

# Targeted leadership development driving performance at Allegis Group EMEA

## Case study



As part of an ambitious growth plan, Allegis Group EMEA identified a need to better support their leaders to achieve their required results through inspiring and impactful leadership.

They chose ETS as their preferred leadership development partner.

### CHALLENGE

As part of the organisational development strategy, Allegis Group EMEA had created a new set of core competencies and behaviours. Naturally they were keen for these to be embedded, starting with the leadership population.

Allegis Group EMEA made it clear they preferred to work collaboratively with a partner in order to create the sustainable behaviour change that would achieve their goals. The key measures of success would be the EMEA employee engagement scores for the leadership section in their 2017 engagement survey, and the participants' feedback.

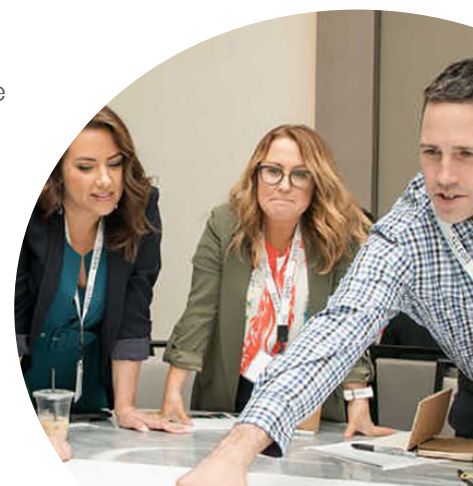
### SOLUTION

We created a fully bespoke 360 degree feedback system with a questionnaire based on key competencies. All leaders below the President took part in the 360 process and this was followed up by an individual feedback session with one of our business psychologists.

These sessions ensured that leaders fully understood and accepted the feedback, developed their own self-awareness, and also prompted them to start to consider how to apply the results to their own development and personal aspirations.

Sinéad O'Brien, HR Director at Allegis Group EMEA, explains why they chose to work with ETS:

“ From the outset I liked the down to earth style of the ETS people I met and in particular, I valued their collaborative approach to building a programme that was truly Allegis Group EMEA specific and tailoring it to our needs and our culture. ”



## COACHING FOR TOP TEAM

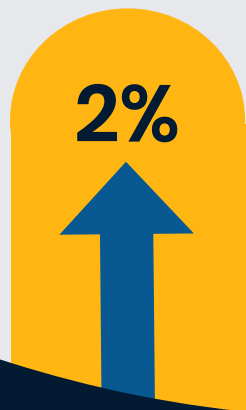
Three Regional Vice Presidents then went through an ETS executive coaching programme. The leaders met and chose a coach to work with before attending six sessions over a six-month period. The President joined a session at the start and the mid-point to share their desired outcomes and give feedback on progress. The President then also joined in a session at the end of the programme to evaluate the programmes and understand where he needed to pick up.

### OUTCOME – ENGAGEMENT SCORES

The principle success measure of the programme's effectiveness was the 2017 engagement survey, where we compared the change in scores from two years' back with the latest survey. The scores for leaders in the EMEA region increased by 2%, which was an encouraging result.

As with most companies, attrition can be a challenge and Allegis hope that this improvement will be reflected in lower staff turnover moving forward.

They are continuing to monitor scores for leaders in this region through all their survey activity.



## OVERALL BUSINESS IMPACT

Sinéad O'Brien comments on the value Allegis has had at a business level from the programme, and their experience of working with ETS:

“ Working with ETS has been a true partnership. They have taken the time to understand our people and our culture and have showed great adaptability to position the training in a way that will impact our leaders. The trainers were very engaging and were always responsive. They taught our leaders so many new ways of thinking about their leadership style, challenging them on their thinking and listening to them. The leaders have given really positive feedback about the programme and we look forward to partnering with ETS again in the future, to support us with our leadership development needs. ”

## TAILORED WORKSHOPS

The other leaders (directors through to team leaders) went on a three-module, four-day programme. This explored areas such as leading self, leading others and leading the business. The programme lasted for five-months and included pre-work to complete between sessions in the leaders' 'reflection journals'.

All module content was designed by our business psychologists and was based on a several factors – feedback from the leaders about where they wanted to develop, alignment to the strategy, adult learning theory and current best practice. We designed the programme to be very active and hands-on, with lots of exercises and group discussions.

## FEEDBACK FROM PARTICIPANTS

Here are just a few bits of feedback from leaders taking part:

*“The session was great. I have learned a lot and I'll be able to apply things instantly.”*

*“A good session, thought-provoking. Personal examples were helpful to bring to life...”*

Anecdotally, a number of leaders at Allegis Group EMEA singled out the practice session featuring actors on how to have effective challenging conversations as a particular highlight.