



BUILDING TEAMS LEADERS & CULTURE

FROM SERIOUS FUN TO SERIOUS OUTCOMES

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EVENTS
RETREATS
FUNCTIONS
TAILOR MADE



The Sabre Leadership Academy

Sabre can design and deliver high-level leadership development and tailored in-house leadership academies for major clients. In addition to our core team we are proud to work in close partnership with two globally renowned consultants Steve Robinson and Dr Malcolm McGregor.

Steve Robinson and Dr Malcolm McGregor have a powerful combination of academic, real-world retail, leadership and facilitation experience with organisations such as Coles, Jetstar, Qantas, Tesco, Walmart, Marks and Spencer, BT and Asda.

We have recently been highly instrumental in the business success story that is the Coles turnaround, being integral to operationally focused leadership development academies linked to substantial business performance improvements.

A typical testimonial from the Coles Operations Leadership Academy

"In 25 years of senior Leadership retail experience, the OLA in my view is the best Leadership Development program I have seen. The lift in capability of strategic thinking by participants is dramatic assisting them to raise their personal performance and impact to a significantly higher level. Steve and Malcolm's delivery of the program is first rate, their personable style really resonates with all participant's...."

Jeff B - Zone General Manager, COLES

Programme Facilitators

Steve Robinson

Leadership Academy Lead Facilitator, Programme Designer and Coach

Steve has 35 years of global leadership and business experience working as advisor to some of the finest brains in the retail business such as Ken Morrison, Archie Norman, Allan Leighton, Ian McLeod, Stuart Machin and Justin King. Steve has had a key strategic role within the recent Coles turnaround in Australia as a catalyst for change, turnaround and growth strategies along with some of the most effective bespoke leadership development programmes around. Steve designs cost effective high-end leadership academies and solutions that can deliver results across all areas of a client's business.

Dr Malcolm McGregor BA (Hons), MBA, PhD

Leadership Academy Facilitator, Programme Designer and Coach

Dr Malcolm is a world-renowned business coach, facilitator and designer of leadership development programmes. With a background in international retail leadership Malcolm consults to global blue chip companies (e.g. Jetstar, Qantas, Coles, BT, Tesco, Marks and Spencer, Sainsburys etc) on developing sustainable leadership capability from the design of their leadership academies to one on one precision coaching with senior leaders. He has a unique ability to combine powerful insights from current leadership theory with pragmatic real world approaches.

Talan Miller

Leadership Academy Facilitator, Experiential and Team Role Expert

Talan is founder and Managing Director of Sabre Corporate Development, which he created initially based on experiences as a young officer in the Australian Army. He is a world-renowned designer of high-end business games and action-learning simulations as well as an expert in team role theory and profiling. He has designed and delivered team and leadership development programmes for major corporate, government, defence and sporting clients globally that integrate cutting edge theory and profiling with hands-on experiential re-enforcement that's suitable for leadership groups.

Mike Prior

Leadership Academy Facilitator

Mike has a very diverse set of military leadership, commercial and training experiences. Mike served as an elite FA18 Hornet Fighter Pilot in the Australian Airforce before working as a senior manager in major international aerospace companies, then undertaking studies to earn his law degree. Mike delivers tailored leadership keynotes, Leadership DNA and Team DNA programmes and sessions to major Sabre clients as components of the leadership academy.

Case Study:



The Coles Operations Leadership Academy

Background

Since the first program was run in March 2010, 85 people have so far become alumni of the OLA. Beginning with a 'blank sheet of paper, the OLA was commissioned in 2009, to deliver a pipeline of operations capability to fuel the turnaround and growth strategy. The program was designed following extensive consultations with all the Zone General Managers and other key operations stakeholders. The result is an entirely original, highly innovative, thought provoking and eclectic program responding to the twenty first century challenges in the Australian retail sector. It has continuously built on the extraordinary feedback to generate greater and greater value such as using live business cases to deliver cost neutrality.

Executive Summary

What is the purpose?

The purpose of the program is to unleash the executive's potential and brain power, so that they take full responsibility for growing themselves actively seeking to become the best that they can be. Through the fusing together of existing leadership concepts and theories in an entirely new way, executives are equipped with an eclectic process for continuous self-improvement that is then written into a very personal and individualised plan to deliver self-growth. Underpinned by the core philosophy: 'first learn to lead yourself before leading others', development becomes meaningful in the fullest sense, harnessing a person's deeply held values to focus on personal goals that demand fulfilment. In this way the OLA delivers continuous and relentless focus on capability improvement.

