

Building Customer Focused Leadership

Global retailer Michael Hill International is a leader in the retail landscape across global jewellery markets.

With the retail landscape constantly experiencing change and transformation, Michael Hill wanted to equip both their Executive Team and their Regional Managers with the capabilities to lead the business through change and manage their teams effectively, while developing a focus on customer experience that harnessed design thinking.

As a result, Michael Hill partnered with QUTeX in 2017 to co-design and deliver two leadership and business orientated education programs: the **Executive Team Program** and the **Regional Managers Program**.

The Challenge

On the rapidly changing landscape of today's retail market, the focus is about understanding changes in the customer sentiment and behaviour in order to design and deliver excellence in customer experience. With new approaches to retail and access to difference channels and markets, alongside changes in customer sentiment retail companies need to rethink on traditional views of the customer experience.

Today, customers expect more and leaders in the retail industry require new capabilities to help their companies navigate and respond to changes. With large teams operating across diverse geographic areas, the ability of regional and executive managers to be both strategic in their thinking of the customer experience and effective as leaders of people is crucial.

The Solution

Two distinct customised programs were designed and delivered to meet the Michael Hill's requirements:

Executive Team Program

The Executive Team engagement commenced with the distribution of The Leadership Circle multi-rater tool and a 1.5 hour debrief with a certified Executive Coach. Following the debrief session and spanning the life of the program were the following elements:

- 6 x workshops
- 5 x 1-2-1 Executive Coaching Sessions
- 2 x Virtual Group Coaching Sessions
- A high Impact Project

Learning and business outcomes:

- Strengthening their personal responsibility and accountability as a leader and influencer across their work environment; demonstrating their commitment to lead within the business.
- Positively leading their people and teams to enable a high performance culture.
- Driving strategic change and innovation across the business, in line with organisational goals
- Developing the skills required to lead the business through change and transformation.
- Building a culture of coaching conversations (including courageous conversations) built upon a common language for high performance leadership.
- Building the capacity to demonstrate strong personal leadership and presence – skilled at inspiring and influencing others.
- Building capability in driving positive client/customer experiences based on an understanding of design thinking and the customer journey.



Partnership at a Glance

In early 2017, QUTeX was appointed as the successful partner identified to work with global retailer, Michael Hill International. This partnership arrangement entailed the design and delivery of two distinct customised leadership and business oriented development programs.

The engagement commenced with a thorough Discovery Phase aimed at identifying opportunities and challenges and to ensuring that QUT's Corporate Education Team had an in-depth understanding of context and desired outcomes.



March 2017



Brisbane



Retail



Executive Team Program (10 participants)
Regional Managers Program (25 participants)

The Solution (cont.)

- Developing an agile and 'change ready' business – being personally modifiable and encouraging flexibility and innovation at all levels.
- Building commercial acumen to drive shareholder value through sound business decisions that embed and grow customer loyalty.

Regional Managers Program

The Regional Manager engagement commenced with the distribution of The Leadership Circle multi-rater tool and a 1.5 hour debrief with a certified Executive Coach. Following the debrief session and spanning the life of the program were the following elements:

- 3 x two day workshops exploring the themes of Leading Self, Leading Others and Leading in the Business
- 5 x 1-2-1 Executive Coaching Sessions
- 2 x Virtual Group Coaching Sessions
- A High Impact Project

Learning and business outcomes:

- Developing personal leadership and social competence.
- Building capacity around personal planning and reflection.
- Building capability in individual and collection leadership approaches, i.e. creating a high-performance culture, leadership as a network of conversations.
- Developing capacity around strategic decision making, influencing upwards and leading change and innovation.

The Results

The program uniquely designed to meet Michael Hill's brief developing leadership capability of their team through a range of workshops, one-to-one coaching, virtual group sessions and high impact projects to strengthen their leadership capabilities for the real world of global retail.

By the end of the program the teams had strengthened their advanced skills in personal leadership, leading others and strategic decision making.

While each program taught specific leadership capabilities relevant to the complexity of each leadership group, both the Regional Managers and Executive Teams came away with new ways of incorporating design thinking into their approach to customer experience.

"The senior leadership group at Michael Hill saw the critical need to prepare leaders at all levels of their organization to navigate the changing world of retail.

The program encompassed personal leadership and influence, the challenges of leading teams and groups and the importance of creating a compelling strategy for the long term."

- Dr Catherine See, QUTeX Corporate Educator



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:

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