

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:

As Aecon expanded across Canada, maintaining consistent leadership practices across projects, locations, and teams became increasingly challenging. Leaders needed a shared approach that could be applied consistently regardless of geography, role, or operating environment.

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:

- More than 3,000 employees and leaders participated across multiple levels of the organization.
- A shared leadership language was reinforced through executive communications, meetings, and performance evaluations.
- Leadership development reached geographically remote locations and shift-based teams while maintaining consistent leadership expectations across the organization.
- Audience-specific development and long-term reinforcement helped establish a more consistent approach to leadership across diverse teams and projects.

KEY METRICS:

- 3,000+ employees and leaders developed
- Three customized leadership journeys
- Executive leadership participation throughout the initiative
- Delivery across geographically remote Canadian locations
- Reinforcement through coaching, mentoring, 360-degree feedback, and application sessions extending up to one year