Lendlease Building People Leadership Capability Globally

How have you used knowledge and skills from the program back on-the-job with positive results?

“Recognising that managing skilled people can be difficult and one approach does not fit all. I used the STAR technique to provide consistent feedback to great effect. As a result my team seems to have more confidence in me as a Leader.”

– Lendlease Participant

Lendlease works with communities, clients, and its colleagues to create positive legacies, from funding development projects to constructing state-of-the-art buildings and infrastructure, including hospitals, roads, and bridges.

In 2013, the organisation embarked on a strategy to develop a globally consistent, frontline leadership development initiative to meet its strategic objectives. Lendlease wanted a program to outline clearly the expectations of a people leader, as well as build skills for coaching, conducting career and development discussions, managing team performance, and driving change.

**People Manager Essentials**

In partnership with DDI, Lendlease launched globally the People Manager Essentials program in 2014. This two month learning journey comprised two days of formal learning that was aligned to the business priorities and global needs analysis. The program spanned over 500 frontline leaders across Asia, the America’s, Europe and Australia.

**Solution**

LendLease partnered with Development Dimensions International (DDI) to create a global leadership development program using Interaction Management®: Exceptional Leaders (IM: ExLSM) Series:

- Communicating for Leadership Success
- Coaching for Peak Performance
- Delegating With Purpose
- Developing Yourself and Others
- Driving Change
- Maximising Team Performance

Learning reinforcement through use of Learning Bytes as pre- and post-work. Guides on program content were made available to participants managers.

**Results**

Since partnering with DDI, over 500 Lend Lease first-level leaders have participated in the program with the following results:

- Participants and their Observers report a noticeable increase in the frequency of positive leadership behaviours displayed.
- The biggest improvements were in the areas that rated the lowest before training—conversations and coaching.
- Leader, individual, and team engagement levels have increased significantly.
- Frontline leadership capability has increased more than 50 percent.
Behaviour Change Results

As a result of the People Manager Essentials program, participants are demonstrating more effective leadership behaviours in the workplace. Before training, less than half of the participants rated themselves as effective; after, participants reported a 68 percent increase in effective leadership behaviours. Observers of the participants (direct reports, managers, and peers) reported a 37 percent increase (Table 1).

Table 1: Participants are now displaying more effective leadership behaviours on the job*

Responses from participants and observers show that the biggest improvements occurred in the three areas requiring the most development: improving the quality of conversations for high performance, career development and coaching. Prior to training, less than half of participants rated themselves effective in these areas (Table 2).

Table 2: Leadership skills improved in the areas that needed the most development*
Business Impact of the Program

The improvement in participants’ leadership behaviours is having a noticeable effect on their direct reports and teams, with manager ratings mirroring the improvement in engagement and leadership capability (Tables 3,4,5,6,7).

Table 3: Three-in-four direct reports are more engaged in their work*

Table 4: Two-in-three direct reports are more engaged with Lendlease*

Table 5: Employees are aligned in noticing team performance improvements—especially impacting morale and engagement*

"[Participant] has learned how to coach her team through certain situations, as opposed to taking care of the issue herself. Doing this, she’s helped us to learn and grow by expanding our knowledge of the process. She is great at empowering people”

– Direct Report of Participant

“There was a lightbulb moment around achieving the goals of the team and making sure the team was engaged in those goals and not being dictated to”

– Manager of Participant
Table 6: Managers report participants are more engaged in their role as a leader*

Table 7: Managers report at least a 56 percent improvement in leadership capability at Lendlease*

Research Design

DDI’s online survey tool Training CheckpointSM was used to evaluate the People Manager Essentials development program. Participants completed the survey within one year of the training and were asked, along with their observers, to compare their leadership behaviours before and after training to determine the impact of the program. The participant response rate was 61 percent, yielding 124 completed surveys. Another 239 surveys (69 percent response rate) were received from observers: direct reports (46 percent), managers (22 percent) and peers (32 percent).

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*% represents agrees/strongly agrees or always/almost always

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