

## Case Study– Foundations of Leadership



OnTrack International has been working with the world's leading commercial real estate advisor, CBRE for 10 years. One of our core activities is developing the Leadership talent within this huge organisation. The 'Foundations of Leadership' Programme is a great opportunity for a cross functional group of newly promoted directors to work together over a period of a year, to develop their leadership capability and deliver tangible change back to their sections of the business.

### Delegate Challenge

Chris Gardener, Director European Retail Investment, was one of those selected to benefit from the programme. At the outset Chris had identified a challenge to address "The project for me revolved around pitching, it is an increasingly large part of our business and very important. We parachute from London into a number of other European offices and lead those teams, the aim of it was for me to be involved in more and increase my circle of influence amongst these teams."

### OnTrack Solution

The Foundations of Leadership programme is led by OnTrack Principal Consultant Mary Tillson. Each month, the cohort groups meet with Mary to add new tools into their leadership toolbox, and to share their successes, experiences and challenges which are explored and resolved! The programme culminates with each delegate undertaking a work based assignment to show how they have used these tools to grow their section of the business and develop their teams and leadership capability

Chris again explains the difference made to him;

"What Mary had said regarding the programme was "We are not trying to change you we are just trying to make you a better version of you" that happened. By making you more aware of what you are doing and how you feel in situations and the way you deal with it, whether it be a telephone conversation, an angry client, a slightly frustrated boss or a slightly frustrated member of staff it just creates that thought process of 'How am I going to deal with this, what tools am I going to use how am I going to make this result better than it is at the moment?'"

### OnTrack Measured Results

"The programme has given me an increased awareness of myself and an increased level of confidence in order to deal with leadership situations and that has included me leading a number of pitches now for new business which have been really successful. It's fair to say that I am better at pitching now and I am converting more as a result of the programme.

Everybody benefited amongst my peers. Absolutely there was a huge benefit to the organisation and a huge benefit personally which is winning jobs that I am involved in which obviously has an end result to the business."



#### What we said:

"Chris was truly inspirational with his project, and how he presented his results back. It was evident that he had successfully implemented a number of the FOL tools which helped him win some major pitches and also develop the capability within his pitch teams! I have never felt so proud and I congratulate Chris on applying the knowledge and skills he learned so comprehensively and effectively."

**Mary Tillson,**  
OnTrack International,  
Principal Consultant

"Mary is tremendous, bags of enthusiasm, listens to what you have to say, didn't dismiss you in any way shape or form and would address absolutely any subject matter. Very, very, good!"

**Chris Gardener,**  
Director European Retail Investment, CBRE