



Leadership Development Case Study



PROGRESS
•••INTERNATIONAL•••

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“Failure is an opportunity to grow”

GROWTH MINDSET

“I can learn to do anything I want”

Challenges help me grow

“My effort and my attitude determine my abilities”

“Feedback is constructive”

“I am inspired by the success of others”

“I like to try new things”



Background

We were engaged by our client Tata Chemicals Europe (TCE) to support them in developing the leadership capabilities of their most talented and promising people from across many areas and locations of their business.

The development of their people was of high importance, however, they had previously been highly focused upon the technical and safety related areas. The time was now right to provide more focused support to build a pipeline of future leaders across the business.

We provided information and guidance in the identification and selection of the 'right' people through the use of internally facilitated 'Assessment Centres'. The outputs from this produced two clear cohorts of people: 'Emerging Leaders' – people showing great potential and desire matched with current performance in role and 'Aspiring Leaders' – people showing potential leadership capabilities with an aspiration of leadership in the future.

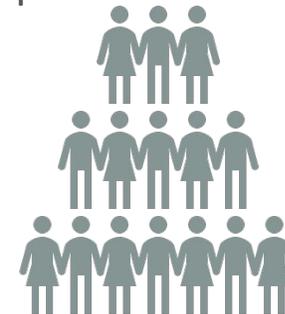
Aims

TCE had a clear aim for this programme:

- Stretch talented individuals and develop leadership skills to better prepare a pipeline of future leaders for their organisation

In addition to this high level aim was the desire to...

- Improve business networks, communication and relationships across departments and sites
- Enhance commercial understanding and business awareness
- Support a collaborative and empowering leadership culture



Approach

The way we approached working with TCE on this mirrors our preference for working with clients in all sectors, which we believe delivers real results and added value.

We approached this as a working partnership from design stage through to completion and beyond. This meant that we took time to understand the business, its people, pressures, the sites (working environment) and culture. We listened, made suggestions, tested out ideas and jointly developed a framework of a programme spanning 18 months. Lots can change in business over that time, so we prepared to remain flexible and responsive to business needs and emerging themes such as increased 1:1 contact coaching time and workshop themes / content.

Keeping things real was important, in order that people applied their skills on 'real' TCE business challenges and something that people had some of the richest learning experiences from.

Another way of 'keeping things real' throughout the programme and a real strength of TCE was the level of Senior Management interest, support and contact the cohorts had. At a variety of points throughout the programme we were jointly able to create opportunities for feedback, advice and guidance, additional to the formal mentoring relationships that we had facilitated. This exposure to senior leaders from across the business helped provide focus and profile for each participant.

The key to this level of engagement and buy-in was the use of the Progress international 360 tool which involved participants line managers from the start – often one of the most crucial pieces in the talent development jigsaw!



Programme Overview

Induction and
on boarding
event

6 x 1 day
workshops

Reflective
learning by
doing

360 degree
feedback x 2

Personal
development
plan

Emerging
Leader
Challenges

← 1:1 Mentoring →



Programme Overview

- Introductory Session
- 360 Feedback
- **Workshop 1** – Personal Impact / Managing & Leading
- **Workshop 2** – Leading Change / Personal Organisation and Efficiency
- Mentor Development & Pairings
- **Workshop 3** - Communicating Information with Impact
- Emerging Leader 'Group Challenge'
- **Workshop 4** - High Performance Teams / Confident Conversations
- **Workshop 5** – Coaching Leadership Style
- 1:1 development coaching discussions
- **Workshop 6** – Managing People / Managing Performance
- 360 re-measure & feedback
- Emerging Leader 'Individual Challenge'

