

Client Case Study

Nº 5

**Sir Robert
McALPINE**

Sir Robert McAlpine Leadership Development Programme

“Delivered all our objectives and more.”

Hugh Price
Professional Development
Manager
Sir Robert McAlpine

Synopsis

Following a Leadership Development programme with Farscape, Project Leaders are now more confident and self-aware. They are managing staff and contractors more effectively and are demonstrating excellent leadership behaviours. Less problems are being experienced on construction and project sites and leaders have a greater understanding of the impact that they have.

Challenges and Requirements

- Recent and future restructures within the business meant that people would be stepping up to leadership roles who had not had any practical experience or training.
- With a history of autocratic leadership at the top, a culture had been created where people did not know how to be accountable or responsible.
- Sir Robert McAlpine recognised the need to invest in a development programme for new leaders, to give them the skills and confidence to lead effectively and to demonstrate the value that they were placing in them.
- Also with a significant number of people wanting to take on more responsibility, Directors needed a way of helping people to recognise their own strengths and weaknesses as well as getting external feedback about leadership potential.

The Farscape Learning Experience

Working in partnership with Sir Robert McAlpine, Farscape designed and delivered a Leadership Experience over a 6- month period, which focused on and included:

- Exploration of behaviours in leadership, in order to highlight the importance of self-awareness; relationships with others; and flexibility in leadership styles;
- Identification of personal values and drivers to help individuals understand themselves and others in order to communicate more effectively;
- A challenging and emotionally engaging programme that pushed delegates outside their comfort zones and gave them an opportunity to experiment with different leadership techniques in unfamiliar situations. These were then related back to the context of the workplace at Sir Robert McAlpine;
- Identifying what good leadership looks like in order to agree a set of principles or behaviours that they will show and be measured against;
- Development of a personal leadership mission statement as part of their journey to becoming the best leader that they can be;
- Practice using different skills and techniques to identify what styles are appropriate for different people and situations;
- Learning about different approaches, models and frameworks in order to

"I thought the course was excellent and I must admit I have taken more away from it than just a different view on Leadership. The course both challenged and informed, highlighted some weaknesses that I can now try and address and gave me a good feel for how I work under pressure. Not only was the course put together very well but the instruction was some of the best I have come across, with every subject delivered not only with the confidence of knowledge and experience but also with a fair bit of "dynamism". Once again thank you for providing the best SRM course I have attended in my years with the company."

Richard Lewis
Delegate
Sir Robert McAlpine

develop a tool box of skills for use when leading (including coaching and briefing);

- An Outdoor Learning Experience, designed to create opportunities for leadership and feedback in an exacting environment in order to enhance self-awareness and drive forward performance;
- Individual feedback about performance, including key strengths and areas for development. This was fed into personal development plans and is being driven forward by Managers at Sir Robert McAlpine;
- Reflecting on personal attitudes and behaviours in order to identify where changes need to be made to improve performance (including creating a personal action plan).

Outcomes and Results

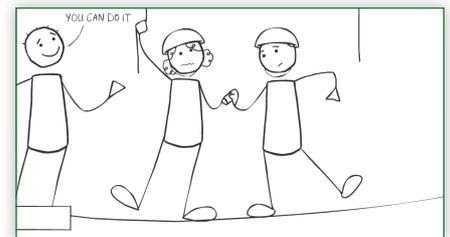
- Feedback to delegates has resulted in all individuals raising their performance and aspirations. They are now communicating and behaving in a way which indicates that they are ready to take the next step as leaders and are proactively taking responsibility for their own development.
- Delegates are now in a position to move into leadership positions with the knowledge that they can effectively manage others and get the best from them.
- Individuals are now more confident and self-aware. They have a clear understanding of the importance of building trust as a leader and how to build positive working relationships.
- Leaders have a number of tools and models that are practical and useable in the workplace. Project teams are operating more effectively and less time is being wasted through miscommunication and lack of clarity.
- A consistent approach to leadership behaviours is being built across the organisation with clear standards being set at all different levels.



Delegates took part in a carefully designed learning journey



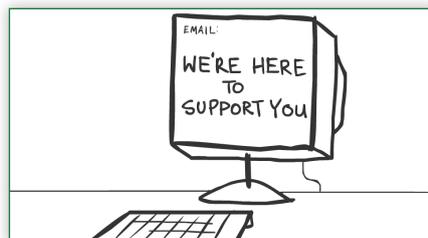
The outdoor, experiential programme pushed some delegates out of their comfort zone...



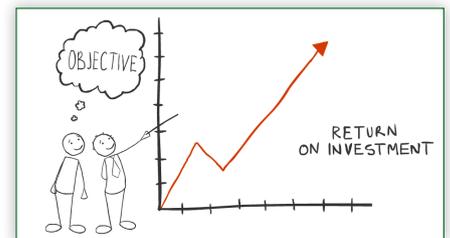
However, it enabled them to try out new skills and raised performance and self-awareness



Individual feedback enabled delegates to focus on areas for improvement



Ongoing support ensured that delegates continued to develop their skills at work



Positive impact can already be seen with improved communication and raised aspirations