

Toll Express

Setting the national standard for people management with LMA



The Issue:

There was no uniform training programme for people going into management in each state.

The Solution:

All new and potential managers now undertake LMA's Effective Supervisory Management programme (Leading and Managing for Results).

The Result:

Toll Express has a professional national standard for people management and a defined training path for managers.

Toll is Australia's largest transport and logistics provider, leading the market with annual revenues in excess of \$4 billion and 20,000 employees. Toll Express is the company's business division responsible for express delivery by road.

Toll Express' national network of operations enjoy a high degree of autonomy and it is an organisation where people typically rise through the ranks into management. Given the increasingly competitive nature of the industry, General Manager Neil Pollington recognised the business advantages of having each state's managers trained the same way. The LMA team was selected as Toll Express' training partner to set new and consistent standards for people management on a national scale.

Unifying a network business via consistent training:

Neil Pollington, General Manager for Toll Express and a veteran of the industry comments, "Our industry in the past has not focused on formal training. I'm ex-army and when you train in the army it enables you to do the job wherever they send you. My objective is to apply the same principal to our business where supervisors and managers should be able to move between our operations. This is very difficult if people have been trained differently."

National bandwidth and individual coaching:

Neil recalls, "The choice was ultimately driven by our state managers. Together we assessed our training options and the LMA model stood out as an excellent fit for our business, delivering the national coverage we needed combined with the ability to provide individual coaching. Our WA state manager had already used LMA's Customer Service modules and was suitably impressed."

Creating exceptional results through people.

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Neil Pollington, General Manager, Toll Express:

“In a network business like ours it’s vitally important to get people trained in a consistent manner, and LMA gives us the national training power to achieve this.”

Thirteen weeks of LMA equips teams in four states:

Toll Express teams from NSW, VIC, ACT and NT undertook LMA’s 13 week accredited Effective Supervisory Management course by attending weekly two hour classes, with Toll Express management typically electing to hold these off-site to minimise distraction.

Each participant teamed up with a Toll Express mentor for the course duration and since graduating they continue to put into action the skills they learned.

Reflecting on the situation of his NSW team, Toll Express State Manager Jamie Primmer comments, “After losing some of our most experienced people to more senior positions internally, we had a lot of new people on the front line and urgently needed to equip them with the tools to do the job.

We also identified development opportunities among experienced branch and operations managers who had never had the chance to do an intensive course. So it was a diverse class and I was very impressed by the LMA trainer’s skill in reading the group dynamics and addressing the range of levels.”

The results for Toll Express:

At a macro level Neil cites the benefits as:

- A national professional standard for people management
- State managers are more effective
- Improved communication between business units
- A defined training path to retain and develop potential managers
- Improved customer communications

At state level, Jamie reflects, “As a mentor to some of the 12 who graduated from the LMA course, I and my team gained a raft of new people and management skills. I’ve seen a previously introverted manager transformed into an extrovert and active team player. They each now see the bigger picture and the impact of what they do at work on others in the business.”

He continues, “Having an inexperienced team meant I was doing a lot of checking, but now I step away and they ask if they need help. I also make sure everyone is involved in regular brainstorming sessions and the pay-off in terms of staff morale is huge.”

Jamie identifies the key outcomes as:

Skills:

- New people skills
- Effective delegation
- Goal-setting
- Empowering others
- Teamwork

Results:

- Improved internal communication
- Greater productivity and time management
- Staff retention
- Boost in team morale and confidence
- Less stress for employees and managers

To discuss how we can help you achieve exceptional results in your organisation, contact us on (Aust) **1800 333 270** or (NZ) **0800 333 270** or visit **www.lma.biz**