← Reflective practice →



360 Leadership Competency Comparison

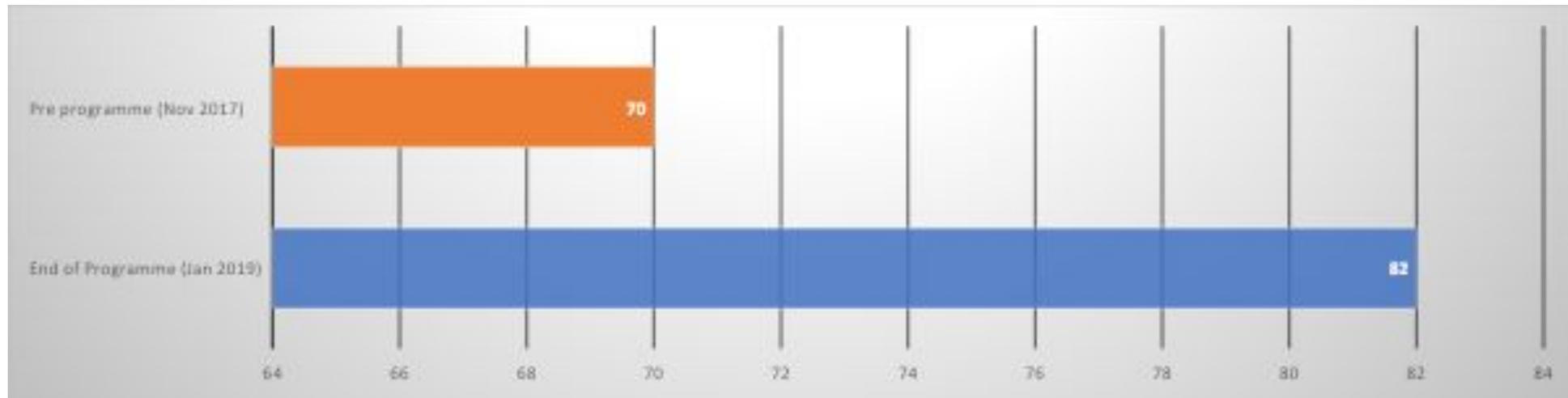
Each competency along with the definition has been broken down individually on the following pages showing the measured improvement over a 15 month period.



Results

Using the Progress International 360 tool and personalising it to the programmes aims and organisation culture allowed us to facilitate constructive and crucial feedback to each participant at two points with a 15 month gap. This provided people with a detailed insight into their skills, heightened their level of self awareness and understanding along with a focussed development plan. This plan was developed with the involvement of each participant, their line manager and our facilitator.

The graph below shows the cumulative improvement in observed improvements for the whole cohort of 9 participants across 10 competencies. A breakdown of each competency is detailed over the following pages.



