

Case Study 2: Leadership Development Program Elevating Leadership across a Country Office

Leadership in a Highly Complex Environment

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Client Overview

The client was a Country Office within a global humanitarian organisation. Operations in the country were scaling up rapidly and development activities expanding in collaboration with government, other humanitarian actors and local communities. Significant staff changes were also in play, with 50+ roles in transition from a regional liaison office to in-country.

As such, leaders were operating in the face of massive change and needed to be supported to be effective in driving strategic results against in a way that aligned with organisational values.

252 leaders represented the target for this program including Heads of unit, Heads of functions, Heads of Area Offices, Heads of Field Offices and the direct reports of Heads of unit/functions and area/field office.

Approach

Outcomes based: Aligned with strategic objectives, focused on observable behaviour change.

Practical & relevant: Simple, real-world scenarios were designed for on-the-job application.

Experiential over theoretical: Concepts applied to real situations rather than abstract frameworks.

Best practice & adult learning principles: Contemporary leadership models with dialogue-based, appreciative inquiry approaches.

Multi-modal delivery: Varied, engaging formats—content chunks, visuals, group exercises, personal reflection.

Longitudinal reinforcement: Touch points beyond the core event—pre-work, follow-up sessions, coaching circles, development tracking.

Stretch with safety: Immersive experiences that challenge assumptions while maintaining psychological safety.



Summary of Key Results

Results
the degree to which targeted outcomes occur as a result of the training and the support and accountability package

Sustained Behaviour Change

80%+ of direct reports observed sustained positive behaviour change in leaders (6 months post-program)

Productivity Gains

Estimated benefit between \$7.1m and \$37.6m over 2 years

Behaviour
The degree to which participants apply what they learned during training when they are back on the job

Consistent Practice

500+ specific commitments to practice new leadership skills were tracked over 4 months

Measured Capability Improvements

Participants reported a 97% improvement in leadership capabilities.

Learning
the degree to which participants acquire the intended knowledge, skills, attitude, confidence, and commitment based on their participation in the training

Relevant to Role and Context

95% of participants strongly agreed or agreed that the learning could be applied in their jobs

Values Alignment

Commitments and practices recorded in development plans showed strong alignment with organisational values.

Reaction
the degree to which participants find the training favorable, engaging, and relevant to their jobs

Recommended by Participants

78% Net Promoter Score

Exceptional Experience

97% of participants strongly agreed or agreed that the facilitators were effective across 5 different measures

Key Results (details)

Sustained Behaviour Change across 31 Critical Leadership Behaviours

When asked 4 months after their leader had completed the program, over 80% of direct reports of attendees reported that they had recently observed their leader demonstrating one or more of the new leadership behaviours defined as success factors for the program.

97% Improvement in Leadership Capability

Measured by tracking progress against 500+ specific commitments participants made to practice new skills they had learned on the program

Exceptional Participant Experience

97% of participants agreed that the facilitators were effective across 5 different measures

78% of participants scored the program 9 or 10 when asked how likely they would be to recommend it to others

Learning was Highly Relevant to Participant Roles

95% of participants agreed that their learning could be applied to their job

Values Alignment

Mapping the 500+ specific practices revealed a strong alignment with the organisation's values and global leadership framework encompassing areas such as collaboration, inclusion, integrity, respect, commitment and accountability. We showed that participants were actively practicing a wide range of behaviours required to embody organisational values and leadership principles, such as inclusion in decision making, encouraging ideas, assessing capability and strengths, delegating for development, acknowledging input & giving feedback, coaching, holding self to account as a leader, holding others to account, managing emotional reactions and many more.

Significant Return on Investment

ROI in \$ terms is very difficult to measure directly as there are numerous uncontrollable variables involved in the performance of an organisation. However, drawing on the best available research on the impact of effective leadership, and applying highly conservative assumptions, we estimate that the ROI on this program is between \$7m and \$37m over two years (\$7m if the efficiency multiplier is applied only to staff costs and \$37 if it is applied to total operating costs). Either way, this represents a dramatic return on the total investment in the program.



Please get in touch, we'll be delighted to help you!

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