
“Made to Order” Advice

Australian Construction Services company supported to manage significant growth

Challenge and Objectives

Our client is an ASX listed Australian Construction and Industrial Services business with Australian and International Operations who has a large permanent and contract workforce.

As the business prepared to leverage emerging growth opportunities, a new CEO was appointed, who quickly established a bold vision to realise this growth potential. This vision encompassed substantial change to organisational design and structure, integration and alignment of processes and resources, business acquisition and aggressive organic growth initiatives. From the outset, the CEO recognised the need for a co-ordinated organisational and people focused strategy to support this vision.

How Generator Talent Helped

Pending the recruitment and appointment of the senior HR leader and recognising the expertise offered by Generator Talent, we were engaged to provide strategic and operational HR support across a number of key initiatives and focus areas, including:

1. Development of the HR Strategy
2. Co-ordination and facilitation of an organisation wide re-design and integration project
3. Design/identification and implementation of core HR “enablers” – as defined in the business strategy, including:
 - a. Remuneration Management Framework
 - b. Diversity Management Framework and reporting
 - c. Performance Management Framework

In essence, the demands of existing and planned growth and the impact of recent acquisitions had driven a need for a radical re-engineering of HR capability, focus and tools within the business. We were able to act as a trusted partner to rapidly deliver the frameworks for this to occur, drawing upon our Partners’ substantial experience in leading large and complex Human Resources functions in their corporate careers. Our capability in this work allowed the CEO to focus his time and attention on the business’ growth agenda.

Emerging from the strategic work we undertook, was a realisation of the need to rapidly enhance the leadership capabilities and increase the level of collaboration of a group of key Senior Executives. Given our versatility, we were able to design and execute a comprehensive Assessment and Leadership Development initiative for this group of Senior Executives.

The familiarity and client relationship we’d developed, combined with the expertise of our practice areas, enabled us to deliver a high impact program which has underpinned a significant change in how this group of Executives lead their parts of the business and work together to drive business outcomes.

Results

The organisational redesign and integration project was successfully completed. The HR strategy was developed and endorsed by the business and the appointed Executive HR Leader. We continued to act as a trusted advisor across a range of consulting activities, augmenting the capabilities and capacity of the internal HR team to deliver critical projects that allowed the organisation to continue its rapid growth and then pending international expansion.