

Ibec Academy

Advancing Leadership Expertise – Portwest

Customised Training Programmes

Case study

Manufacturing sector

Portwest





Executive Summary

Ibec Academy was chosen as the management training partner for Portwest to develop leaders across the business to perform at their peak.

The programmes were tailored with a solid senior leadership team in place to implement the business plan and to develop the current and future leadership of Portwest.

Through a collaborative approach the programme addressed the need to build leadership competencies across three levels including Senior Leaders, Line Managers and Future leaders. 29% of HQ staff participated in the courses across 15 business functions. Portwest has deemed the programmes as transformative and the best investment in people in recent years.

The Line Manager and Future Leader programmes will run annually in HQ and are a key feature of Portwest's learning and development plan. The Line Manager programme will be introduced to the leadership team in the sales office and warehouse in the United States. Future plans include 1:1 coaching for line managers and future leaders. Portwest has worked with the Ibec Academy for many years and this partnership will continue to grow into the future.

Portwest is a family-owned business, established in 1904 with its headquarters in Westport, Co. Mayo. It is a global manufacturer and innovator of workwear, safetywear and PPE. They are the fastest growing workwear company in the world. Portwest has a global distribution network and over 4,800 employees in 130 countries. They foster a positive learning environment and embed a culture that encourages the growth and development of their people.



Why were Ibec Academy and these key courses chosen?

“The programmes were designed by Directors and HR, in conjunction with the Ibec Academy”.

The team were aware of Ibec’s business expertise which made them the ideal partner for Portwest. Ibec Academy’s proposals were the most compelling and relevant to their business needs. The objective of the innovative programmes was to develop leaders to perform to their peak, so the programme outcomes were aligned to build leadership competencies.

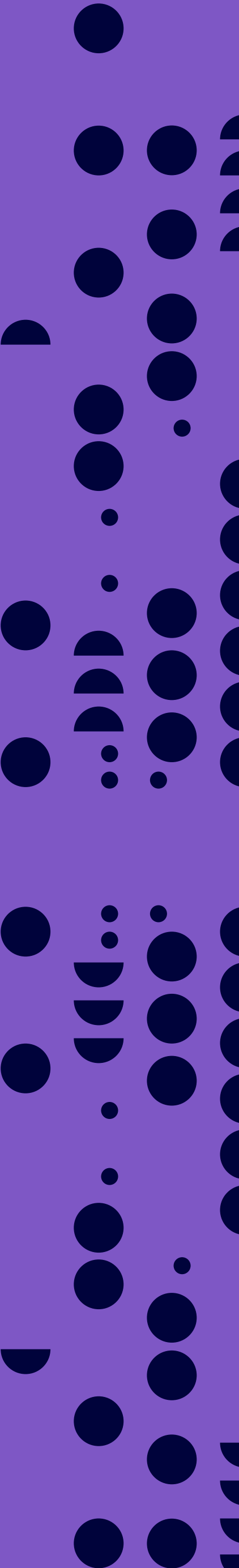
- Senior Leaders – to develop the skills and competencies to lead Portwest and deliver the 5-Year Plan
- Line Managers – to develop the skills, knowledge, confidence and self-awareness of leaders in Portwest
- Future Leaders – to develop leadership and personal effectiveness skills of Portwest future leaders

“Ibec Academy designed and facilitated the programmes as their experience and content met our business requirements and provided a complete solution to our leadership development needs.

Leadership competencies were defined by Directors and HR to include leadership best-practice and Portwest’s mission, vision, values and business strategy. Working with Ibec Academy ensured the leadership programmes were designed around core competencies.

This was ground-breaking for Portwest as Director buy-in and their active input into the creation of the competencies and leadership programmes gave full impetus to the initiative and subsequent alignment by participants”.

Deirdre Clarke, Group Human Resources Manager



How many participants attended these courses?

“29% of HQ staff participated in these courses from all departments within the organisation

Marketing & Graphics

Accounts & Finance

IT and Digital

Commercial

Customer Service

E Commerce

Internal Sales

Global Sales

Compliance

Procurement

Markets

Product Development

HR & Talent

Acquisition

Supply Chain

Senior Leaders and Directors

Leadership Development and Portwest Core Competencies for Senior Leaders (2021-2022)

15 Senior Leaders attended

Leadership Development and Managing People Skills for Line Managers (2021-2022)

16 Line Managers attended

Leadership Development and Personal Effectiveness for Future Leaders (2021-2022)

15 Future Leaders attended”

Deirdre Clarke, Group Human Resources Manager





Customer experience with Ibec Academy and the trainer

“Working with Ibec Academy has transformed leadership development in Portwest.

The leadership programmes have been the greatest investment in people in recent years. Robust planning and collaboration with Ibec Academy has aligned leaders across the organisation to our culture and shared purpose, embedding learning and leadership styles and developing leaders to perform at their peak.

The three programmes were delivered by one of the Ibec Academy’s senior facilitators, Fintan Ryan whose contribution to the success of the programmes cannot be underestimated. He adopted a targeted, impactful approach in line with our culture and business strategy, which was a priority for us. Monthly reviews with HR and Fintan ensured we developed a learning culture among leaders across the company. His experience, content and delivery made the courses engaging and relevant, as noted in feedback from leaders across the organisation.

