



Building a Talent Pipeline at Laing O'Rourke

Summary

- Laing O'Rourke asked us to design and deliver assessments for its emerging leaders programme. This engaging annual process measured behaviours, potential and learning agility, resulting in feedback and action plans for those selected for the programme.
- By combining the client's contextual knowledge and our expertise, the programme enabled Laing O'Rourke to provide general executive education and to meet the specific needs of individuals and groups. Graduates from the programme are now in some of the company's most senior positions.

High-potential talent assessment

Construction – like many other UK sectors – faces an ageing talent pool and the need to grow a new generation of engineers and leaders. As part of its ambitious human capital agenda, Laing O'Rourke has an integrated suite of development programmes, to create a full and flowing talent pipeline from 18 year old apprentices through to senior leadership.

The Young Guns programme for emerging leaders has been running for more than a decade, with graduates from the programme now in some of the most senior leadership positions across the global business. We were involved in designing and delivering the assessment process for four of those years, including significantly revamping and enhancing the process on taking over.

Our approach

Each year, we designed an engaging assessment process, refreshing the simulation scenarios to ensure they were topical and relevant to the business. We also trained line managers from the more senior Guns programme, to act as co-assessors with us.

The assessment measured key behaviours from Laing O'Rourke's 'ExcellencePlus' framework, which we originally developed. During a one day event, the process combined workplace simulations and psychometric tests to measure key behaviours, future

potential and learning agility. We facilitated the end to end process and supported Laing O'Rourke's assessors with their evaluations. Following the assessment, we facilitated feedback and developmental action planning for those selected onto the 18 month programme. This ensured that each participant had the insights and tools to get the most from the development experience.

The outcome

Laing O'Rourke was highly confident in the assessment process, which combined line manager context knowledge with our expertise. The feedback and coaching sessions enabled participants to focus on key development issues throughout the programme. They also engaged participants to maximise their learning, while enabling the organisation to combine general executive education with specific individual and group needs.

The exercises were based on live strategic challenges, so a bonus from the process was that Laing O'Rourke was helped to resolve these issues by some of its most talented future leaders.

Testimonial

Sharon Doherty, Group Organisational Effectiveness Director, said, "Mike Vessey has worked with Laing O'Rourke for over two years and has been a key player in a big transformational journey the organisation has been managing. He has added great value."

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