

Client Case Study

Nº 28

**Sir Robert
McALPINE**

Sir Robert McAlpine Graduate Development Programme

"I learnt a great deal about leadership, teamwork and about myself. It was hugely beneficial. Hopefully now I can start to apply what I have learnt to any team that I find myself in."

Alex Hinxman
Graduate
Sir Robert McAlpine

Synopsis

In order to prepare graduates for making the transition from academia to the work environment Sir Robert McAlpine invested in a Graduate Development programme, whilst students were still at University, focused on helping them to develop the necessary skills and behaviours to be effective at work.

Challenges and Requirements

- With a high number of graduates entering the company every year, Sir Robert McAlpine needed to ensure that they became effective in their roles as quickly as possible.
- With many people working on sites around the country, they also wanted to ensure that they built a strong network across the business in order to help retention of their high potentials and to create a sense of belonging to one organisation.
- Finally, their graduates needed to quickly develop effective leadership skills as they would be dealing with contractors onsite who they would be required to influence and manage.

The Farscape Learning Experience

Working in partnership with Sir Robert McAlpine, Farscape designed and delivered a Graduate Learning Experience over a 6-month period incorporating 2 x 1-day classroom workshops and a 2-day Outdoor Experience, which focused on and included:

- Creating a high impact Learning Experience in order to communicate the value that Sir Robert McAlpine was placing on this investment in graduates;
- Creating a challenging and emotionally engaging programme in order to push delegates outside their comfort zones and give them an opportunity to experiment with different behavioural and communication styles in unfamiliar situations. These were then related back to the context of the workplace at Sir Robert McAlpine;
- Exploration of behaviours in leadership, in order to highlight the importance of self awareness; relationships with others; and flexibility in leadership styles;
- An Outdoor Learning Experience, designed to create opportunities for 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;
- Exploring personal values and drivers to help individuals understand themselves and others in order to communicate more effectively;
- Learning about the foundations of high performance team work in order to

"This was the fifth in a series of team development/motivational events which I have run and this was the only one that delivered all our objectives and more."

**Professional Development
Manager
Sir Robert McAlpine**

"I think I'm speaking for everyone when I say it was a truly fantastic experience, we all loved it."

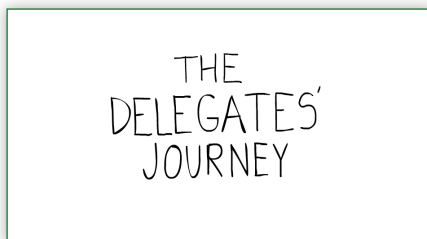
**Hamish Payne
Graduate
Sir Robert McAlpine**

help build more effective teams at work;

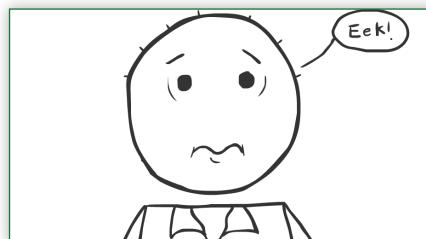
- Reflecting on personal attitudes and behaviours in order to identify where changes need to be made to improve performance (including creating a personal action plan);
- Group action learning follow up designed to focus on the transfer of learning in the workplace and to focus on specific leadership challenges at Sir Robert McAlpine.

Outcomes and Results

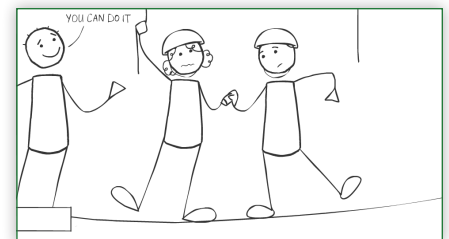
- Graduates have been inspired and engaged, and recognise the investment that Sir Robert McAlpine has made. This in turn has led to greater commitment and loyalty, before the graduates even begin their full time career.
- Feedback to delegates has resulted in all individuals raising their performance and aspirations. They are now communicating and behaving in a way which indicates that they are ready to operate effectively in the work environment and are proactively taking responsibility for their own development.
- The Learning Experience provided an opportunity for Sir Robert McAlpine to assess people's performance and potential and identify where individuals would need support.
- A strong network has been built across the company with graduates knowing who they can ask for support and advice.
- Graduates are quickly making the transition from academia to the work environment and are quickly becoming effective in their roles.



Delegates took part in a carefully designed learning journey



The programme pushed many outside of their comfort zones in order to enhance self-awareness



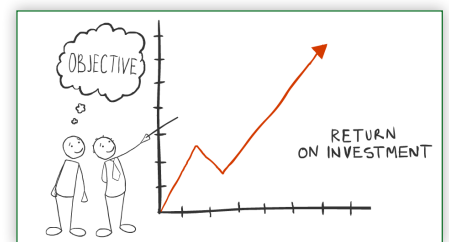
An outdoor learning experience enabled them to try out new skills



Individual feedback about performance allowed them to understand areas for improvement



Group action learning follow up focused on the transfer of learning in the workplace



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