



facilitators of organisational and personal transformation

keogh consulting

## Leadership Development

### Industry

- Professional Services
- Global provider of products and services

### Category

- Leadership development

### By-line

Business value is in our leaders and their development

### Context-Background

One of the largest global providers of products and services to the oil and gas and mining industries, with over 100,000 people in 120 countries.

The Australasian region, Australia, New Zealand and PNG was rapidly expanding and the senior leadership team needed to ensure ongoing growth, motivation and retention of the leadership talent.

Unprecedented general growth in the Australian resource sector created high demand and above market remuneration inducements for experienced resources – the dollar was king!

The top 3 tiers of management had been depleted and had significant leadership and experience gaps and were unable to lead effectively to optimise the extensive Australian resource boom and deliver results.

### The Challenge

To design a program that provided leadership skills for a diverse group of 3 top tiers of management. The participants had inconsistent levels of industry experience and tenure, were technically savvy and had variable levels of leadership experience and development. Engagement was limited because of the constant inducement from recruiters, unrelenting demands on people's time and the limited leadership resources able to provide back-up while participants were off site.

The program needed to

- Stimulate
- Engage
- Demonstrate tangible support from the business/management
- Be practical and grounded
- Provide clear, measurable and sustainable deliverables to the business
- Provide theory, models and skill development and application to 'on the job' situations
- Reinforce and build on all the varying levels of knowledge and competence
- Set a standard and be a vehicle to retain, consolidate and fast track career progression
- Provide skilled facilitation.



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Additional challenges posed by the environment meant that the program structure needed to provide built in flexibility and easy access for necessary communications to site, accommodate competing demands for program participants and consider the logistics related to travel from remote and off shore locations and shift commitments.

### **The Keogh Approach**

Keys to the success of the program included

- Needs based design targeted to business drivers and current talent and individual development needs
- Residential and non residential modules with mixed participant groups from across the business
- Learning partnerships to sustain momentum
- Regular, self managed project group meetings between workshops with conference links where necessary
- Active engagement and participation of the senior leadership team and VP
- Management attendance and participation in all program modules
- The early establishment, engagement and support of key change champions dedicated to support small groups of participants across the life of the program and projects
- Annual fast track program run for 2 successive years
- Three interrelated modules - 3 day module, 1 day module, 2 day module conducted on quarterly basis plus integrated 'on the job' action learning projects
- Skills practice and structured sustained follow up
- On going reviews of program structure and content, feedback and modification to meet participant/business needs
- Formal acknowledgement and celebration of achievement

### **The Results**

This was a program fit for purpose. It was the vehicle that sent a clear and powerful message to the organisation about the value it places on its people and their development.

The fast track program ran for 2 successive years and stabilised and developed top 3 levels of managers/leaders and established a tight knit alumnus.

Emerging talent was identified, retained, developed and nurtured.

Formalised 'change champion' roles provided the senior leadership team with immediate feedback regarding the enormous value of their contribution.

As a consequence of the project work done to analyse and address business needs, the business implemented projects and recommendations including safety leadership training and development throughout the whole organisation.