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 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

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.

THE RESULTS

<table>
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<tr>
<th>NO. OF PARTICIPANTS</th>
<th>OVER 2 YEAR PROJECT PERIOD</th>
<th>SINCE ENTERING BAU PERIOD (END 2018)*</th>
<th>GRAND TOTAL SINCE 2016*</th>
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<tr>
<td></td>
<td>4759</td>
<td>1360</td>
<td>6119</td>
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*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.