



THE **BREAKTHROUGH.CO**

Case study

Mike Greer Group

Industry

Construction

Employees

250+

Building great leaders and great teams

The Mike Greer Group of companies has been building quality homes and commercial units for more than 25 years. Mike Greer started his construction career as an apprentice known for his workmanship, passion and 'can do' attitude. Today, these same values have helped build a 250-strong team renowned for designing and delivering award-winning homes.

Summary

Mike Greer Commercial has a nationwide reputation for managing large scale projects for government agencies, development companies, aged-care and retirement organisations, healthcare groups, community groups, and a variety of retail and commercial clients.

Four of the senior management team from Mike Greer Commercial, Mike Greer Homes, Mike Greer Architectural, and Mike Greer Developments recently completed the Active Manager Programme with The Breakthrough.

Iain Munro, who was promoted to the role of General Manager of Mike Greer Commercial in February 2021 – not long

after he started the Active Manager Programme – took on the role of Leader Coach. Iain was responsible for 1:1 coaching and follow up sessions after the monthly workshops facilitated by Peter Jensen, the Partner Coach from The Breakthrough.

“Peter was really helpful guiding me through the transition into the GM role,” says Iain. “It helps that the Mike Greer Group isn’t a very hierarchical work environment. We’re all in this together and we all have different skill sets.”

The challenge

Mike Greer Commercial was founded in 2013 so it's a relatively young business with a young team.

"My remit was to help develop the team," says Peter Jensen. "When you're a new business with new leaders, they often don't know what they don't know. Mike and I have known each other for years, and he believed I could add value to his team."

"The managers on the programme are all technically very competent at what they do but they hadn't done much work before on their soft skills. They understand construction really well but as leaders the challenge was to develop those skills that have nothing to do with swinging a hammer."

The Active Manager Programme is designed to help leaders and managers get the best out of their people and make the most of their time and resources. Iain Munro, the new GM of Mike Greer Commercial is a good example of a young leader who really benefited from the structured development programme.

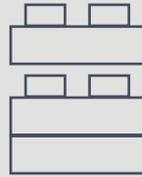
Previously, Iain was a Construction Manager for Mike Greer Homes after starting his career in the construction industry as an apprentice builder. One of his biggest challenges in stepping up to a leadership role was acknowledging that he can't know everything that the people reporting to him know.

"One of the things the programme helped me realise is that my job is to support and enable other people to do their job," he says. "We've got a lot of skilled, experienced people in the company and I remember Peter telling me at the start of the programme that my job is to respond to any issues or challenges my team is facing in a way that doesn't question the value of their experience. I'm not a Quantity Surveyor or an accountant so I'm not going to try and tell them how to do their job. It's about being curious and challenging people without dictating to them how it should be done."

More human workplaces



13
participants



81
modules
completed

"It has helped us to build stronger teams and at the end of the day, at Mike Greer we're all one big team."



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The process

“One of the positives of being a newer company is that we’re quite open to change,” says Iain. “Sometimes people in organisations get stuck in their ways and are resistant to change. I think everyone at Mike Greer Commercial went into the programme with a growth mindset and a willingness to make changes.”

Before Peter Jensen kicked off the workshops with the first cohort of managers, he met with them all individually to assess where they were at. “I was really impressed with their self awareness and their desire for growth,” says Peter. “The thing they all had in common was a really strong desire to be better leaders. The focus of this programme is on what it means to be a better leader and right from the start, there’s been a real commitment from everyone involved to put the things they learned into practice and to hold each other to account.”

One of the benefits of doing the Active Manager Programme with a number of people within an organisation is that leaders develop a common language that filters through the rest of the business. They learn how to create good behaviours and develop consistency of communication throughout the business.

"It makes you more aware of the conversations you're having every day," says Iain. "At Mike Greer, there's a real emphasis on being a leader rather than a manager or dictator. The goal is to encourage and enable everybody to contribute and use their skills for the benefit of the group as a whole."

"For me personally, I learned how to ask more probing questions to keep the conversation moving. When we're all using the same language it makes for much more consistent communication and makes it much easier to understand where someone is coming from."

"In the past, I might have shied away from uncomfortable conversations but I realised it's important and healthy to confront any issues before they become

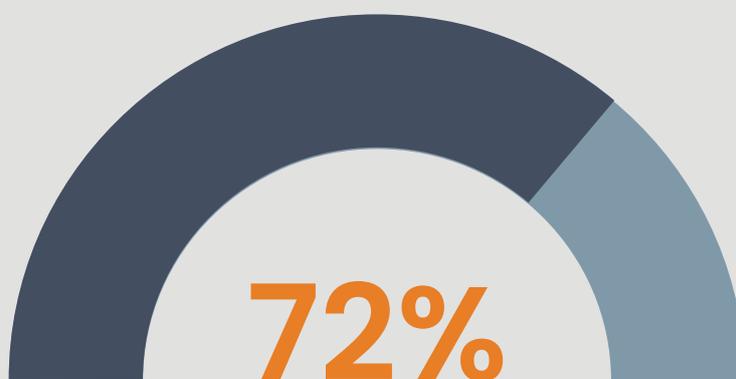
bigger problems. I've learned to identify opportunities to have a coaching moment with people on my team and use some of the skills from the course. It's made me much more mindful of opportunities to lead."

Another key element of the programme was learning about different personality types and how that influences the way people work. Understanding the different working styles of the individuals in their team helps managers appreciate that the way they operate is different from the way others operate. It also helps them embrace the value of different personalities.

"It changed the way we think about the makeup of our teams and to make sure we've got a diverse mix of personalities and working styles," says Iain. "Not only is it useful in our day to day operations but we also use it as part of our hiring process now."



Experience rating



of Mike Greer participants rated "Working with Your Team" module **"5 out of 5 - Excellent"**

The results

"I was lucky to work with a team that gets on with things and every one of them was fully committed to the learning process," says Peter. "Iain is a good example of someone who really embraced the learning and used it to help grow his skills and build stronger relationships with his team. He put a lot in and got a lot out of it."

The skills Iain learned through the programme have helped him adapt quickly to his new role as General Manager according to Mike Greer Commercial's Chief Financial Officer, Phillip Punton.

"Over the last 12 months I have seen Iain develop stronger leadership skills and attributes. I feel the decisions he makes now are more considered as opposed to reactive. He identifies potential issues before they become problems and works with others to make decisions to prevent the issue escalating."

"I also feel he has developed skills to respond to issues calmly and in a respectful way while he's also not afraid to challenge the status quo. His commitment to continuous improvement of our people, systems and processes is helping to change the business for the better."

Since the first cohort of four senior managers went through the programme, 12 more team members have been

shoulder tapped to do the training. The more people that do the programme, the greater the benefit for the business because it enables those good behaviours to flow through the business at every level.

"To me that's a good indication of the success and the impact the programme has had," says Peter. "Organisations don't tend to invest in things that don't make a difference."

Iain Munro does a good job of summing up the benefits of the Active Manager Programme.

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Get in touch

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About The Breakthrough Company

Since 2003, The Breakthrough Co has been running development programmes for business leaders and managers. In that time, we've learned a lot about what actually works in developing fundamental management skills of operational leaders.