

GRAHAM Construction

Talent Management

Well-known and regarded in their Northern Ireland home base, GRAHAM Construction wanted to tackle a two-fold issue: raising their profile in the construction industry as an 'employer of choice' in England and tackling the attrition of key managers who did not see a clear development route from senior manager to director level.

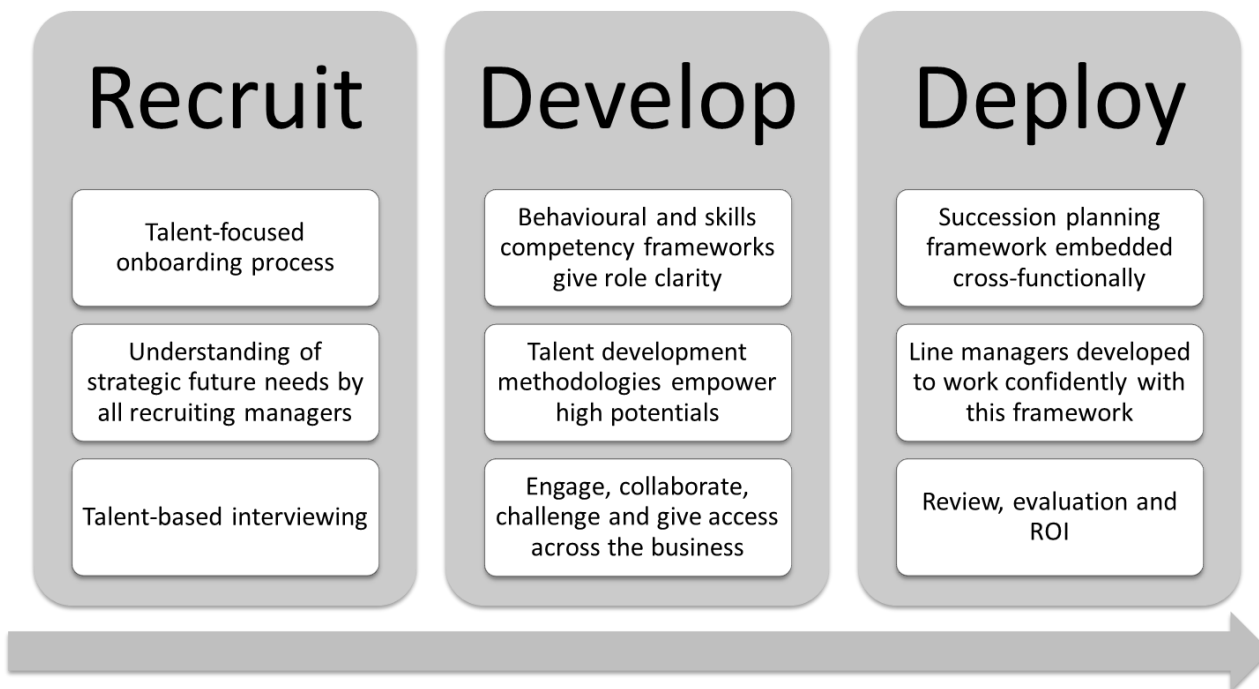
They recognised the importance of tackling this through a talent management focus to help:

- Align their people strategy to their business strategy (organisational growth, performance, profitability).
- Create a more self-reliant, self-motivated mindset in their managers.
- Get their staff ready for just-in-time new projects requiring flexibility and agility of approach.
- Give them a competitive advantage in an industry with very tight margins and strong competition.