"I have been in retail for 16 years and I have attended hundreds of hours of development programs, never have I attended an academy that has had such a life changing experience at both a personal and professional level."

Emma S - Regional Manager - COLES

Who's it for?

The OLA is for high performing executives who lead leaders of teams and who are currently classified in the top quartile, demonstrating the clear potential to become

general managers across multiple work streams. At this point in their development the key focus is on developing clarity of thinking, commercial and strategic edge, the maturity to role model the principles of servant leadership, inspiring all team members to maximise their business impact and to deliver consistently high quality service to customers.

"Since attending the academy I have had two promotions in General Manager roles and now have the fortunate position to lead a team of over 12,000 people to support them and the business grow."

Dean S. Zone General Manager - COLES

Features of the OLA

- Highly intensive 7 day residential program
- Delivery of three distinct leadership syllabuses intertwined around one another:
 1. The first syllabus focuses on opening the delegates' minds to the notion that one's own growth of capability is totally the responsibility of oneself. This concept is then intensified and made urgent by introducing the mantra of 'Carpe Diem' (seize the day). There are a number of sessions then that fuse together a series of well-known leadership theories in a new synthesis to create a simple but highly compelling process for continuous capability improvement. Key elements within this syllabus are the following:
 - Strengths based leadership & The flow of peak performance
 - Self leadership / Self awareness & Joharri windows
 - Emotional Intelligence & Resilience building
 - Exercising choice / moving out of comfort zones / learning zones / self confidence
 2. The second syllabus focuses on personalising the theories and concepts outlined above with the individual. Key here is a willingness to open up and display depth honesty on life experiences, reveal 'blockers' to performance as well as strengths both within and out with work to ensure balance and compel focused attention (or in other words to make it 'live'). In this way the plan has the potential to fuel a spiral of continuous growth and reveal greater leadership authenticity that arguably is an imperative to inspiring and attracting loyal followership. This syllabus varies according to every individual's specific needs, although is underpinned by the following set of core philosophies:
 1. Everyone has the potential of self improvement but only if they are willing
 2. The only person who can unlock that potential is the person themselves
 3. Growing capability can be uncomfortable as it often involves moving out of comfort zones
 4. Growing self requires courage and delivers self confidence (a 'critical leadership skill')

5. You cannot continuously grow your commercial performance unless you continuously grow your team
 6. You cannot continuously grow your team unless you continuously grow yourself
3. *The final syllabus* focuses on strategic, commercial, and analytical thinking in an organisational setting. Core elements covered include:
- Analysis of board decision making through the use of strategic case studies
 - Financial accounting, capital investments, asset sweating and ROI
 - Preparation, presentation and following through of live business case
 - The categorical imperative to be always commercially minded to enhance EBIT and maximise shareholder returns. Delegates will understand key business metrics such as ROI; ROC: and ROA.
 - Use of military experts enabling participants to conceptualise the importance of strategic leadership in a different organisational setting

Why would you want to run this program?

- Delivers immediate and measurable business impact with the potential to be cost neutral.
 - Unleashes the brain power of the executive and their team
 - Tangible return on investment
 - Sustained self driven continuous executive growth and improvement
 - Cross functional involvement creates potential for delivering cultural change

“Without a doubt the OLA played a pivotal role in motivating myself to strive for only the very best results, of which last year my region delivered number ONE on the scorecard”. –

Adam H - Regional Manager - COLES

- Creates internal self-directed teams capable of solving complex business problems.
- Allows leaders to be more authentic, whilst simultaneously role modelling the leadership behaviours expected within the Corporate values.

“Not a day goes by where I don’t reflect on my time at the OLA I have my Personal development plan with me 24/7 and it’s a document that is used religiously rather than something that had to be done once a year as a tick the box process ”

Shane M - Head of Operations Merchandise - COLES

Conclusion:

Feedback taken from the 85 'alumni' of the OLA, confirms that there are two major outputs that define its uniqueness in relation to other investments in leadership development:

1. It continues to deliver a return on investment commercially, (e.g. three internal appointees to Zone General Manager, excellent scorecard performance etc)
2. It unleashes a person's potential manifesting as self-directed learners, demonstrating greater levels of maturity, judgement and confidence.

