

Powerful people – Outstanding results



Introducing Boral Plasterboard

With sales of AUD4.8 billion and over 16,000 employees working across 682 operating sites, Boral Limited is Australia's largest building and construction materials supplier. Boral is committed to creating an environment in which its people can excel through a management culture that is participative, encouraging and supportive.

Phil Renwick joined Boral in 1993 in Production Management. After completing his Masters of Management in 1994, Phil moved into Human Resources (HR) and two years ago was appointed as HR General Manager for Boral Plasterboard, Australia and Asia.

Transition and growth development into General Management

Phil reflects, "After four years in my previous position I felt ready for a promotion. In order to make that next step and deliver on expectations, I needed to fine tune my executive capabilities."

Phil underwent the Hewsons' Executive Coaching course and within months was promoted to his current role as General Manager. He remarks, "Hewsons directly lifted my performance to exceed expectations. They helped me gain insight and skills which were recognised by my seniors and, I believe, directly contributed to my promotion."

Top qualifications and senior experience can't meet every development need

As an experienced HR professional, Phil began looking for a one-on-one solution to boost his management skills. "Having done a Masters in Management years earlier, I was not convinced further study would be able to provide the personal development I needed. I was also involved with Boral corporate learning and development in Human Resources, so had a pretty good idea of what wider development programs had to offer. That was when I started to consider executive coaching and approached Hewsons."

Hewsons provides a solid structure

Before investing in Hewsons' Executive Coaching, Phil and Boral researched a number of coaching companies, including a few which Boral had used previously.

"Hewsons had a strong framework of strategy sessions to clarify objectives and identify key strengths and blockages. I found Hewsons' sound structure and focus on outcomes very similar to our business, so they were a natural fit."

Phil Renwick, HR General Manager, Boral Plasterboard

The Hewsons' Executive Coaching program focused on Phil achieving results in:

- Enabling long term strategic initiatives
- Time management with a focus on priority tasks
- Developing a management approach to effectively deal with superiors
- Work/life balance

More sophisticated patterns of thinking around communication

Through Hewsons' continued positive reinforcement and easy-to-apply techniques, Phil made lasting improvements in his communication with colleagues. He explains, "Hewsons' Executive Coaching has shifted my mindset in particular areas where I needed to think bigger or play bigger. It has given me more confidence and increased power to communicate my views effectively."

Phil adds, "Hewsons call it the 'Law of Mutual Exchange.' This approach increased my ability to influence others and raise their levels of engagement and motivation more easily. In return I found they delivered more effectively on what I wanted from them."

"One of the main advantages of Hewsons is that their techniques stick, so you can't help but apply them in professional and personal aspects of your life."

Phil Renwick, HR General Manager, Boral Plasterboard

The discipline to get things done

Hewsons helped Phil identify the key issues preventing him from achieving an effective work/life balance. He comments, "Being busy got in the way. Hewsons helped me clarify how to manage my work life balance so at work I was able to focus on completing the big things, rather than being distracted with little issues."

Phil continues, "Achieving a better balance has had a positive effect on my private life. I was finally able to complete housing renovations that had been stalling for years."

A cure for unconscious behaviour

Hewsons drew out the motives behind unconscious habits that were affecting Phil's management skills. "Before Hewsons, I interrupted people while they were talking. Hewsons allowed me to identify the thought pattern in my decision to derail the conversation, which was around the need to demonstrate my knowledge to others. I now make

a more conscious effort to allow people to speak, before putting my view across," Phil says.

"Hewsons has exceptionally strong executive coaches. They read my situation well, through questioning drew out any hindrances and then put ownership in my lap. I found them very reliable and consistent."

Phil Renwick, HR General Manager, Boral Plasterboard

Internal integrity and values alignment

"One thing I needed to do more effectively was develop an approach to ensure people above me recognised the things I'd done. Through Hewsons I built the confidence to make clear to others the value I deliver."

"Hewsons has also helped me understand that aligning internal values with business decisions leads to a improved management approach. By ensuring my personal integrity and professional ethics are aligned, I have been able to make clearer business decisions, and demands when required, to prompt better results," says Phil.

"With Hewsons, coaching is not a remedial activity, it is about positively increasing 'match fitness' and drawing out potential."

Phil Renwick, HR General Manager, Boral Plasterboard

Hewsons' strengths make it a preferred choice for Boral Plasterboard

"Hewsons delivers great results. The executive coaching team is extremely professional and highly responsive. They have sound knowledge, are down to earth individuals and most importantly, they practice what they preach," says Phil.

Phil now gives his staff the opportunity to benefit from Hewsons' services, "Management teams in different parts of the Boral Plasterboard business are now offered coaches and have predominantly chosen Hewsons. I believe the Hewsons' structure, approach and experience give people confidence," says Phil.