

How Leaders on Demand makes a difference – customer deployment

Project CHARLIE MIKE

Industry	Mining Services
Location	Australian headquartered multinational
Ownership	Joint venture between global contractor and private equity fund

Situation update

Environment	Record commodity prices and accelerated transition towards carbon neutrality leading to traditional capital providers and risk underwriters exiting the sector
Strategic priorities	Implementation of operating model changes to delegate accountability to business units and contract teams
Key stakeholders	JV owners, bank syndicate, customers, leasing companies
Constraints	Executive leadership team vacancies, funding envelope, contracts backlog, cultural divergence from brand values,
Advisor firms	Global strategy firm, investment banking advisors, external auditors

Original referral

Introduced by	Group Chief Executive
Engaged by	Group Chief Financial Officer

Leadership intent

Outcomes	Comprehensive review of options to improve asset performance, recommended strategy and first cut of plan to implement at business unit level.
Deadline	Four weeks to complete prior to summer shut-down
Accountability	Group Chief Financial Officer
Responsibility	Cross-functional task force with LoD support

Tailored deployment

Interim	<input type="checkbox"/>	
Fractional	<input type="checkbox"/>	
Project	<input checked="" type="checkbox"/>	Deployment of two full-time executives with extensive experience leading whole enterprise transformations and reputations for building organisational resilience while addressing operational performance under the intense scrutiny of financial stakeholders.
Mentoring	<input checked="" type="checkbox"/>	Hands on day-to-day mentoring provided so three senior executives with project leadership roles and coaching support for other members of the project team.

Customer feedback

"We wanted to give members of the management team the opportunity to step-up and operate outside their comfort zones without being overwhelmed by a fear of failure. You quickly created the right environment and a team dynamic so they could focus on properly defining the problem rather than jump to solutions and then try stuff that might not work. Your insights along the way were invaluable but it was the shift in mindsets that really made the difference "... Group CFO