Appendix - the testaments:

The following testaments from the alumni help to exemplify these conclusions.

Life changing / reinvigorating & continuous self-driven capability growth

"I grew to understand the importance of not wasting a minute of life's opportunities to continually progress and strengthen my professional & personal journey". Rebecca B - Manager Store Development Feasibility and Conceptual design - COLES

"3 things resonate in my mind that I will have for life: You have to understand yourself before you can really understand and lead others; A good conversation is the most powerful tool of all and Time taken to bring others on board and on the journey is time well spent. At best I paid lip service to the above pre the OLA. Post the OLA I value these three things above all else and already this personal formula has made me a much more effective leader". David H. Regional Manager - COLES

"I have a new found energy, self-belief and confidence". Louise D - National Operations Support Manager - COLES

"The Operations Leadership Academy not only changed my perception of my professional career but has significantly benefited my life personally.... For me, honestly my life began once I truly took on board the OLA learning's and applied them daily to all things that I did both at work and home so thank you both so very much, what else can I say?" Jason M - Regional Manager - COLES

"Not a day goes by where I don't reflect on my time at the OLA , it may be a simple note in my daily diary or a key strategic decision I need to make using my teams strengths to get the best result . I have my Personal development plan with me 24/7 and it's a document that is used religiously rather than something that had to be done once a year as a tick the box process . My learning's from the OLA haven't just changed my career development but also my own personal development outside work. A week I will never forget." Shane M - Head of Operations Merchandise Support - COLES

"Uncomfortable is good and this drives me constantly to push myself and others every day to achieve the best business outcome." Mark M - National Maintenance Manager - COLES

"It was one of the defining moments in my career." Mark D – Regional Manager - COLES

"I found the Operational Leadership Academy the most compelling experience that I have ever had". Dean S, Zone General Manager - COLES

"The academy gave the strength to shift from being a manager emulating his boss, in a style that didn't work for him, into being a leader that had his own style, his own strengths, his own passion for getting the same brilliant results but in a way that came from my heart". Daniel T - Regional Manager - COLES

"I went into OLA expecting an uplifting week which would give me time to reflect on my leadership skills and understand some new techniques. What I got was a far more challenging and inspiring experience which took me to the place of being uncomfortable (several times!) and helped me to understand what potential looks like there! OLA gave me the opportunity to understand my strengths and the value I can add, underpinned with the confidence to step into uncomfortable territory to challenge myself and learn. I have been on a journey of discovery ever since and my thirst for knowledge has been reawakened. I have found the experience invaluable in both my work and private lives and the effect has lasted far longer than the week in which the academy content was delivered. The week was an inspiration, deftly designed and delivered by Steve & Malcolm". Lorraine O, National Category Manager Procurement Commercial Services - COLES

"Undertaking OLA changed how I thought about my leadership and how I could be more effective. Leveraging from strength was a big learning for me and since I have really understood that concept I have been more effective leading my team and improving results. There is no doubt in my mind this course has been a significant driver in career development". Joanne K. Commercial Manager ISB - COLES

"Self-Awareness linked to Emotional Intelligence is the bread and butter of leading in the modern world, especially for gold standard retailers..... Many business's focus on a lot of levers to support people in learning how to lead themselves before they can lead others, focusing on books, one day course's or aligning mentors, "professional facilitators" etc.... The residential one week Operations Leadership Academy was different and for me a great example of striking the balance of the art, science and the practical.... with the combination of insight and diversity of life experience/ knowledge from Malcolm, the enormous retail experience from Steve, provided us with an environment to leverage the diversity of our cohort and truly stretch my way of thinking and has helped define the framework in which I manage my personal development today.... A large investment indeed, but one I am glad the company made in me and that I made in myself". Neil L - COLES

"I think the OLA was designed to hold up a mirror to all leaders so we all gained from a personalised experience. But for me the efficacy of the programme was really delivered by the way you and Malcolm held the tension. It was at just the right level; achieving a balance of tough [enough-to-change] challenge with crucially building confidence at the same time. Ian B - Regional Manager - COLES

