

Incitec Pivot Limited

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INNOVATION ON THE GROUND

THE CHALLENGE

Incitec Pivot Limited is a global company headquartered in Melbourne, Australia.

It manufactures nitrogen for use in fertilisers and explosives.

Its number one priority is safety, ensuring zero harm to all its people.

The next priority is manufacturing reliability. As its chief human resources officer, Elizabeth Hunter, notes: *“To be an Australian manufacturer, you have to be world class.”*

The company’s third priority, therefore, is achieving business excellence, which it calls BEX. Its teams aim to optimise productivity, every day, to complement its reliability and zero-harm strategies. BEX also ensures loss and waste are taken out of every process, delivering flow, financial and business system maturity benefits.

Adopting this three-pronged approach, however, requires the company’s leaders to lead differently. They need different competencies, such as being able to coach, to lead teams that problem-solved for themselves rather than being led in an autocratic style.

Incitec Pivot also wanted them to think systemically, rather than in ‘silos’. They needed to think down a process and across the company to understand where best practice could be utilised. Its leaders also needed to be authentic with their teams, to hand over and empower others in their part of the organisation.

Much of the company’s productivity improvement, then, needed to come from its leaders and team members.

THE APPROACH

What appealed to Incitec Pivot about the Leadership Circle Profile™ was a number of its dimensions on the creative side related directly to the competencies it was trying to build in its leaders.

Rather than using other 360 tools – where all sorts of complicated interpretation would be required to move from what was being assessed and tested to what people needed to do – the Incitec Pivot management team was able to move through that part quickly and efficiently.

For instance, leaders were immediately able to see how they scored on the coaching dimension and to see if it was a strength or whether it might need adjustment.

The other thing its leaders found *“enormously appealing”* was the fact the Leadership Circle Profile™ activity was soundly based on the stages of adult mental development, rather than being a motivation and behaviour-based tool.

“We felt for the sort of activity that BEX sees – which requires people to change their thinking and their mindset – then this was the right tool,” Ms Hunter says.

THE IMPACT

The Leadership Circle Profile™ is a global tool that Incitec Pivot proved can be used across a global business.

It has around 50% of its business in North America.

It was able to get a cohort of its people across its geographically dispersed organisation do the same Leadership Circle Profile™ exercise.

It was able to understand and utilise the results quickly, ensuring the company achieved cross-business, cross- geography benefits.

“My experience is that other 360 tools have had resonance in one particular location but not in others, whereas the Leadership Circle Profile™ works across a truly global cohort,” Ms Hunter notes.

“The other thing is the feedback people have received has resonated strongly, so they’ve wanted to stay on the journey.”

Incitec Pivot has, as a consequence, started to build a cadre of people who are able to provide reflective as well as competency-based leadership.

If a conflict arises – or there’s a need to think more broadly, right across the organisation – then there’s common ground that its leaders can now gather on, to work through any situation they face.