

Developing the Leadership Pipeline at a Global Mining & Metals Company



The Challenge

We were approached by our long-standing client, a global mining & metals company, to provide a mid-level leadership programme.

The multinational, headquartered in Europe, currently operates in 50 countries worldwide, with an employee base of more than 18,000.

In order to continue its success, our client aimed to develop its leadership pipeline and to grow the capability and engagement of promising leaders at the mid-level. Ultimately, they wished to increase internal promotion and improve retention through investment for this level of leadership.

This would be the first time that there would be a group portfolio of development programmes aimed at the three levels of leadership: for first-line managers, for leaders (key talents and high potentials), and for senior leaders.

The Solution

We had already worked with our client for a number of years providing a development programme for their first-line managers. In partnership together, we created a programme that was the next level for leaders, building upon what they would have learnt already and providing them with the skills they'd need as their careers progressed.

We focused on enhancing the leaders' capability in three main areas:

- **Leading Self:** improving self-awareness and developing personal mastery over their leadership presence and ability to flex their preferred style for others
- **Leading Others:** enabling them to actively develop their teams and lead others through change and through complex decision making
- **Leading the Business:** helping them to understand and implement strategy, lead efforts to innovate within their functions as that strategy is executed, and manage the challenging dilemmas that inevitably arise as the business operates

Each area was explored in a 4-day workshop, and we included several virtual sessions on specific topics such as Shaping a Motivational Workforce and Realising Talent in Others, to further support the 25 participants on their 12-month journey throughout 2018.

Additionally, participants were provided with an executive coach, as well as working together in peer coaching groups to apply their learning back in the workplace. The online learning platform hosted their materials and provided a space for discussion.

There were core themes included across the programme to create continuity and coherence:

- Our client's Leadership Behaviours were the anchor for the learning, and supported all of the content that was explored.
- DiSC® styles were a lens for understanding themselves and others, encouraging awareness and respect for differences.
- Cultural intelligence was developed through an additional partnership, who delivered half-day sessions around respecting cultural preferences and how to better navigate cultural dynamics.

The Impact

Participant feedback was very positive and after the first cohort there were 90 people on the wait-list for the following year. Participants shared many positive statements.



“Through this programme I feel more empowered and supported to accept and drive a motivated and adaptable workforce here onsite. I truly appreciate the efforts in planning and provision of such a training for myself and my peers. I do feel fortunate that I've been selected for such an opportunity.”



“It is a unique opportunity we were all happy to share and be in. As a manager, I felt changed after this training.”

The Impact, cont'd.



“Very thankful and appreciative of the opportunity to learn and grow and quite worthwhile.”



“This will be my life-changing event.”



“I think I will gain more than I expected when starting the programme. It opened my eyes to areas of improvement that were not clear in my head. THANK YOU SO MUCH FOR BUILDING THIS GREAT TOOL!”

Business Results

We interviewed all participants a year after the start, focusing on critical incidents that could be traced back to the programme.



“I had a straightforward conversation with a team member who needs development, made it clear he is not meeting the needs of the role. Two years ago I would have been less patient. Now I’m giving him just-in-time feedback, keeping communication open, and being clear about what the role needs.”



“If I hadn’t coached and motivated and empowered one of my engineers, I believe we would have lost him from the business.”



“I increased my coaching and the team has become more independent; I encouraged a staff member to make his own recommendations and he came back with an answer that worked.”

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