

maximus

Leadership Case Study

Consumer Goods



Leadership Case Study: Consumer Goods

A leading luxury goods company approached Maximus to raise the effectiveness of existing leaders and to ensure a healthy pipeline of highly capable up-and-coming leaders, for the sustainable growth of the business.

Objectives

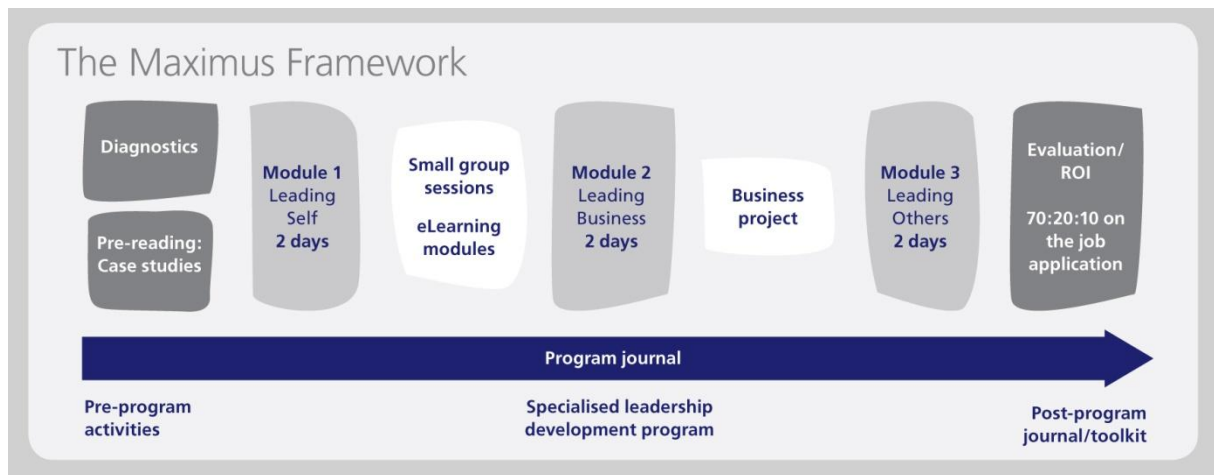
To foster the right mix of hard business skills, desirable behaviours, and values and attitudes required of current and future leaders in order to take the business to the next level.

The Maximus Solution

After spending a significant amount of time immersed in the business, Maximus identified a two-tiered approach to the organisation's leadership development, consisting of an *Advanced Leadership Development Program* (ALDP) for senior managers and a *Leadership Development Program* (LDP) for middle managers.

The solution was highly customised to the specific business context of the organisation. Content and case studies were built around the luxury cosmetic and fragrance industry, market, and economic outlook across Australia and globally. All programs were delivered in keeping with the strategic goals of the organisation and with the organisational values that made the company so unique.

The most defining aspect of the program was the approach to innovation. This largely centred on "Business Unusual" projects, in which the participating leaders identified and then executed on ideas which would generate significant return for the business.



Outcomes to Date

Financial Return

This initiative has recognised a return of over \$6 million (10,000%) with a payback period of approximately two to three years. This largely surrounded value recognised from implementation of various “Business Unusual” Projects, alongside the introduction of new technologies to streamline process and cut costs.

Shifts in Behaviour

As a result of this work, constructive leadership behaviours are expected and understood across the organisation. Where previously there was somewhat of a ‘relaxed’ leadership culture, emphasis was placed on developing leaders who could balance their support of others with a healthy level of challenge.

Feedback from program attendees:

LDP

“Exceptional material, very impressive, set platform for learning.”

“Really got me to open myself to opportunities.”

“Fantastic to interact with other brands and departments.”

“It has been a privilege to work with my colleagues – an inspirational group.”

“A lot of take-outs that will be impactful with my dealings with my staff.”

“The entire program has been fantastic and a wonderful learning journey.”

ALDP

“Probably the most pertinent and correctly targeted course I have attended to date.”

“Very thought-provoking.”

“Looking forward to working on our business unusual project, very exciting to take an idea we know the business will be shocked at but interested to hear.”

“This is without a doubt the most relevant, professional and rewarding program I have attended in my 10 years with the company. Thoroughly enjoyable, relevant and rewarding.”