Keystone therefore worked with GRAHAM to establish a Talent Management programme for their senior managers who had the potential to move to director level within the next few years. The objectives of the programme were to:

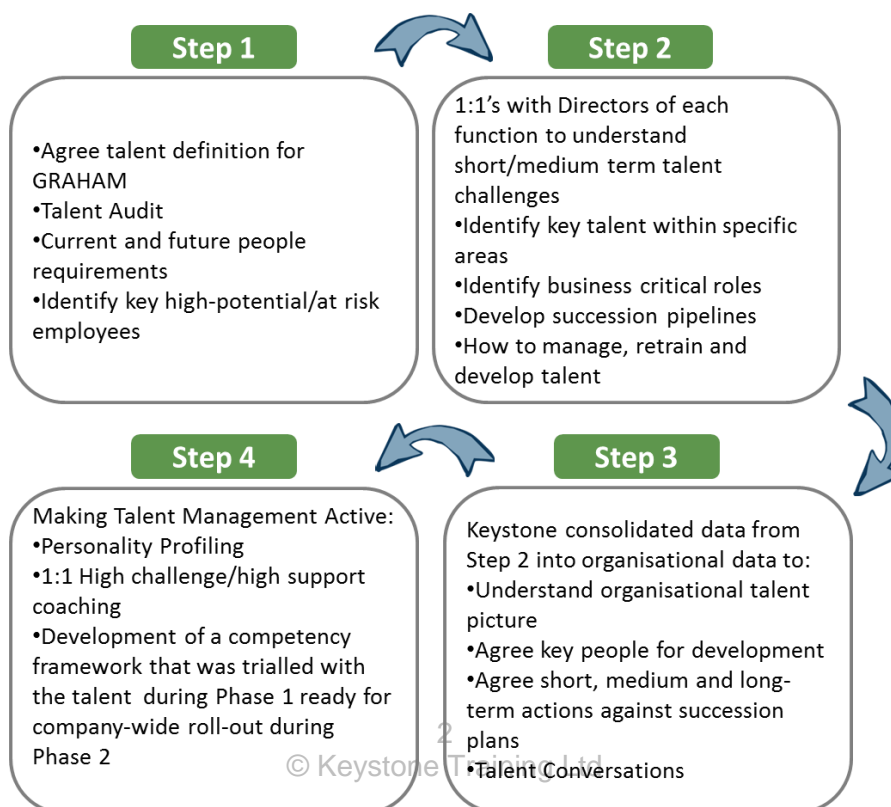
- Get clarity of what talent looks like in GRAHAM.
- Establish a mechanism for identifying talent and identify their current talent.
- Assess and coach their talent to meet business and individual objectives.
- Review the individual and organisational benefits of talent management.
- Develop a 'model' approach to GRAHAM talent management.

A three step approach was established:



Phase 1 of the programme focused on the 'Develop' stage. Phase 2, starting in September 2014, will implement the 'Recruit' and 'Deploy' stages.

The 'Develop' stage of the model consisted of the following steps:



Each senior manager talent participant has received five 1-2-1 coaching sessions focusing on:

- Self-awareness (through use of 360 degree feedback and the MBTI psychometric).
- People and performance leadership.
- Stakeholder skills (relationship management, political intelligence, influencing and alignment).

So far, through facilitation work with the Directors and MD, three way triangulation meetings between our facilitator/coaches, the Directors and their talent participants, and 1-2-1 coaching with the talent participants, the programme has successfully established:

- The use of the '9 box grid' at director level to identify talent among the senior manager population.
- A values and competency framework that has been trialled with the Phase 1 participants and is being rolled out organisation-wide during Phase 2.
- A pool of identified key talent.
- A series of initial coaching engagements with the senior manager talent participants with very positive feedback from them and their Directors.
- A clear roadmap for development of the talent management model and overall management culture within GRAHAM.

Phase 2 will start to establish a coaching culture within the organisation through the extension of the talent programme to the middle manager tier, further 1-2-1 coaching, coaching skills workshops and additional 'people and performance' leadership development work. To date, 100% of the participants have said they are finding the programme "very useful", "of immediate tactical benefit to the company" and "very likely to deliver the desired long-term strategic outcomes".

"Keystone is essentially the best learning provider we have worked with. They lead us to a solution that is beyond what we had originally anticipated. The highest form of recommendation we can give is that from Executive Board to training participant level, everyone sees the value, return on investment and the cost effectiveness of working with Keystone. I cannot recommend them highly enough."

Michael Smyth, HR Manager, GRAHAM Construction