



# Developing Leadership Competence to Achieve Commercially-focused Business Outcomes

## Leadership Development

### Client and Industry

State Owned Electricity / Utilities Company.

### Situation

Following disaggregation of the vertically integrated State Electricity Provider, this organization needed to transition to a stand-alone entity focused wholly on power generation in a market that was being opened up to competition. External drivers such as rising fuel prices, a need for prices to be more aligned with cost-of-generation, and more competition in the market put a different emphasis on leading the organization. Key to success was the development of a stronger leadership culture and an organization-wide sense of accountability for results.

### Workforce Solution

The organization asked Right Management to create an integrated leadership development program for 120 people leaders, including the executive team. This started with identifying the leadership competencies needed to achieve the strategic goals and highlighting those considered most critical to business success, namely:

- Sharing the organization vision
- Performance under pressure
- Adaptability and change management while being able to bring the team along

Once the framework was agreed upon and communicated, Right Management worked with the client to design leadership development tracks for the executive team and the next two layers of management consisting of:

- Assessment of each leader against the leadership competency framework, using a bespoke 360-degree feedback instrument and a psychometric assessment.
  - An individual feedback session with Right Management ensured that each individual could articulate their strengths to leverage and areas to develop, and commit to a development plan which was signed off by the line manager
- Three modules of two-day classroom-based learning, designed to cover all key leadership competencies
- Five individual coaching sessions to facilitate transfer of learning and application to real-life situations

The complete program for each cohort was paced over a three-month period including assessment, workshop and coaching. The entire program was rolled out over a 24-month period.



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### Results

Specific program and follow-up evaluation (measured after 10 weeks) demonstrated that:

- 88% of participants stated they would “recommend the workshops to peers”
- 95% of participants reported that “learning can be applied immediately”
- 95% of participants reported that they “had become better leaders”
- 82% of line managers reported that their direct reports “had become better leaders”

The 2012/13 Annual Report identified enhanced leadership capability as a significant contributor to improved business performance including:

- 5% growth of market share
- 9.4% increase in plant availability
- 107% achievement of year-on-year efficiency dividend (planned reduction in operating cost)