

## Training & Development

### Creating a Management Development Programme

**Issue:**       ▪ Our client, a leading UK supplier of building materials, wanted to develop managerial skills across their management population after employee survey results consistently highlighted issues with management capability.

**Idea:**         We worked with a design team of HR and senior managers to scope, shape and create the programme based on some core principles of effective management development.

Our broad role in this project included:

- Creating a competency framework of 'What Good Looks Like' in these positions to spell out expectations of managers and leaders in the business, providing a benchmark for assessment and giving a consistent foundation for the programme.
- Scoping the overall structure and process for a 9-month, modular development programme broadly structured around 'leading self', 'leading teams' and 'leading the business'. The programme combined formal 'classroom' training along with self-development activities, 360-degree feedback and real business projects.
- Supporting the client in supplier selection for certain parts of the programme and were directly involved in designing, delivering and facilitating other elements.
- Developing a 360-degree feedback tool and associated software to collect views and share feedback from a range of people on each individual manager's performance.
- Designing a process for feedback discussions and training the HR community in giving 360-degree feedback.
- Creating a self-development guide, outlining a wide range of resources, books, website, hints and tips for developing specific competencies.
- Developing the branding, visuals and materials for the programme along with one of our partners, a creative design agency.
- Supporting the client in on-going review, evaluation and improvement of the programme.

**Result:**       ▪ The programme has been a core part of our client's development programmes since 2006 and several hundred of its managers and aspiring talent have attended.

▪ Feedback from both participants and their colleagues has been consistently positive with tangible evidence of improved performance on the job.

▪ Business projects, which form a key element of the programme, have delivered specific outcomes for the business including new product ideas, cost saving ideas and improvements to people practices in the business.

▪ The core structure, key principles and branding of this programme have been used to underpin the design and delivery of a wider portfolio of development programmes.

▪ Commenting on the programme, the Executive Director for Human Resources said:

"Our Leadership and Management development portfolio is something that we are very proud of. Our Managers enjoy stretching but supportive programmes that help to grow their skills and capabilities for both current and future roles. Andy played a key role in this, working in partnership with us and offering critical expertise and advice to help ensure that the programmes are of such a high calibre."