

CITY OF MARION

THE CLIENT

The City of Marion is a local government area in the southern suburbs of Adelaide, South Australia.

It is one of the state's larger metropolitan councils covering an area of about 55 km sq.

The City of Marion, like many local government bodies, has a commitment to develop the internal human capacity in the organisation to assist its community to deliver on its vision of a sustainable city and community.

The administrative body of approximately 450 people was led by CEO Mark Searle from 2000-2015.

THE OPPORTUNITES

Our work was initially to design and develop a leadership development program for middle managers and team leaders. The desired outcome was to reinforce the 'constructive' cultural change initiative and liberate the associated values and behaviours in the leadership from this layer of the organisation.

Over time, our brief expanded to support the organisation more broadly.

"I saw our management group go from about 10% constructive leaders, to over 90%. The difference was amazing!"

Mark Searle

THE SOLUTION

Our first solution for City of Marion was the design and delivery of *Leadership for Success*, a leadership development program for middle managers and team leaders. This then extended to the design and delivery of a program for all staff, *The Equation*, to consider their purpose in the organization and how they might make their greatest contribution to the organization.

In addition, The Partnership was asked to engage the Corporate Management Group (CMG) in a Specialised Intervention designed to enable this senior management group to deliver its full leadership capability to the organisation.

THE APPROACH

Over nearly five years (2009-2014) we worked in close collaboration with the Manager of Organisational Development to clarify the most important desired outcomes and develop each program to deliver those outcomes. The Specialised Intervention was similarly developed in collaboration with a small group from the CMG and we liaised closely with the Executive Management Group too.

THE RESULTS ACHIEVED

A strong testament to the results delivered were the repeated requests to deliver programs.

Results were achieved on an individual, team and organisational basis. Stories of reduced stress, improved performance, greater capacity to lead change, and better relationships all emerged from our evaluations.

The Specialized Intervention with the CMG resulted in the group acting cohesively and starting to take a more active role in leading the organisation.

Although not end points in themselves, in 2007 the City of Marion was recognised with a Cultural Transformation Award and The Australian Excellence Awards - Bronze Award. In 2009 and 2011 the City of Marion received Cultural Sustainability Awards, and in 2010, The Australian Business Excellence Award - Gold Award.

Most important were the tangible results delivered to the community - better community engagement, measurable improvements in customer service, and improved financial performance that reflected the investment in leadership and cultural evolution.

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THE PARTNERSHIP