

Case Study: Management Consulting and Advisory Services

A large cap mining and precious metals leader redefines “Next Generation” leadership competencies.

We worked with over 100 executives worldwide to uncover a set of predictive behaviours within the top 3 leadership levels in the company that would power the business strategy for years to come.

The Firm: An \$8-billion precious metals mining and exploration firm.

The Challenge: In an industry replete with mergers, acquisitions, and takeovers, this world-leading company sought to establish a model and tools that could power its executive leader identification and selection process at a global level. Previous versions were much more subjective, failing to quantify certain aspects, and lacked a concise framework of success characteristics that differentiated great potential from good. The client saw an opportunity to start to fill a pipeline of leaders that could help drive the business strategy and produce improved results.

The Solution: We used a structured competency interview tool to gather and rate responses from top performers within each of the global operating groups, as well as from the CEO and executive team. Quantitative data was also gathered on this sample group using a well-known and valid leadership behaviour assessment. These two components were complimentary and provided a validating mechanism to

balance biases inherent in the responses to each type of measure. A “fining and theming” process was undertaken with the 2,500+ individual data points to define a set of globally-relevant competencies across 3 levels of management. The advantage of the qualitative process was that company specific behaviours, context, and wording could be used, as opposed to more generic competency language that strips competency assessment of its accuracy and value. Interestingly, behavioural competency requirements at the three top levels of leadership were different and unique. This provided another aspect of company-specificity that is lacking in most competency approaches which use a single set of competencies, defined at different levels of sophistication, across many levels in the organization.

The Results: The competency framework, having been created and vetted directly from various country groups and executives received immediate support. The Executive Team and Organizational Effectiveness committee began to use the tool to select and stream an executive potential group within the organization. The new framework and tools provided more accuracy, reduced conflict, and increased the overall quality of the candidate pool. The targeted feedback and future needs derived also provided an important developmental foundation with which to advance leader skills more quickly.