

Leadership *Development*



SITUATION

Trafford Park Site is Unilever's UK centre for tea production and one of its major production facilities. Oakridge were approached to discuss a Leadership

Development Programme for the entire management team from the site manager through to first line managers. The focus was to be on leadership rather than management development and the programme was to be practical and high impact. Oakridge were selected and it was agreed that we would focus on four modules. We suggested a sequence in which each module built on previous modules as well as facilitating review and reinforcement.

OUR CONTRIBUTION

Four, two day modules (below) were delivered over a nine month period. Group numbers were kept to a size that would ensure openness and enable participants to receive feedback. Groups varied to accommodate diaries and build the team.

The modules included:

- Developing Self and Others through Coaching.
- Holding People Accountable and Managing Conflict
- Leading Teams
- Effective Presentations



PROGRAMME DELIVERY

The Oakridge Programme Director co-delivered each module to ensure consistency. They were led by Oakridge topic specialists. Participants contracted to meet with a 'buddy' between modules, to help identify actions for ensuring the learning was applied. Actors were used to test practical application of learning. Simulations were used which facilitated feedback on team leadership. There was a small-group feedback exercise, and feedback from colleagues and Oakridge consultants on their videoed presentations.

RESULTS

Confidence and leadership abilities improved in all cases. Many cited changes in beliefs and attitudes as core reason for this. Some also reported improved personal relationships.

WHAT THE CLIENT SAID

"We had set a goal to build the collective leadership capability for our management population. I worked with Oakridge on the design, and they delivered the Programme. I have rarely had such positive feedback about the overall quality of delivery, and the depth to which some issues were covered. Several participants commented that it had been the most impactful programme they had ever attended. I continue to be struck by their ability to command the rapt attention of a group, because of their skill and the relevance of the subject matter to everyday leadership situations."

Neal Chamberlain, HR Development Manager, Unilever Bestfoods

achieving more together