



# 'LEADERSHIP GLUE' DELIVERS SPEED, AGILITY & ALIGNED ACTION

Creating a leadership journey that focuses on a better life for both the leaders and teams.

## Background

Hanes Australasia has come a long way since manufacturing Dunlop bicycle tyres in 1893 to now being the home to some of our most loved and recognised apparel and lifestyle brands, such as Bonds, Berlei, Champion and Sheridan. Its central purpose is to create the fabric of a better life for people and the plant. For their 4,400 employees throughout Australia, New Zealand, China, Indonesia, and the United Kingdom, this means achieving infinite possibilities as part of an inclusive culture where they are empowered to do their best work.

Bringing their purpose to life requires a conscious focus on attracting and developing constructive leaders. Leaders who not only value people but also know how to create the type of environment that unlocks the energy, passion and aspirations of their people to be their best selves.

Since 2013, Hanes has been committed to supporting their leaders through their Constructive Leadership Journey.

## Challenge

Hanes first began working with HS diagnostics in 2013. At this time, the business was going through an organizational restructure as well as commencing the journey of adopting Lean in a non-manufacturing environment. Hanes felt that it was during this period of transition and transformation that leaders needed to continue to work on their leadership most. It became clear that the company needed to give its teams the tools to lead through these change programs if they were going to be successful.



### **We are committed to constructive.**

Ensuring all leaders understand Hanes Commitment to Constructive leadership.



### **Clear path for development.**

A clear and comprehensive pathway that supports on-going leadership development of all leaders.



### **Promoting 'I' and 'Us'.**

Maintaining an individual focus within cross functional cohorts to promote inclusion.



# Solution

Hanes' Constructive Leadership Journey is a comprehensive development pathway where leaders are supported to translate insight into action through workshops, 1-1 coaching and peer networking.

One of the unique aspects of Hanes' approach to development is the depth of commitment shown to truly helping leaders deepen their awareness of self and how they impact others.

Hanes' approach to developing their leaders is distinct in that their leaders are required to experience LSI three times before moving forward to the next level development program. When asked why this was the case, Sandra Blackburn, Group General Manager of People and Culture replied:

***"This is a leadership journey, and we genuinely want our leaders to focus on making a better life for themselves and to help their people do the same. This requires serious consideration and deep understanding of what the Circumplex means."***

Hanes' experience is that the repeat measures help leaders to extend their understanding of what the key insights are and how they can translate this into practical,

constructive action. This is the foundation. Once that is established, leaders move to the next developmental step of examining how their behaviour impacts others using Human Synergistics Management Impact and Leadership Impact diagnostics. Hanes also uses the Group Styles Inventory (GSI) to help teams reflect on the dynamics with each other and how this helps or hinders the teams performance. The impact is about understanding the shadow of the leader, how what they do and say motivates others to behave.

While the development process is focused on individual leaders becoming more aware, the programs are based on cross-functional cohorts, the advantage of which is that leaders are able to form strong bonds and connections with their peers from across brands and across the business. From the organisation's perspective, all leaders receive one clear and consistent message about the goal of leadership in Hanes.

Throughout, the Hanes Executive Team have themselves led the way in exploring and adapting their leadership. Since 2013, Hanes' executive team have worked through three measures of Leadership Impact and are in the process of their fourth measure.

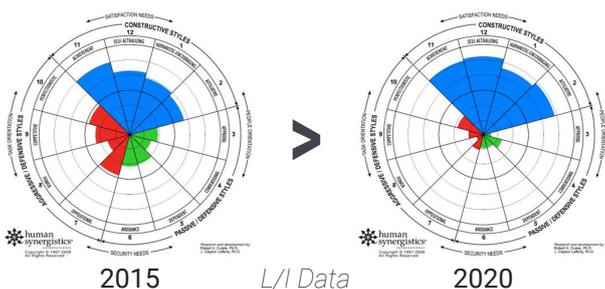
**“**Our leaders are better because they are more self-aware of what helps them and what holds them back; they know the impact they have on others, and they care; Leaders are clear about what needs to get done and how, this is the glue that delivers speed, agility and smart action for our business.”

**Executive Leader - Hanes**



# Results

The improvement in senior leaders was exceptional.



**+79%**  
INCREASE IN EMPLOYEE NET PROMOTER SCORE (eNPS) DURING COVID-19.



**+142%**  
INCREASE IN HIGHLY ENGAGED TO DISENGAGED RATIO WITH 5 YEARS.