

Case Study

Leadership & Management Development

Client:	Petrochemical manufacturer
Sector:	Petrochemicals
Project:	Leading Others
Themes:	Leadership
Audience:	New and recently appointed leaders
Locations:	UK, USA, Singapore
Duration:	2007 – Present

The Organisation

Our client develops and manufactures lubricant and fuel additives for automotive, heavy-duty diesel and marine engines and refineries. A UK-based global company formed in 1999, it employs approximately 1,700 colleagues worldwide with regional centres in the USA and Singapore.

The Project Context

The company recognises that its business is only as successful as the people who drive it: they need leaders who can inspire, motivate and support their colleagues to unlock their true potential.

In 2006, they developed a Leadership Development Framework, including a Leadership Attribute Model that defined five key capabilities and behaviours of Leaders of Others, Leaders of Leaders and Organisational Leaders.

Key capabilities and behaviours:

- Sets clear direction and priorities
- Gets the best out of people
- Leads innovation and change
- Gets results
- Makes a personal difference.

The Requirement

In 2007, ASK were retained to design and deliver two bespoke leadership programmes aimed at aligning and increasing line managers' skills in relation to these attributes at the targeted levels of Leading Others and Leading Leaders. Courses were to be run in three regional locations (the UK, Singapore and the US), for highly educated participants either new to leadership roles or with 18 months' or more experience.

To increase delegate buy-in, the content needed to be visibly aligned to the company's context, culture and processes, and a very strong practical/experiential element was required to give opportunities to practice new leadership skills.





The Solution

Drawing on initial research including 1:1 interviews with in-scope leaders, their bosses and reports, ASK's interventions were designed using our Stage-based Behavioural Transformation (SBT)[™] methodology to produce a 12 week, three phase development programme that supported participants as they contemplated, prepared for and acted on their behaviour change priorities:

- **Phase One:** Pre-programme preparation including guided self reflection, an online MBTI[®] diagnostic questionnaire and line manager discussion
- **Phase Two:** two development workshops separated by four to six weeks of action and application
- **Phase Three:** follow-through activity, including ASK Elephant[™] and development and objective setting discussion with Line Manager.

Evaluation

ASK Elephant[®] enabled our client to track participants' progress against their development goals and assess the impact of the programmes on the business.

12 weeks after the second development workshop, 100% of participants rated themselves as more effective as a result of the programme, 56% felt there had been significant business impact as a result of the programme, and the remaining 44% felt there had been some.

Delegate quotes

"Raising the consciousness of how my actions and style of management can have such a dramatic impact on others' level of contribution and personal motivation."

"I found the programme very well structured [...] 'homework' before and after each session, that sort of 'forced' us to at least try and progress during normal working life the improvement actions we had set for

ourselves (while the risk, with normal training courses, is to immediately put aside everything when you are back to office). I also appreciated very much the fact that the programme was tailored for Infineum, therefore with a strong link with Infineum leadership attributes and with creation of a network of good relationships between colleagues of different sites and functions that I hope will stay for long."