

CASE STUDIES

Leadership Essentials

Contact

MARK RICHARDS, CMC

Managing Director

+1 (403) 836-0545

mark@richardsassociates.ca

Case studies

Healthcare developer senior leadership team effectiveness	3
Supply Chain Management leadership development	5
Improving the effectiveness of four senior IT leaders	7
Developing ten emerging leaders	9
Improving management of commitments and relationships	11

These are some of our clients' success stories, including their perspective on what was really important to them and the results they achieved. Some client and organization names are withheld for reasons of confidentiality.

Copyright 2022 - all rights reserved

Healthcare developer senior leadership team effectiveness

Improved collaboration and relationships for 13 senior leaders for a leading US healthcare facilities developer.



Client

The client is a very successful, privately held US based mid-size developer of healthcare facilities for hospitals, health systems and physicians.

Situation

Having embarked on a significant growth path endorsed by the board and investors, the founding partners recognized they needed to create additional capacity in the organization to support growth and allow them to transition into retirement in three years. They wanted to identify, cultivate and build leaders who were aligned with their vision for the company and who could take on the leadership and stewardship roles of those as they retire.

Approach

Working with the executive team as sponsors, 13 senior leaders at the EVP, SVP, VP, Director level were invited to participate in an intensive leadership development program. The goals of the program were to: (1) improve the care and effectiveness with which key

leaders collaborated with internal and external parties; (2) increase each leader's ability to more reliably deliver on their commitments; and (3) support new leaders in being more effective in their roles and as a team. The program covered 11 aspects of building intentional relationships and delivering results through others and was delivered over 8 months by a team of 3 facilitators. Through a combination of bi-weekly group sessions, individual coaching, and direct application to work and personal life, participants had sufficient time to practice and embody new capabilities.

Results

This investment in leadership development was rated as very worthwhile by the executive team. Specific benefits noted by the sponsoring executives included: a common framework for diagnosing and resolving communication issues, more cohesive teamwork between participants, greater openness to sharing information, more rigour in making requests and managing commitments, and their own increased willingness to delegate work to the next level down. Following an initial program for 13 senior leaders, a second program for 7 senior leaders was delivered in the subsequent year.

Participants' feedback

My overall takeaway is I've seen more collaboration between team members and a more awareness of our workflows. Personally, the sections on listening, workflow and requests / promises had the biggest impact. — EVP Finance & Accounting

All of this is relevant to our company as we continue to grow, bring in new people and improve our processes. This program provides a solid foundation for our leadership team that will help us move forward. — SVP Real Estate Development

The overall value for me is I have tools to help me develop and strengthen relationships, produce reliable results, have satisfied clients, provide leadership to others by leading by example, and be more efficient. — VP Real Estate Development

This has been a valuable program for me both professionally and personally. It has made me put more thought into what I'm doing; the results that I'm looking for or others are wanting and how I am affecting others. — Director, Real Estate Management

I think that there is amazing opportunity in this work for us. I am extremely excited to see how this work translates into value for our investors, our clients, and our communities.

- J.D. President & Managing Partner

Supply Chain Management leadership development

Six senior buyers and their Manager became a high performing team.



Client

Our client consists of six Senior Buyers and their Manager for a Supply Chain Management function supporting Operations across Canada and the US.

Situation

The Vice President and Manager of the Supply Chain Management function wanted the Senior Buyers to improve their personal effectiveness and team-work, and build stronger working relationships with Operations and other key stakeholders. The group was facing a rapidly changing business environment and functioned more as individuals than as a team.

Approach

We worked with the Vice President and Manger of the Supply Chain Management function to design and deliver a leadership development program for six Senior Buyers

operating remotely in four geographic markets across Canada and the US. The program covered essential relationship management, work coordination and decision making skills and was delivered over 8 months via video conferencing. The Manager was also going through a leadership development program and so was better able to support her team in dealing with high change.

Results

The program was rated as highly successful by the six Senior Buyers and the sponsoring Vice President and Manager of Supply Chain Management. Participants found it personally and professionally rewarding and could see a clear linkage between their new practices and improved collaboration, reduced work-load stress, better service to their internal clients, and improved professional and personal relationships.

Participants' Feedback

Where before I would be oblivious to why something went wrong, I now have the tools to look at the situation objectively, analyze what may have been missing or unclear and correct it moving forward.

My relationship with my team and myself has improved over the last several months. I find I am more patient and am listening more.

What I didn't expect was that this program would teach me patience, trust and how to be my most authentic self.

I learned that taking on too many commitments and not following through has a huge impact on others trusting me.

It was very rewarding to monitor and support the senior buyers in their progression though the course. I could see how they were applying each new skill to their day-to-day work. They and their direct reports got aligned with new expectations and objectives and became a unified supply chain team. — Natalia Sershun, Supply Chain Manager, Graham Group

Dollar for dollar, this is some of the best money I have ever spent. This group of individuals was in a difficult place a year ago. I now see they have become a team that works well together and helps each other out. To say I am proud of them is an understatement.

