

CASE STUDY | Maxxam Analytics

Founded by a group of scientists in 1972 as a forensic equine drug testing service for the horse racing industry, Maxxam diversified significantly through big investments in science and professional leadership. Now with three locations across Canada and 2,000 employees, the company is dedicated to exploring how chemical and biological science impacts clients in a range of industries and interest groups, from education to DNA testing, petroleum development to environmental services.

“Investment in leadership is something that I am personally passionate about, and the recognition of the value of great leadership goes back well into the history of the company,” says Randy Leavitt, Senior Vice President of Maxxam Analytics. “The biggest challenge we have right now as an organization, in terms of achieving our growth goals, is not money. It’s having great, competent leaders we are able to manage the growth of the business as we enter new markets. It’s logical for us to keep investing in leadership development. That is the significance of what we have done with Crestcom.”

To help close this leadership skills gap, Randy challenged Karin Montgomery, Human Resources Manager at the Vancouver location, to find a formal leadership training and development program to invest in for their managers in British Columbia.

“Crestcom was recommended to us by one of our clients,” explains Karin. “We had tried a number of different programs through various institutions. What we saw differently with Crestcom is the accountability and debriefing sessions piece.

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Senior Vice President



CRESTCOM®

We saw the value in having a structured plan to put some of the skills that we learned in class into practice."

One of the challenges the Maxxam team was facing, in British Columbia as well as in their other locations, was that departments were very siloed. Cross-departmental communication and engagement in other departments' projects and challenges were low.

"One of the really special things about this training for us was the fact that we had all of our managers from two different location in the same room together," says Karin. "It helped us interact a lot better, getting to understand that we all have the same issues and collaborating on how best to move forward. In the end, it wasn't just about getting a new template or tool. It was changing our way of thinking in a way that has changed the culture of our organization as a whole and has made this a very exciting time to be a manager at Maxxam."

Karin applied for a grant through the Canada Job Grant Program, which was accepted. This has allowed her to enroll an initial group of 11 managers in Crestcom's Bullet Proof® Manager program, which is now being followed by a second group of 18 managers.

Both Karin and Randy attest that the benefits of their investment in leadership development have been largely behavioral, with an improvement in team members' communication, particularly across departments and locations, collaboration, and the beginnings of measured improvement in productivity.

"It will be tangible when I see people communicating more effectively with each other and with our customers, when we're seeing behaviors that have been modified as a result of activities," says Randy of the results of Crestcom leadership development. "Those things are not light switches. They don't turn on just because somebody took a course.

Those are the behaviors that I need to lay out expectations for and then measure against, and then support and modify as we go along. The proof will be in the years ahead of us, and we are continuing to invest in the curriculum because it has been demonstrated that it could work for us. We are very excited about that. I am very excited about that."



About Crestcom

Crestcom International, LLC is an international interactive leadership development and sales training organization that has trained more than 1 million leaders representing 20,000 businesses in 60 countries across the globe.

Crestcom does this through a unique blend of live-facilitated multimedia video, interactive exercises, and shared learning experiences, followed up by action plans and accountability sessions to ensure measured development in key leadership competency areas.