targeted to business objectives, talent development and individual development needs with self directed learning with rigorous evaluation



facilitators of organisational and personal transformation

keogh consulting

and corrective modification to keep the program fresh, relevant and sustain impact

- Residential program with mixed participants from all divisions of the company and all regions of the company
- Skills practice with structured and sustained personalised feedback and coaching
- Follow up and support program
- Extended modules and advanced programs to sustain learning and integration
- Empathic and skilled facilitation

The Results

The leadership development program was transformational for many and the catalyst for significant change in leadership style and team effectiveness.

The program ran continuously for 6 years and based on participant success, lead to an extension program for middle management and director level in the company –globally.

The leadership development program became the preferred global leadership development program