Measured on a 5 point frequency scale

1. Never – 20%
2. Sometimes – 40%
3. Frequently – 60%
4. Almost Always – 80%
5. Always – 100%

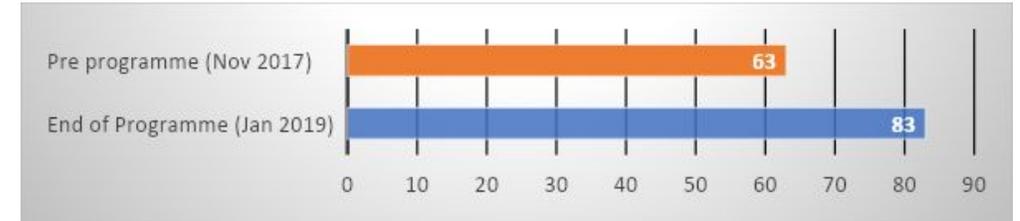


Competency Development

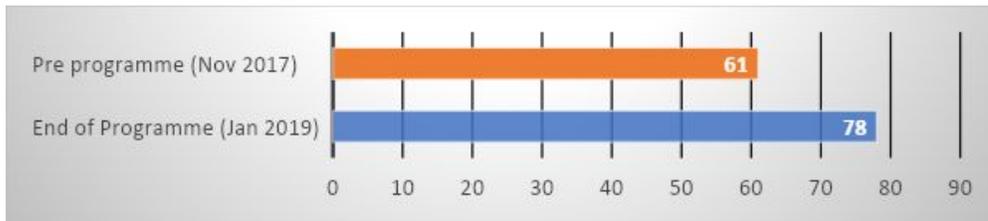
People Focus



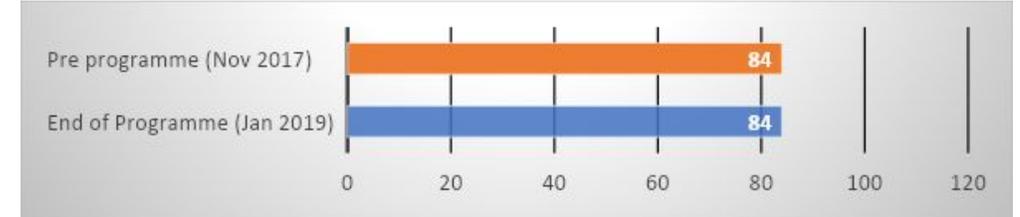
Communication Focus



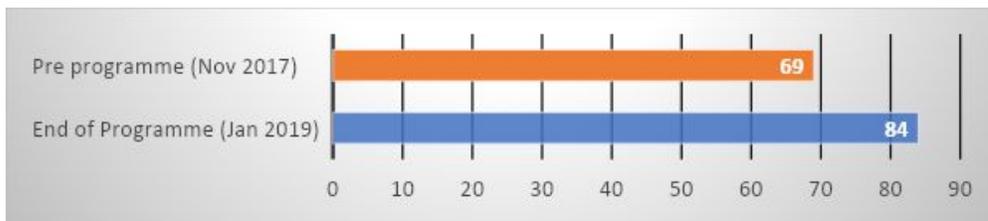
Results Focus



Customer Focus



Leadership Focus



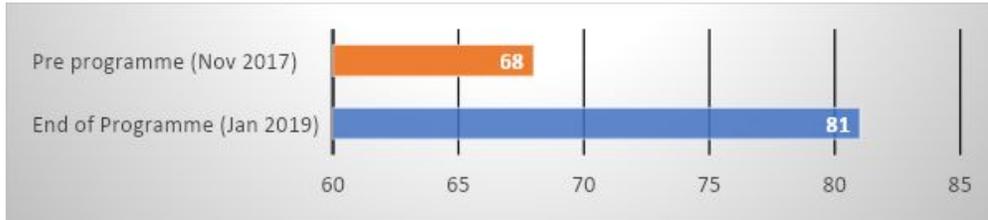
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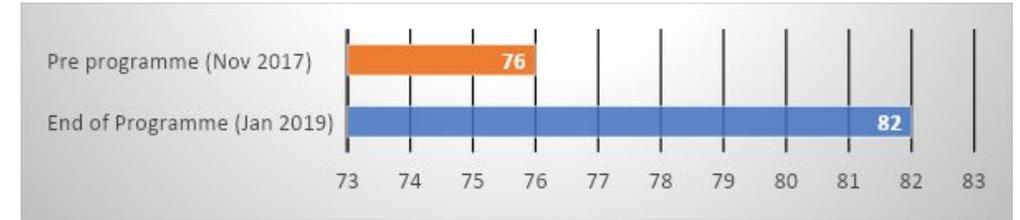


Competency Development

Personal Management



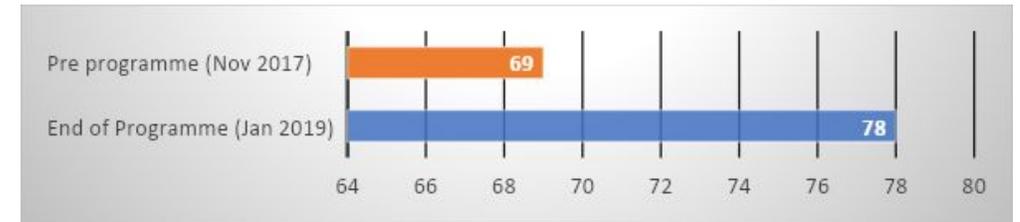
Resilience Focus



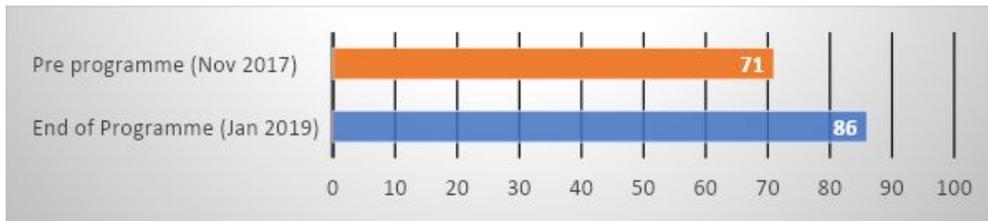
Innovation & Change Focus



Commercial Awareness



Relationship Focus



Measured on a 5 point frequency scale

1. Never – 20%
2. Sometimes – 40%
3. Frequently – 60%
4. Almost Always – 80%
5. Always – 100%



Competency Descriptors

People Focus

Works with others to deliver results; empowering, motivating and encouraging high quality performance. Creates a climate of support and accountability. Adapts own working style to take account of the needs of others. Team working, support, welfare and well being issues

Results Focus

Understands what results are important, and focuses resources to achieve them. Delivers financial targets and achieves agreed performance indicators, contributes to success of the business. Actively seeks ways to improve results.

