

Development Programme for *Senior* Executives which led to *Increased* Profits



SITUATION

When we got the call from Greenalls to develop their most senior executives we were only too pleased to help. The group management development manager wanted an 'outstanding' programme for those with potential for directorship.

We were asked to tender for the work alongside many other highly reputable consultancies and were delighted when we told we had secured the work based on the quality of our submission and the credentials of our people.

We were to work with the senior executives across the organisation – their backgrounds were varied and included lawyers, accountants and area managers. Some had qualifications, some none but all had strong track records of business success.

OUR CONTRIBUTION

After researching the needs of the group and the business we designed an experiential learning programme that had a key focus on Leadership. We ran a launch event to outline the modules of training that people would be undertaking.

On the first day of the programme a major re-organisation was announced that also included the disposal of key aspects of the business. During this period participants in the programme were being advised of their position. The uncertainty of the organisational change and the impact it was having on senior managers certainly added to the challenge of delivering an "outstanding" programme.

The lead consultants delivering on this project were very sensitive and responsive to the needs of individuals during this period of uncertainty.



PROGRAMME DELIVERY

We delivered a series of two day residential workshops covering modules on:

- Influencing
- Communication skills
- Handling Conflict
- Managing Stress
- Impact and Presence
- Current theory on Leadership
- Change and motivating people during times of change

It was important that the workshops delivered a balance of theoretical and practical training – we wanted people to gain real benefit from having as much experiential learning as possible. In order to help with this outcome we used actors to demonstrate real life scenarios and to role play.

RESULTS

All participants gave the programme an 'excellent' rating for:

- Benefit to me as an individual.
- Benefit to my job.
- Benefit to my career in the company.

The programme resulted in a net contribution to the performance of the business of £20million.

WHAT THE CLIENT SAID

Delegates voted the programme the "best management development and best training" they had ever received.

Colleagues of delegates commented on the development which they had observed since the programme.

The directors acknowledged the sheer scale of the programme's impact on motivation as well as on managerial competence. The chief executive heralded the programme as the best he had seen.

achieving more together