

Building Leadership Consistency Across Canada's Most Complex Jobsites



COMPANY OVERVIEW

- **Industry:**
Construction and infrastructure development
- **Scale:**
3,000+ employees and leaders across Canada
- **Scope:**
Senior leaders, mid-level managers, and individual contributors across all functions
- **Duration:**
Multi-year partnership
- **Region:**
Canada (including geographically remote locations)
- **Notable:**
Executive leadership team participated in all modules and mandated shared language across communications, meetings, and performance evaluations

"The leadership initiative has become part of Aecon's lifeblood."

Brian Swartz,
EVP Legal & Commercial Services, Aecon

THE CHALLENGE:

National growth was exposing a tension Aecon could no longer absorb. Leadership expectations set at the top were not landing consistently at the site level. And in construction, that gap does not stay theoretical. It shows up in how frontline leaders make decisions under pressure, hold standards across shifts, and manage teams when no one from above is watching.

THE SOLUTION

- Designed distinct, audience-specific leadership programs: ten one-day modules for senior leadership, a five-day program for mid-level managers, and a six-day program for individual contributors.
- Built scheduling and delivery models that reached leaders in geographically remote locations, including flexible formats for shift workers.
- Integrated mentoring, coaching, 360 assessments, and retention sessions to reinforce learning beyond the classroom.
- Embedded a common leadership language across communications, performance evaluations, and organizational practices, mandated by the executive team.
- Sustained application through one-year group sessions, keeping leaders accountable to behavioral expectations over time.

THE RESULTS:

- 300% revenue growth occurred during the partnership, cited by Aecon as fueled in part by the leadership development initiative. [NEEDS VALIDATION: confirm exact attribution language with client before publishing]
- 3,000+ leaders developed across all levels and functions.
- Executive team completed all modules and embedded shared leadership language across the full organization.
- Programs reached remote and shift-based teams across Canada, ensuring no site or leader tier was excluded.

KEY METRICS:

- 3,000+ employees and leaders developed
- 300% revenue growth during the partnership
- Programs delivered across geographically remote locations with shift-worker scheduling
- Executive leadership team completed all modules and mandated shared language organization-wide