



# Developing intrapreneurial leaders to fuel business transformation at Cadent Gas

## The challenge

Cadent Gas wanted to lead the industry and shape the future of gas as a best-in-class operator. To achieve this ambition it required a radically different target operating model to impact customers, communities and the environment.

This needed every operational manager to realise their leadership potential, embody strategic intrapreneurship and develop talent pipelines beneath them. In short, the group were critical agents of change to empower and galvanise over 6000 colleagues within the organisation to help deliver purpose-led strategic aims.

## The approach

We worked closely with Cadent teams using an agile design methodology and in-depth training needs analysis to create a leadership transformation programme. The content was clearly aligned with their business transformation goals. No off-the-shelf generic content.

We used psychological and evidence-based approaches to develop learning methods. We created a role success profile based on our globally validated Perspectives leadership capabilities model and benchmarked all operational managers against it. We had a laser focus on creating leaders who could align and execute strategy. We developed leaders of leaders not just better managers.

We developed critical thinking skills that would positively impact people, performance and the customer. We created a community of commercially savvy leaders who ran their areas like their own business with ownership, passion and drive. Ownership and accountability not role and responsibility.




We equipped them with the mindset, skills and tools to drive sustainable behavioural change and growth. We benchmarked, measured and evaluated meaningful change not happy sheets.

We partnered with subject matter experts from across the business and up-skilled them to deliver development. This encouraged learning, collaboration and two-way feedback across functions and different lines of business in line with individual development and business transformation.

Finally, we fortified the programme with an Institute of Leadership and Management (ILM) qualification to reflect demonstration of learning and growth.



## The impact

-  A seven-figure operational cost saving as a direct result of the learning from the programme
-  Just over 25% of the cohort were promoted into larger more complex roles within 6 months of graduation
-  All 100% of the cohort successfully completed the programme and over 80% successfully completed the ILM Level 5 Award qualification as an adjunct to the programme

*“The Cadent leadership programme has had a profoundly positive impact on both the cohort and the wider business. The group have developed both business and leadership skills that have improved performance, across all aspects including; commerciality, finance, leadership and engagement. Most importantly, they have grown exponentially as leaders driving ambition, collaborating to achieve and share successes, and inspiring their teams to be the best.”*

Jenny Moten  
Cadent Gas Network Director

