

DOOSAN POWER SYSTEMS LEADERSHIP² PROGRAMME



SECTOR: OIL AND ENERGY

Following a Leadership² Development Programme with Farscape and Brilliant Red Consulting, Doosan Power Systems have seen their leaders become commercially focused as well as develop strong, practical leadership skills. The programme has also given senior management the confidence to invest in new areas of the business.

Challenges and Requirements

- Historically people development in Doosan had not been focused on centrally and there was no consistent approach to leadership. Doosan recognised the need for a programme that would enable consistent leadership practices and behaviours to be rolled out across the whole business.
- Doosan wanted to create a journey that people aspired to take part in. They wanted something enticing, different and that delivered meaningful results.
- Doosan wanted to challenge and push their leaders. They needed a high impact and engaging leadership experience.
- They needed their leaders to develop a deep insight into themselves, including their strengths and weaknesses, but Doosan also recognised the need to develop their leaders' commercial awareness. They were previously unable to find a programme that successfully combined commercial and behavioural skills where each supported and underpinned the other. Farscape and Brilliant Red were therefore challenged to design a fully tailored programme focused on integrating these two key areas.

The Leadership² Learning Experience

Working in partnership with Doosan, Farscape and Brilliant Red designed and delivered a Leadership² Programme that consisted of six modules over a four month period. The programme focused on and included:

- Challenging and emotionally engaging modules that fully combined the behavioural aspects of leadership development with commercial awareness.
- Leadership behaviours self-assessment against the Kouzes Posner Leadership Practices Inventory and identification of what good leadership looks like in order to agree a set of principles or behaviours that they will show and be measured against.
- Individual and team profiling using the Strength Deployment Inventory (SDI) in order to enhance individuals' understanding of how to communicate effectively with people who have different motivations and values to them.
- Understanding strategic and internal business analysis in order to define a strategic plan and recognise its role in facilitating organisational growth.
- Understanding and practising how to give engaging presentations in order to enhance confidence to drive forward sales in the business.



It's been really good. I've been able to understand how some of the behavioural and commercial elements of leadership can be used in any situation so it's easy to transfer back into the workplace. I would definitely recommend the programme with Farscape. It's really supported our leadership development.



Lisa Brennan

Head of Organisational Development
Doosan Power Systems



I thought it was interesting to combine commercial acumen with leadership. It makes sense. Trust, Integrity, Dignity and Respect (among other traits) are as important to business as it is to leadership. It is essential that we ensure there is a firm foundation for a prosperous business and this begins with leadership.



Olidon Serrano

Delegate, Doosan Power Systems

DOOSAN LEADERSHIP² PROGRAMME



- One-to-one and group coaching sessions designed to discuss individuals' progress and embed the learning from the programme.
- Opportunities to work on real projects in the business, applying what they had learned, culminating in a final presentation to Doosan board members about the project results and business recommendations.

Outcomes and Results

- Delegates' self-awareness has vastly improved. They now have a greater understanding of their own motivations and leadership styles and can adapt their behaviours to suit different situations.
- They have a greater understanding of the motivations of other people and how this impacts upon their behaviour, resulting in the ability to communicate effectively with people who are very different to themselves.
- Understanding the importance of being aware of their personal impact has resulted in improved presentation skills.
- Delegates have a better understanding of the commercial aspects of leadership, resulting in more clarity around how to ensure that Doosan remains a sustainable and prosperous business.
- They now feel equipped to step into Director level positions.
- The six projects that have so far been undertaken have provided confidence to the senior management team to invest in new areas of the business. This has included investing in a Process Engineering Centre which has since employed 24 people and achieved a £1m order intake, and in enhancing Doosan's Remote Monitoring System. Eight product development projects were proposed with a total investment value of £2.8m, and are currently going through the internal management approval process for sanction.



The leadership development programme was a brilliant, fun, but very challenging experience. It allowed me to develop better self-awareness and develop my communication skills and leadership style. Change is difficult...but taking time out to reflect and making constant small improvements adds up to a big difference.



Alan Young

Delegate, Doosan Power Systems
