

## Case Studies

### Developing New World Leaders

We believe that in today's competitive, volatile, uncertain and ambiguous world there is a better way to lead organisations. We believe in **awakening possibility** in your leaders and creating **Leadership Catalysts** who deliver outstanding results, consistently. So much so, we started a **Leadership Revolution**. So what **difference** are we making for our clients? This document outlines some of the **major breakthroughs** we are making with our interventions.

In times of fast change organisations need outstanding leaders, not just great managers. We focus on developing your leadership capability in **5 critical areas**:



#### Leadership

We have worked out what successful leaders actually do to deliver outstanding results. We have decoded this into a system of pragmatic tools and techniques that we want to share with you.

#### Strategize

Hope is not a strategy! We help you to create and translate strategy into action. We will share with you the latest techniques for developing New World strategies at all levels in the organisation.

#### Innovate

We help you to create a culture and process where people consistently develop great ideas to improve results. We can help you ensure innovation is part of your DNA.

#### Change Agents

Great leaders know how to operate with speed, agility and to make change happen. We show you how to do this. We will show you how to lead change by taking people with you.

#### Elite Teams

We will teach you a powerful range of tools and techniques to ensure you know how to build high performance teams. We ensure that you know how to set up your teams for success and sustain high performance.



Join the Leadership Revolution...

## Crown Paints Leadership Journey – Going for Growth

**Challenge:** After years of changed ownership, Crown Paints have an ambitious strategy to grow the business in a sustainable way. There was a need for clarity and focus combined with a need to reenergise and motivate the organisation. Successfactory™ were chosen to partner with Crown to design and deliver a number of interventions from Board Level to Operatives. Every part of the business was included, strong leadership development being key to their future success.

**Solution:** Successfactory™ worked in partnership with key stakeholders from Crown, including the MD and Board Members to design a series of interventions. The first element was to re-energise the Crown Decorator Centres. After years of streamlining it was time to re-motivate, build confidence and grow the top line. Using outdoor management development approaches saw every manager get involved in a two day event at Successfactory™. This involved them exploring mental toughness, teamworking, and creating a high performance culture in store. To keep the momentum going we then ran a series of sales workshops followed by teaching a visual 90 day planning process to be used in store to drive profitable sales.



In parallel to this we started a 7 day modular Pioneer Leadership programme for 30 leaders of the business which included exploring a new world leadership curriculum based around leadership, strategy, innovation, teams, and change. They were then given a project to create and communicate the organisational strategy. The 90 day planning process was so successful it was rolled out to all field sales teams through a series of events culminating with a two day sales performance event using experiential learning techniques. We also worked closely with the Board to run a number of 2 day off-site strategy events to develop the leadership team and align the business around the new strategy. The programme is on-going and building momentum and the increased results keep rolling in.



### Results:

- Dramatically increased financial results
- New strategy developed and functional alignment achieved
- Increased motivation, engagement and customer service
- New energy and dynamism in the business
- A new language of leadership rather than just management and significant behavioural change
- Parent company looking to use leadership concepts and ideas globally
- Increased investment in developing people to drive results
- Over 350 leaders developed
- Visit from David Cameron as Crown seen as a role model business



## Samsung European Leadership Development

### Challenge:

Samsung have an ambitious and challenging strategy. They are moving from a functional brand to an aspirational brand to achieve exponential sales growth. A key element of the strategy is **New World Leadership**. People who can thrive in a culture of perpetual crisis, remain agile, execute with speed, and innovate in all that they do. Leaders who can deliver through people and teams, and work across silos in a global context. Successfactory™ were asked to design and deliver tailored leadership journeys for all European Leaders. The aim is to ensure that the right leadership capability is in place to achieve their ambitious 2020 Vision.



### Solution:

Successfactory™ worked in partnership with the European L&D team to create a set of leading edge leadership programmes that deliver outstanding results. Over the past 5 years these programmes have consistently been developed and enhanced taking into account emerging needs and changes in strategy. As part of the European Talent Management programme we developed 3 programmes mapped to their leadership pipeline. These are supported by European HR Business Partners to ensure an on-going personalised leadership development journey:

- Podium:** Senior Leaders who lead companies or functions
- Accelerator:** Middle Managers of departments/functions who manage managers
- Launch:** Team Leaders – first time leadership role, moving to getting results through teams

The learning goals of each programme build on each other to form a complete learning journey.

Competency Domain	Leadership Competencies	Leadership Podium Programme	Leadership Accelerator Programme	Leadership Launch Programme
Leadership	Your Role As A Leader	Transition to 3rd Level Leadership Samsung Leadership Pipeline	Transition to 2nd Level Leadership Your role as a Leader, Manager, Coach Samsung Leadership Pipeline	Transition to 1st Level Leadership Your role as a Leader, Manager, Coach Samsung Leadership Pipeline
	Self Awareness & Development	Your Authentic Leadership Style (as a 3rd Level Leader)	Your Authentic Leadership Style (as a 2nd Level Leader)	Your Authentic Leadership Style Continuous Development
Business Strategy	Environmental Change			
	Vision & Strategy	Strategic Thinking Skills		
Business Operations	Business Opportunities	Identifying Opportunities for Innovation & Change		
	Managing Performance	Managing Performance through Polarity Thinking		
	Managing Projects & Stakeholders	Upwards Management		
Leading Others	Innovation & Change	Driving Innovation & Creativity	Managing Change in Teams	
	High Performing Teams		Building High Performing Teams	
	Developing Individuals		Coaching Skills	Situational Leadership (Directing, Coaching, Delegating)
Personal Effectiveness	Motivating & Inspiring		Motivating & Inspiring Others	Individual Motivation
	Relationships; Collaboration & Trust		Building An Environment of Trust	Building Trust with Individuals
	Effective Decisions			Your Circle of Influence
	Impact & Influence			Personal Impact & Influence

