

Developing Leaders through Emotional Intelligence



Silver Chef is Australia's only dedicated hospitality equipment funding solution and have assisted more than 25,000 customers, from start-up cafes to large restaurants and hotels, to realise their business dreams. Also operating in New Zealand and Canada, they are a B Corporation; which means they actively evaluate how their practices impact their employees, community, environment, and customers.

THE CHALLENGE

Silver Chef Southern Region were growing and expanding rapidly. In order to support this growth, it became apparent that a focus on improving leadership effectiveness was required. OPRA was engaged to partner with Silver Chef to develop a program which was innovative and sustainable. As a basis, the solution needed to increase self-awareness, and help leaders build relationships based on trust, in order to drive high performance and employee engagement. It also needed to equip leaders with a mind-set, skillset, and toolkit for coping with adversity and remaining resilient during times of change.

OPRA'S SOLUTION

OPRA's solution included:

- Six facilitated learning modules:
 1. The Science of Emotional Intelligence (EI)
 2. Exploring Purpose
 3. Self- Other Awareness
 4. Authentic Leadership
 5. Managing Emotions
 6. Inspiring Performance
- Two EI leadership 360 assessments:
 - administered at the beginning and completion of the program and including individual coaching debriefs
- On-the-job learning assignments
- Social and peer learning opportunities
- One-on-one coaching

All sessions and content were customised to address current leadership challenges; whilst incorporating the Silver Chef core values of: *Teamwork, Respect, Attitude, Flexibility, Integrity, Communication and Wellbeing.*

RESULTS

As a result of this program, there has been a significant shift in the way leaders communicate with their teams and other members of the business. The focus on the quality of their relationships has allowed them to have the tough conversations when needed. This in turn has led to more trusting and cohesive teams; as well as improved financial performance.

Upon completion of the program, the leader's direct reports, peers, and managers reported significant behaviour change across the following EI competencies:

- Self-Awareness
- Authenticity
- Inspiring Performance

With the success of this program, a demonstration of emotional intelligence now forms part of Silver Chefs leadership capability framework and programs continue to be rolled out across the business to leaders and front-line staff.

"Simon, Ben & Elizabeth have been first class at working to our tough deadlines and quickly gaining an understanding of the issues faced by a high performing business. There has been a significant shift in the way in which our Leaders communicate with their teams and other members of the business. We have also found a direct correlation between the workshops begin held and improved performance financially in the teams. Emotional intelligence now forms a part of our capability frameworks & will be launched on the LMS business wide as a training module. Thanks OPRA! "

Kelly Gough
People and Culture Manager, Southern Region