Leadership Focus

Sets clear goals and objectives linked to the business's vision. Encourages, supports and inspires others to develop confidence, capability and to realise their full potential. Makes timely decisions that deliver the desired outcomes. Demonstrates positive characteristics and behaviours such as resilience, ethics and integrity, creativity and innovation

Communication Focus

Demonstrates the ability to communicate clearly and effectively with a diverse range of people and takes account of their views. Uses well reasoned arguments to convince and persuade where necessary to achieve desired outcome

Customer Focus

Meets customer's needs; is committed to putting customers first; takes responsibility for delivering customer satisfaction; develops productive customer relationships and customer loyalty; delivers a consistently high quality service to external and internal customers

Personal Management

The reflective leader, emotionally aware, displays resilience in a range of situations, is open and honest, develops relationships and networks, uses own time effectively

Innovation & Change Focus

This competency is about creating new and imaginative approaches to work, demonstrating a willingness to question the way things are done, planning and delivering change. The ability to respond & adapt to changing circumstances and to manage, solve problems and provide solutions in a climate of ambiguity

Relationship Focus

Maintains a broad network of relationships within the organisation and is well regarded by others as a trusted and credible expert. Is able to develop a rapport with client while keeping the discussions focused on the client's needs and requirements

Resilience Focus

Encourages others to perform effectively when faced with time pressures, adversity, disappointment, or opposition. Remains focused, composed, and optimistic in difficult situations and bounces back from failures or disappointments

Commercial Awareness

Considers the commercial implications of decision making and applies a structured approach to enabling greater value to be realised from assets, projects, programmes, contracts and service provision.

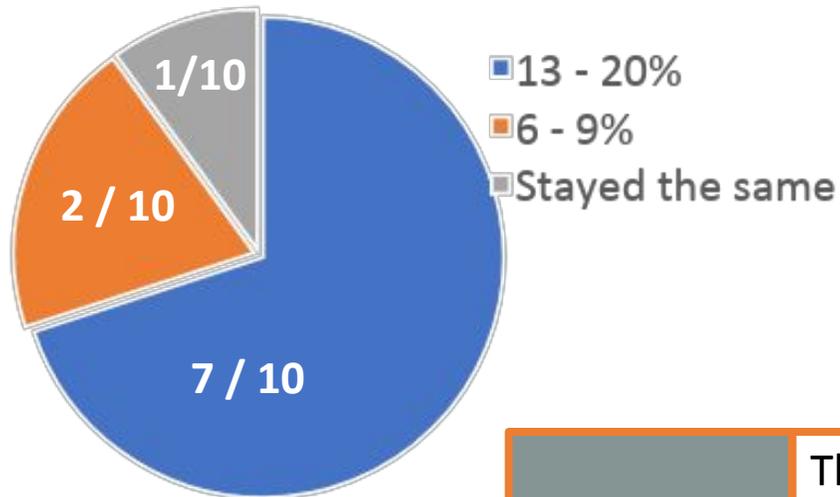


Results

Here is some headline information, that we're able to share, as to some of the impact and results already seen by the business from this programme



Participants improved the 10 leadership competencies by...



Participants promoted with new teams **5**

Number of people formally recognised by a Directors Outstanding Contribution Award **3**

TWO Business-wide employee engagement initiatives up and running and being lead by participants

18

The number of individual business ideas that are currently being pursued that have potential to have a positive impact upon the business (improve, reduce, eliminate, enhance, create, engage etc)



Feedback / Testimonials

We've been delighted with our partnership with Progress and our key relationship Manager, Damian Palin. They quickly assimilated our Company culture and helped to drive forward a programme that delivered key improvements, and engaged our talent. The programme delivered not just individual development but tangible business outcomes. We continue our relationship[in 2019 with two new programmes for Team Leaders.

Karen Lounds, Business Services Director



CONTACT US

Inspired by the way we work with our clients to help you get the best from your people?

Want to bring about behaviour / cultural change or stretch a group of high potential leaders in your organisation?

Then talk to us, we'd love to hear from you and discuss how we can support you, your organisation and your people.

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