

Leadership Development

Case Study

Costain Group Plc Assessment & Development of the Leadership Pipeline - Senior Managers, Middle Managers, and Graduates

About Costain

Costain is an international engineering and construction group based in the UK, with circa 3,400 employees.

Costain Requirements

Our consultants have worked in partnership with Costain to improve their talent pipeline and to identify and develop leaders with the potential to lead significant parts of the business within various, specified timeframes.

Director 15 Programme

We identified graduates who have the underlying potential to become successful Board Directors within 15 years. To develop their consciousness to Stage 3, the graduates were given the challenge to run two competing consultancies within Costain where they bid to win work, manage the delivery of the projects, invoice and manage cash flow. We prepared the graduates for this challenge by increasing their self-awareness and developing their leadership skills, resilience and business skills. They were supported through the challenge with coaching and facilitated action learning.

High Potential Programme (HPP)

We delivered four programmes that we designed to fast-track high potential managers to Stage 4 in their consciousness development. Each programme lasted eighteen months. Through assessing five key attributes, we selected middle managers with the underlying potential to lead a significant part of the business within ten years. On each programme, participants attended six workshops (each focusing on a different aspect of leadership), delivered real business improvement projects across the company, and worked with our executive coaches.

Board 5 Programme

The Board 5 Programme identified and developed Costain's senior managers who had the potential to be Executive Directors within two to five years. Through assessing a range of attributes, we identified the senior managers with this underlying potential. Once on the programme, these managers engaged in development activities from a number of providers working in partnership. We ran Action Inquiry workshops designed to develop the managers to Stage 6 in their leadership. At these workshops, the leaders worked together to challenge and review how they were thinking, feeling and behaving as they addressed real business challenges. We also coached the managers as they navigated the transition to their next stage in their development.

Client Feedback

"The consultants have worked very closely with Costain to understand our business needs and create programmes that have a tangible impact on the business, enhancing our innovation and deepening our succession plan."

Jeremy Galpin, Group Skills and Development Manager