

Today's biggest change management project in the global finance sector

How a Top 4 Australian Financial Services Organisation partnered with IECL to transform the performance and behaviours of their people leaders, through the design and delivery of pioneering learning solutions.

THE CHALLENGE: A NEED FOR CHANGE FOR A TOP 4 AUSTRALIAN FINANCIAL SERVICES ORGANISATION



Previously

Approach to performance was based on a traditional balanced scorecard and one annual performance conversation.



Now

Developed an agile and innovative approach to performance for their people leaders; an industry-leading program called **Motivate**.



A look at Motivate

Underpinned by the **Growth Mindset** and centred on a **behaviours first** approach. Focus on:

- quality goal setting.
- regular coaching and performance conversations.

THE PARTNERSHIP: A TOP 4 AUSTRALIAN FINANCIAL SERVICES ORGANISATION & IECL MOTIVATING CHANGE



IECL selected to design and deliver a fit-for-purpose blended learning solution for a Top 4 Australian Financial Services Organisation because of IECL's:

- existing 18-year partnership delivering leadership development solutions and executive coaching;
- experienced coaches and facilitators; and
- geographic spread across Australia/NZ.



IECL's roll out of 'Coaching for Growth' (C4G) and 'Performance-Based Conversations' (PBC) modules for **Motivate**.

- 4 tranches over a 2-year period (started in August 2016).
- Reaching almost 5,000 people leaders across the Asia Pacific.
- C4G and PBC delivered as:
 - 2 x face-to-face four-hour workshop; or
 - 90-minute webinar (as an option for remote participants); or
 - 1 x six-hour workshop.

80/20

IECL's approach to delivery is 20% teaching to 80% practise / structured reflective conversations and involves:

- high contextualisation;
- blended learning: online, workshops and webinars;
- building on existing knowledge; and
- providing the confidence to immediately apply skills in the workplace.

"IECL delivery team did a fantastic job in the face-to-face workshops and webinars, this has been a real team effort, collaboration at its finest."

- Change Manager on Motivate Project



Prompt debriefing and ongoing redesign as needed to integrate improvements and contextualise for different areas of the organisation.

IECL utilised the role of Lead Facilitator on this large scale project for:

- program design;
- careful selection and upskilling of facilitators;
- ensuring consistent high-quality performance of our facilitators; and
- constant evaluation and integration of improvements.

Project implementation driven by our dedicated Project Managers.

THE RESULTS

NO. OF PARTICIPANTS



OVER 2 YEAR PROJECT PERIOD

4759

SINCE ENTERING BAU PERIOD (END 2018)*

1360

GRAND TOTAL SINCE 2016*

6119

*Results as at June 2021

50% UPLIFT IN CAPABILITY OF LEADERS TO HAVE QUALITY PERFORMANCE CONVERSATIONS.



C4G

- 93% acquired new coaching conversations skills.
- 94% feel able to recognise coaching opportunities in all conversations.
- 96% feel confident in actively practising key learnings.



PBC

- 95% acquired new PBC skills.
- 100% understand the benefits of adopting and promoting a growth mindset.
- 95% feel able to have effective two-way PBC and show a behaviours first approach.

OUR CONTINUING RELATIONSHIP

Through the extended process of delivering and refining the learning solution, the client realised the critical role these leader modules played in enhancing the capability of people leaders in having effective development and performance conversations, ultimately creating a coaching culture throughout the Group. In the BAU phase Motivate has become mandatory for all new leaders to the Group and all employees new to leadership.