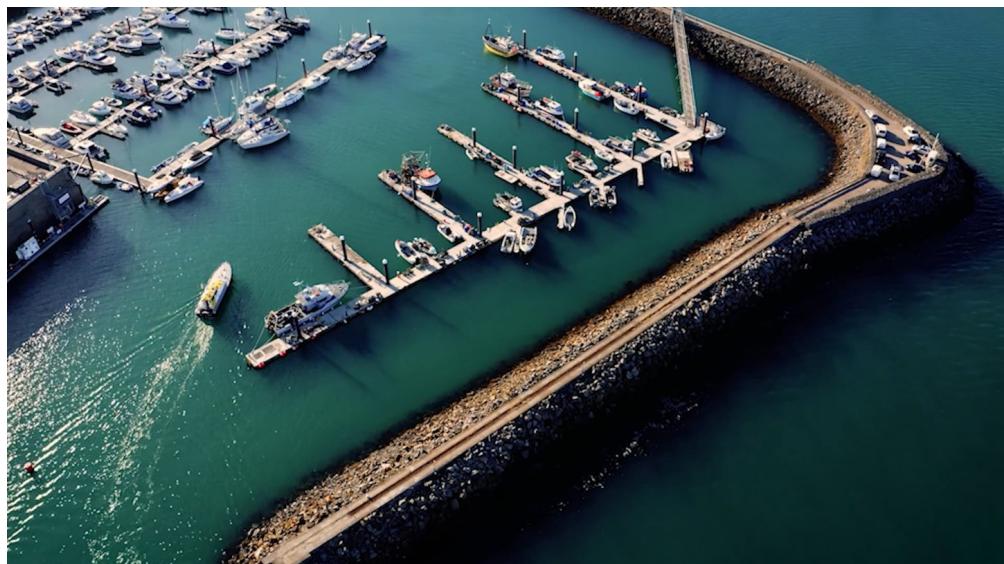


### **Investing in people: How Geomarine is growing its next generation of leaders**

In an industry shaped by tight deadlines, complex logistics, and ever rising expectations, Geomarine has always been known for its technical strength and its willingness to get stuck in. But as the business grew, its leadership team recognised that sustaining high performance required more than operational expertise alone. It required investing in the people who keep the organisation moving every day.

That realisation led Geomarine to the Better Business Skills Grant, and to a transformative development journey that is helping shape the company's next generation of leaders.



### **Laying the foundations: The challenge**

Geomarine has long benefited from a loyal and dedicated workforce. Many of the company's emerging team leaders came up through the ranks, learning on the job and demonstrating strong technical capability. But like many growing businesses, Geomarine began to feel pressure points.

These talented individuals were stepping into leadership without structured support. They were confident on site but still building skills in areas such as

communication, people management, commercial awareness, and decision making. As a result, senior managers were being heavily leaned on for routine decisions, slowing down projects and limiting the organisation's capacity to grow.

The company knew its people had enormous potential. They didn't need replacing, they needed support. And that support needed to be strategic, structured, and tailored to the realities of civil engineering in Jersey.

### **The solution: The Emerging Leaders Programme**

With support from the Skills Grant, Geomarine launched the Emerging Leaders Programme with the local supplier Amicus, a structured development pathway designed to give junior staff the confidence and capability to take on greater responsibility.

The programme focuses on the practical skills and behaviours that make the biggest difference day today:

- Leadership and management: Setting standards, taking initiative, and running small projects more independently.
- Effective communication: Delivering clear onsite briefings, engaging confidently with clients, and improving written reporting.
- People management: Supporting team welfare, motivation, and performance through constructive conversations and better planning.
- Operational and commercial awareness: Understanding cost drivers, managing risk, and recognising how everyday decisions affect project profitability.
- Innovation and sustainability: Encouraging creative problem solving, adopting digital tools, and strengthening internal reporting.
- People and culture: Helping develop positive, inclusive team environments where communication and collaboration can thrive.

This programme isn't just about training, it's about unlocking leadership potential. It gives emerging leaders the tools to think proactively, make informed decisions, and contribute to the long term resilience of the business.



### **The impact: Stronger teams, greater confidence**

The difference on site has been clear.

Managers are noticing more consistent decision making, stronger accountability, and improved communication across project teams. Junior staff are stepping forward with ideas, taking ownership of tasks, and showing increased confidence in leading small works.

The programme is also strengthening Geomarine's internal culture. Staff feel supported, valued, and invested in, and that has a direct impact on morale and retention. By creating defined pathways for development, the company is showing its commitment to helping people grow, not just as workers, but as leaders.

Commercially, the benefits are equally important. As team leaders develop stronger operational and financial awareness, the business expects improvements in productivity, reduced rework, and an uplift in profitability per labour hour.

In short, the Skills Grant isn't just developing individuals, it's increasing the organisation's capability as a whole.

### **Looking ahead**

For Geomarine, the Emerging Leaders Programme marks an important milestone in building a resilient workforce for the future. The business is already seeing the results, and the programme continues to shape a culture where leadership is shared, confidence is growing, and innovation is encouraged at every level.

**“Investing in our people is the most important investment we can make. Thanks to the Skills Grant, we’re building a stronger leadership pipeline and a more resilient business for the future.”**

**Phil Horsley**

Managing Director, Geomarine

You can find out more about the [Better Business Grants here.](#)

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