Targeted development strategies offered by Ibec Academy were also pivotal to the success of the programmes. 1:1 coaching and the Thomas International personality profiling tool gave every participant personalised feedback on their leadership journey and the opportunity to work on their specific challenges and goals. These strategies complemented and further developed the learning from the group training sessions”.

Deirdre Clarke, Group Human Resources Manager

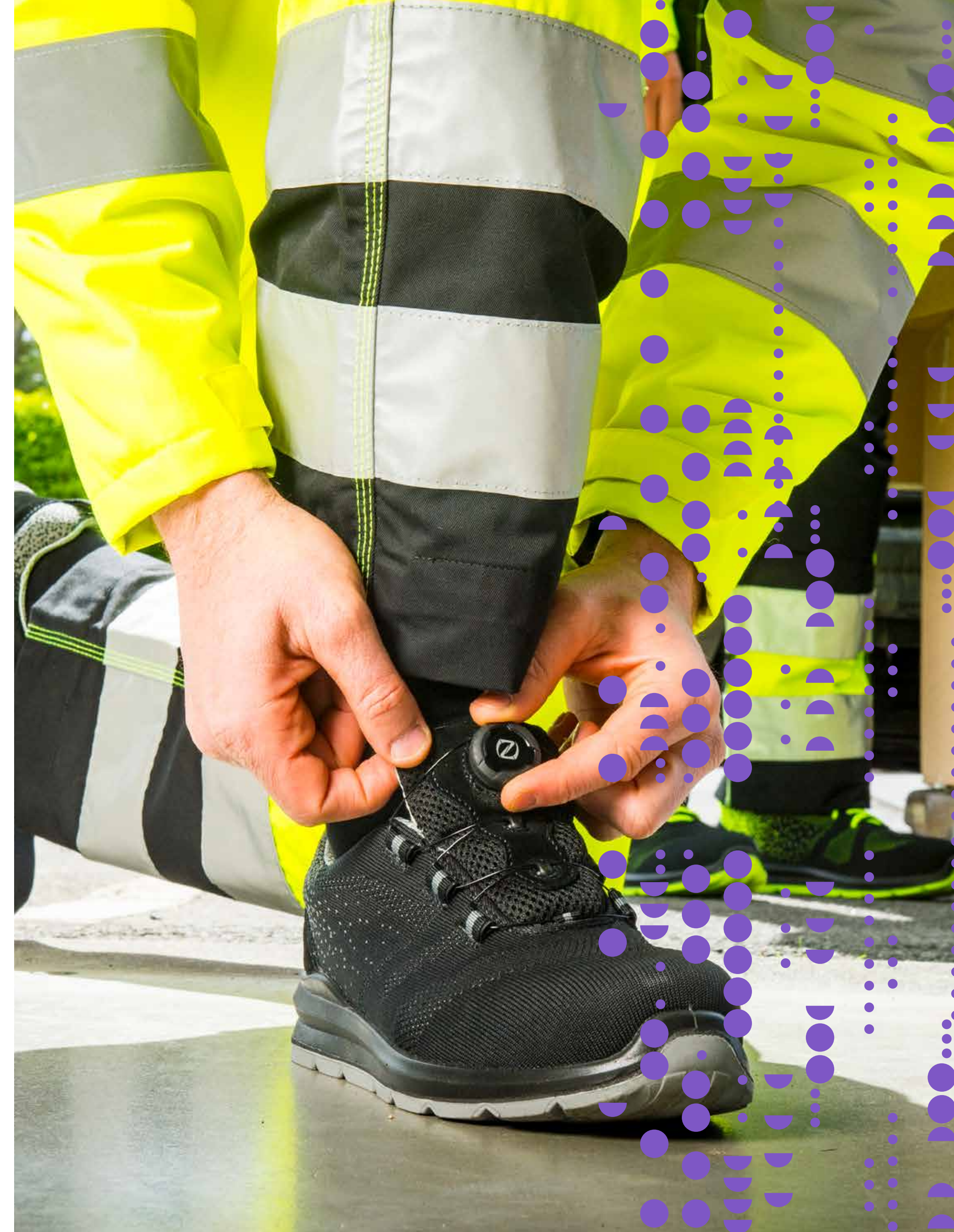
Results

Qualitative & quantitative

“The objective of the Portwest ‘Peak Protection’ Leadership Programmes was to develop our leaders to perform at their peak. A survey evaluated the engagement with and transfer of learning, the impact on performance, with focus groups exploring these results further.

- 95% agreed the programmes were enjoyable and engaging
- 95% agreed the programmes were relevant to their professional development
- 91% agreed they would recommend the programmes to a colleague

Deirdre Clarke, Group Human Resources Manager



Participant's responses / experiences / outcomes

“The group sessions were engaging and inspiring, and we get to learn from other members of the group too, to share experiences and leadership styles. The 1:1 coaching and 360-degree competencies process complement the group sessions.”