- Adrian Davies, Vice President, Supply Chain Management - Graham Construction

Improving the effectiveness of four senior IT leaders

Four senior leaders achieved new results and took on greater roles.



Client

Our client consists of four “high-potential” senior leaders for a leading construction company with annual revenues of \$2B.

Situation

The sponsoring SVP and VP executives wanted this team of high-potential leaders to be able to work more strategically and effectively with other business executives and contribute to improving the company’s margin.

Approach

Using our Leadership Essentials framework, we worked with the four senior leaders to develop advanced leadership capabilities in the areas of intentional relationships, managing commitments, achieving alignment, producing greater value and reducing waste. A combination of workshops, practice sessions, learning groups, real life application and one-on-one mentoring was utilized to achieve monthly step changes in capabilities over a period of 1.5 years.

Results

Significant improvements were observed in the abilities of the leaders to listen for what is really important, achieve higher levels of trust, and build more effective working relationships with peers and executives. The team improved its ability to deliver on its commitments, saving millions in potential operating costs and increased executive leadership satisfaction. Based on the success of this initial pilot, the program has been expanded to include ten high-potential leaders.

Participants' Feedback

I'm more comfortable in meetings with senior management and I'm starting to get a better understanding of what people's 'true' concerns may be, which helps me tailor my interactions. — Director – Information Technology

My improved ability to communicate, assess situations, find out what really matters to people has helped me form more collaborative relationships. — Director, Enterprise Applications

I am better at communicating with the members of my team, as well as the people to whom I report. I am performing better, and my team as a whole is more effective. — Director, Enterprise Applications

My awareness has changed my approach to others. I focus more on the relationship in terms of the result versus just the result. This has fostered more productive work with the CEO and other C levels.

— Director, Strategic Initiatives Office

Developing ten emerging leaders

Ten managers and supervisors became more effective leaders.



Client

Our client consists of ten managers and senior staff from the IT Infrastructure, Enterprise Applications and Communications teams for a leading construction company.

Situation

The sponsoring Directors wanted to see significant shifts in practices and behaviours to focus more on results (rather than effort); on being accountable (not just engaged); and on the quality of service delivered to internal customers (from being more focused on technology or technical skills).

Approach

We worked with three Directors to assess the development needs for this group of emerging leaders and gain agreement on an approach and plan. We developed and delivered a modular program to improve relationship management and delivery capabilities over a 14-month period. On-the-job application, stretch assignments, group

working sessions and mentoring were utilized to make this program effective and relevant.

Results

The program was rated as highly successful for the ten participants and the four sponsoring directors. Participants found it personally and professionally rewarding and could see a clear linkage between their new practices and improved relationships and results. The sponsors were very satisfied and felt able to undertake more strategic initiatives to support growth of the company in challenging economic conditions.

Participants' Feedback

I was able to successfully deliver three significant IT projects as well an upgrade to the ServiceNow platform on time and on budget. I found there was less time spent chasing down of groups for deliverables, less firefighting and less concerns over not meeting the agreed timelines. — IT Project Manager

I thrived on Mark's coaching style and he never wavered from it. He asked the tough questions and held me accountable for my words, my actions and my work. His knowledge of our business and what was important to our senior management was really helpful. — Manager, Communications

I am very satisfied with this program's value. We have a more engaged and collaborative team, focused on building stronger business relations and delivering higher quality services. This program was key to preparing our emerging leaders for a challenging future. — Director, Information Technology

Richards & Associates' leadership training helped my team in speaking a common language about behaviours, including focusing on ensuring that statements are grounded in facts and thinking about how their actions impacts others. This helped in improving employee engagement as the team became more cohesive and considerate of other team members.

— Lisa Kissick, Vice President, IT & Enterprise Applications, Graham Group

Improving management of commitments and relationships

A senior director built greater capabilities to manage key relationships and commitments on a \$20M program.



Client

Our client was the senior director of a large IT group for a leading North American pipeline company.

Situation

Dealing with increasing demands on IT, the client wanted to make improvements to his ability to engage others, build stronger relationships with the business and lead large IT programs.

Approach

Using our Leadership Essentials framework, we provided one-on-one mentoring and consulting support to the client for a period of one year. This work included developing

new capabilities in areas such as Listening for Concerns, Managing Commitments and Building Trust; applying these skills in real time to work situations and assessing the results achieved.

Results

The client improved his performance in driving for outcomes and being a more effective leader with his people. Equally important, he came to see that his expertise and passion were in working as a “trusted advisor” in a consultative capacity to enable senior business leaders to make more effective use of IT solutions.

Over the years, I have seen leadership and management training based on different methods and presented in various formats. I found the Leadership Essentials approach to be the most practical in that it applies very well to common leadership situations and challenges. By focusing on the results that are being sought while still emphasizing the interpersonal relationships that make up every business context, Leadership Essentials allowed me to drive for outcomes without sacrificing the people side of the equation.

**— Dave Milton, Director Information Technology,
Enbridge Pipelines**