### Results

- Consistent growth and success of the business through successful leadership of its strategy
- Commitment from President to continue to drive and invest in leadership development
- Samsung in top 10 global companies for leadership effectiveness
- 100% evaluation satisfaction feedback from courses
- On-going network of learning and problem solving teams
- Over 1200 Leaders developed
- A higher percentage of promotions from being on the programme than those not on the programme
- Increased retention and engagement scores - top company to work for.
- Successfactory™ used for a variety solutions in other parts of the business. Topics such as Innovation, Customer Service, Empathy Training, Team Building, Conference Speaking.



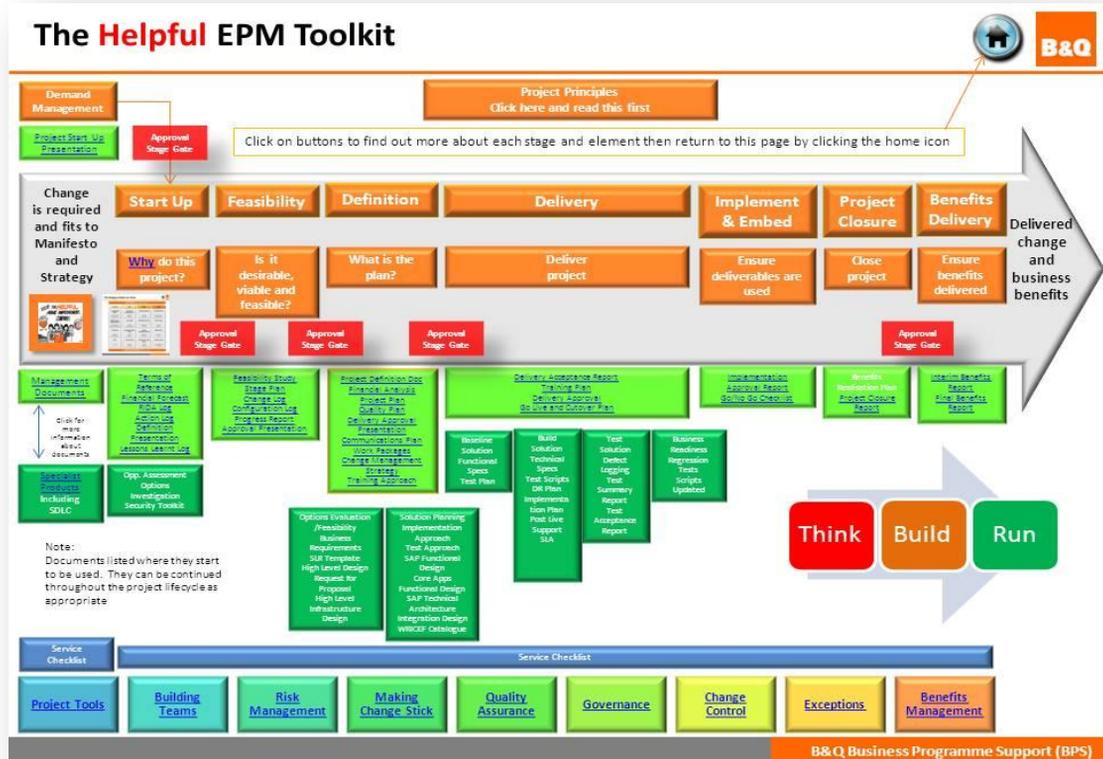
## B&Q Project Management

### Challenge:

Based on previous leadership programmes and team events B&Q looked to Successfactory as the ideal partner to improve its project delivery. Projects weren't happening quick enough, they were costing too much and change was too slow. In a fast moving, volatile, uncertain and complex retail landscape a requirement was identified to enhance the project management approach and deliver the control and governance required.

### Solution:

Successfactory™ worked in partnership with B&Q to co build a new project framework and then develop project managers to use it; as well as developing the people and change management aspects of project management. Leadership, Team Development, Stakeholder Management, Leading without Authority and learning were key elements as well as the process and traditional project skills.



### Results

- APM Project Management Company of the Year 2014
- Over £185m savings in store development programme
- Improved selection and control over capital investments and large change programmes
- Enhanced prioritisation of programmes and projects
- Project management capability enhanced
- Project governance enhanced
- Quicker benefits realisation
- Over £80k raised for charities and part of the learning programme
- EPM project framework implemented
- Less waste, lower costs, quicker delivery, higher quality outcomes.
- Increased engagement and motivation