M. Murphy,
Category Manager

“The excellent content challenged everyone, from new starters to experienced employees. We were given new techniques as future leaders to develop and be better at what we are doing.”

R. Donohoe,
Commercial Associate

“Different leadership styles and communicating with different personalities were key learnings for me. The content was relevant and engaging. Fintan applied the content to Portwest and he didn't let anyone sit back and not engage, it was a team training.”

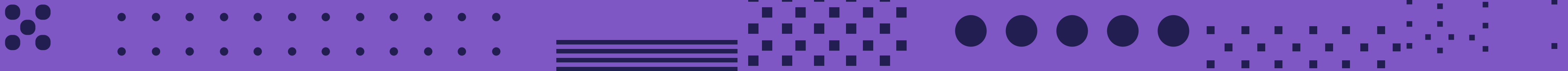
J. Smith,
Deputy Market Manager

“The course was geared to new managers, we learned to prepare and think ahead when managing and developing other people, to be accountable and devise our own strategy.”

R. Corcoran,
Deputy Commercial Manager

“This isn't a training where you turn up, get information and leave. It is an investment in people in Portwest. Take the learning and implement change.”

R. Walsh,
Head of International Sales and Customer Service



Ibec Academy

Future plans

“The learning objectives for the leadership programmes is to develop our leaders to perform at their peak, as ‘business as usual.’

A leadership practice is now embedded across the organisation. It “has been one of the best investments in people we have engaged in in recent years”.

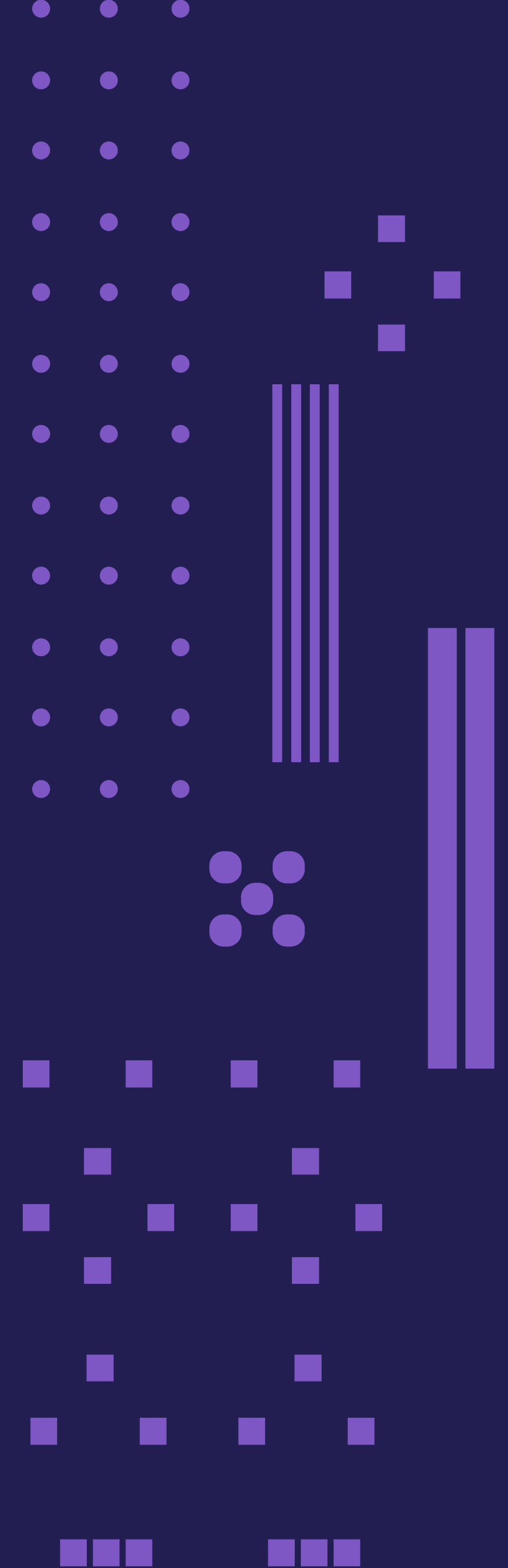
To identify potential successors for leadership roles and to navigate rapid company growth, the Line Manager and Future Leader programmes will run annually in HQ and are a key feature of Portwest’s Learning & Development Programme. Currently, the Line Manager programme is also being introduced to the leadership team in our Sales Office and Warehouse in the United States.

Following the evaluation of the 2021-2022 programmes, Line Managers and Future Leaders have been offered the opportunity to undertake 1:1 coaching with Ibec Academy and this will be part of the programmes moving forward. From 2022, the group training sessions will include blended delivery, with both in-person and virtual sessions. Feedback from participants will continue to shape the programmes.

Our staff will also continue to attend short courses and seminars offered by Ibec Academy, in areas such as employment law, train the trainer and personal development skills.

Portwest has worked with Ibec Academy for many years and our relationship will continue to grow long into the future”.

Deirdre Clarke, Group Human Resources Manager



Our Customers Ibec Academy

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