

Building on Success: Leading Change to Support the Future

Atradius is a global trade credit insurance and debt collection company whose remit is to enable successful trade. Atradius seeks to ensure its continued operation as an enduring business with sustainable revenue growth and a secure, stable increase in profits in a changing global landscape.

The organisation acknowledged the fact they were in an ever changing environment and as a result, required its employees to embrace and be comfortable with change and improve their capacity for innovation.

Atradius Australia chose QUTeX to develop a bespoke change leadership program for both its leaders and all employees because of our demonstrated capability and experience in delivering successful programs of this nature. It was also important to Atradius to have QUTeX contextualise the program for their business, its operation and their priorities.

The Client

Atradius is a global specialist in trade credit insurance and affiliated credit management services, such as debt recoveries and collections, with a presence on every continent. Within the Australian market, Atradius employs 70 people, including people leaders, underwriters, account managers, collections specialists and support staff.

The company's strategic goals include creating sustainable revenue growth and a secure, stable increase in profits by ensuring their customers and stakeholders receive the best possible service and support from them.

The company's commitment to innovation is a key part of its operational strategy — it aims to explore new opportunities in emerging markets, and invest in and design new products and services that target the specific needs of the three key market segments: global/multinational companies, large companies and SMEs.

The Challenge

In August 2018, Australian Managing Director, Mark Hoppe participated in a change leadership program run by Vlerick Business School. The program was well received and left Mark convinced of the importance of preparing his team to embrace change.

While Mark acknowledged that there was a very strong and positive culture across Atradius in Australia, with a long average tenure of staff, he concluded there was room for the organisation and its people to develop their willingness to understand, embrace and leverage change.

Mr Hoppe approached QUTeX to develop a robust and appropriate change leadership program to equip Atradius' leaders and employees with the knowledge, skills, tools and mindset to be able to embrace change. He suggested this should take the form of two programs — an offsite program for the organisation's leaders, followed by a workshop for all 70 employees to learn and practice how to leverage the change that is occurring within the organisation.



Partnership at a Glance

Faced with impending change across the organisation, Atradius identified the need to equip their staff with the skills to be able to embrace and adapt to the introduction of a new global system, new technology and changes in the marketplace.

QUTeX designed a program based on our knowledge of the current economic environment; the organisation's environment, their needs and their emerging priority of needing to adapt to change.



April 2019



Brisbane



Financial Services



Change Leadership Program

- Two-day leadership program for 29 leaders.
- One-day change leadership program for 70 staff.

The Solution

QUTeX's corporate educators developed a bespoke program responding to the brief which took the form of a two-day workshop ('Anticipating Change') for 29 organisational leaders held at QUT's Executive Education Centre (EEC), followed by a one-day workshop ('Leveraging Change') for all 70 of the organisation's staff held on the Central Coast of New South Wales.

The delivery of the program was preceded by a discovery phase to understand Atradius' organisational culture, processes, work environment and business challenges and opportunities in greater detail, and to ensure the program delivered on the organisation's desired learning outcomes.

Participants in the program took part in profiling exercises that helped to build self-awareness, emotional intelligence and social fluency. These exercises are designed to highlight the differing styles and preferences of individuals and teams, and help teams to minimise conflict and communicate more effectively with each other particularly as they work through a period of change.

The program included an inspirational and empowering keynote presentation from a former AFL player who had to embrace change, and a range of practical and relevant exercises designed to accelerate the application of the content and the implementation of transformational change in the workplace.

It was imperative to the success of the program that learnings translated into observable behaviours and led to a sustainable change in workplace practices.

The Results

The Change Leadership Program was delivered successfully to meet the client's objectives.

Participants noted that the workshop provided opportunities to interact and learn from colleagues, and that they saw the potential to improve their workplace practice as a result of the learnings in the workshop.

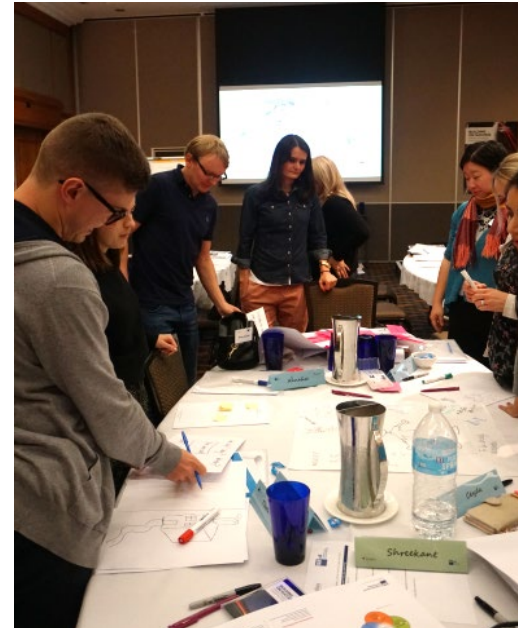
Feedback from the participants included that they found the sessions productive, and that the profiling exercises were very useful for understanding themselves and their colleagues better.

Manager Farook Mohammed said taking part in the program was "a wonderful experience".

"You hear the word 'leadership' many times, but to [learn to] be an effective leader is quite an important thing," Mr Mohammed said. "Some of the tools that we've been given over the last two-and-a-half days are things that I'll really take into my work, managing the team that I have."

Senior Manager David Lloyd praised the program for providing an opportunity to implement change in the workplace.

"What I have learned is that it's great to come up with some new ideas for the business," Mr Lloyd said. "Out-of-the-box stuff, prototype models ... you have the opportunity to share new things and to change."



About QUTeX

QUTeX collaborates with large and small public and private sector organisations to design, develop and deliver customised leadership education and coaching programs.

QUT's Faculty of Business is the first in Australia to earn the Triple Crown — all three international accreditation symbols of excellence from the world's leading business school accrediting bodies.

With our nimble and client-focused approach to corporate education for the real world, and access to experts on a wide range of topics, QUTeX will work with your organisation to create and execute a program that meets and exceeds your business' needs.

Get your team future fit. Fast.

For more information about this customer success story or to learn more about the custom learning solutions offered by QUTeX, please contact:

Web: QUT.edu.au/QUTeX

Phone: 07 3138 7733

Email: qutex@qut.edu.au

Blog: blogs.qut.edu.au/qutex

