



Case Study: **Building a cohesive Leadership Team** Client: **Freeport Conglomerate**

The situation

A Freeport is a unique entity as it builds the complete infrastructure of its region under one organisation entity. In this case, it was a conglomerate that covered everything from shipping to oil refining; from hotel & leisure operations to residential development. The board and executive team were made up of a highly diverse group of managing directors each with their own distinct business area to manage.

The task

Diverse structures and divisions bring strength, but also can lead to uncooperative approaches, fragmented decision making and competitive behaviours. Thinking and working in Silo's was starting to hurt this group as it needed to bring in external parties and learn to cooperate across divisions.

“Getting to results used to be our only focus, even if that was at the cost of another division. Learning to work in partnership was tough at first, but we quickly started to see the benefits”
Managing Director

The Process

Agreeing what Good Leadership Looks Like

The team made up of 8 Managing Directors all responsible for million-dollar (& in two cases billion-dollar) industries started by agreeing the principles of good leadership. Taking this away from individuals and focusing on the principles of leadership allowed for constructive discussions and an agreed framework.

Realistically assessing skills & gaps

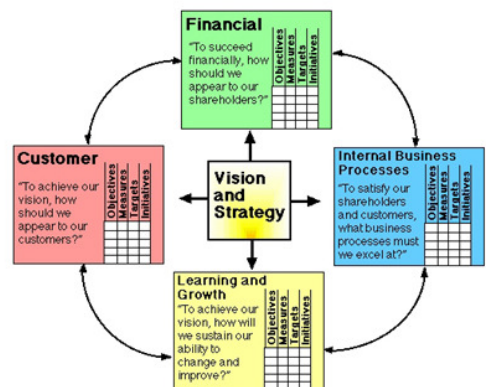
The more senior a leader, the harder it becomes to look at performance gaps. The very concept can feel like an anathema, but it is at the heart of real change and development. To navigate this tricky path, coaching relationships were developed with each of the leaders, to allow for a more thorough exploration of their strengths and gaps in a safe and reflective environment.

Modelling what good looks like

Coaching leaders was only part of the story. They needed proof that a more reflective, cooperative leadership style had a positive impact on bottom-line results. Working with two divisions which had poor joint working; they had an ambitious growth plan that required a joint initiative and partnership with an external partner. A plan was developed and implemented through the leaders and their teams with role-modeling, support & guidance from Agents2Change coaches. A joint sponsorship and project board helped to steer the project, bring issues to the fore quickly and allowed for creative joint working to develop naturally. The leaders became used to taking feedback in-situ, both from our coaches and from team members, because it started to get written into the DNA of the process—in effect feedback was equally applied.

Performance Management

The last piece of the jigsaw was tying performance, reward and cooperation together more tightly. The Executive team adopted a balanced scorecard, so that everyone had some 'skin in the game' for the new landscape of cooperative working.



“Agents2Change’s interventions and deliverables were of the highest quality. They contributed solidly to the development of workable team processes and demonstrated a high degree of flexibility in adapting to the different working styles within the team ”
Managing Director, Leisure Division

The Results

- Introduction of Executives performance related pay – tied more closely to team cooperation
- Management reporting systems – linked to executive team deliverables
- Delivery of joint-initiative across two key divisions with an external partner

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