"Firstly from start to the finish the Operational Leadership Academy was amazing and gave me so much on a personal as well as a professional level. I have always worked hard and achieved a lot at a professional level through being recognised as a person who gets things done. However what I didn't always achieve was a good work life balance recognised as a senior leader in the business. The OLA helped me think and plan what I wanted and how to build a strategy to achieve this. Through my IDP (developed at the OLA) and the coaching received from yourself and Malcolm I was able to challenge myself on what I wanted to do to achieve even better results and in a SMART way. Historically I had always focused on my opportunities and not looked at enhancing my strengths. The OLA along with the commitments I made to myself developed me from a manager to a leader and resulted in me being promoted

to National Food Safety Manager responsible for 750 supermarkets serving 20 million customers a week. In addition to the no small matter of this promotion the OLA challenged me to get into my uncomfortable zone. Once I had broken through that barrier it gave me the confidence I had only previously dreamed of and observed enviously in others. I continue to work and thrive on this using the tools from the OLA. The whole program utilised a number of approaches such as such as Lean (6Sigma), Coaching, NLP, networking, personal and professional development. The OLA is a program that has delivered so much for everyone who attended". Sarah B - COLES

"Key learning or benefit from OLA for me: I have learned that the word "Privilege" means so much more than it used to for me and has added more colour and light to everything I do.. A privilege to lead people and teams at work, A privilege to have a family so spend more time with them, A privilege to have a great job and work with great people... so make it count! Rob M, Head of Innovation, Strategy & Business Development COLES

Commercial impact / internal promotions

"Since the academy I have gone on to lead a successful Grocery Efficiency project delivering over \$27million in saving to the business in 12 months. I am now part of the Liquor turnaround, leading the Central Operations Support team to build the platform for our Area and Store teams to grow and move the business forward Louise D - National Operations Support Manager - COLES

"Commercial focus has moved to a different level with me. My OLA business case gained full CAC approval, was implemented and is tracking 5% up on ROI and on to deliver a NPV up to 4 months early. I've worked up my second business case since then which also got CAC approval. A new boss who is even more commercially focused than anyone I've ever worked with is helping to reinforce this approach from yours truly. Having the difficult conversation – the power of 'hot' and 'cold' feedback is incredible....at work, at home, on the soccer field, with friends and family. I love it. Balance – whilst I'm a sad old git to be typing this at 2123 on a Saturday night I know that the family have seen an ability to compartmentalise work and non-work better post OLA. Network – I can get stuff done quicker and better with other OLA colleagues. Friendships – Mark Hawley and Matt Kimber were good friends before the OLA....they are soul mates now!" Martin L. Coles at Home IT Manager

"Since attending the academy my overall business metrics have improved as well as the quality of my output to the business". Emma S, Zone General Manager - COLES

"The academy gave the strength to shift from being a manager emulating his boss, ..., into being a leader that had his own style, his own strengths, his own passion for getting the same brilliant results but in a way that came from my heart". (Daniel T - Regional Manager - COLES

"Since the Academy I have achieved Number 1 on the score card nationally and had the privilege travelling to the USA to study World class retailers and am now working in a Super Region in Queensland consisting of 17 stores. Tim S - Regional Manager - COLES

“Following the Academy I was able to substantially improve several of my key business partner metrics. These included Zone absence, retention and permanency and enabled the Team component of the Scorecard to move from a national ranking of 7 in FY11 to a rank of 2 in FY12”. Paul H - Central Retail HR Partner - COLES

“Since completing the OLA I have been lucky enough to have been promoted into a key support role” (Shane M - Head of Operations Merchandise Support - COLES

“Post the OLA, I built my confidence, engaged and challenged my team slightly differently and was proud to celebrate their efforts ending the next financial year as the #1 region in the company on the operations scorecard. Ian C – Regional Manager - COLES

“This program has really enabled me to improve both individual and business performance across key metrics across the organisation. This has resulted in being promoted to senior leadership roles within the business and now I see myself being a role model for the next generation of Leaders coming through”. Ivan S - State Manager - Coles Liquor Group

“Since attending the academy I have had two promotions in General Manager roles and now have the fortunate position to lead a team of over 12,000 people to support them and the business grow”. Dean S Zone General Manager – COLES

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