

MANPOWER WARMS TO EVOLVING LEADERSHIP DEVELOPMENT

THE BACKGROUND

Manpower is the UK's leading employment expert employing more than 30,000 people each day for its 5,000 clients through a network of over 200 offices. The organisation approached Oakridge to help its team of senior managers take on new challenges and accelerate progress in a new change initiative.

Manpower's board of nine directors took the organisation through a major strategic review strategic review and the organisation faced significant challenges in the recruitment market. The company was also set to embark on a rebrand and further repositioning within the marketplace. The aim of the development was to enhance its value proposition and to position it as a solutions-based, customer relationship driven, commercial organisation.

This move however was against a back drop of engagement issues that existed with its field based recruitment and sales teams. Its team of senior leaders



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played an important part in accelerating the progress of the rebrand and repositioning as well as managing the issues of engagement. They needed to inspire and motivate their own teams if change is to succeed.

OUR APPROACH

Manpower and Oakridge worked together for four months to build an appropriate and effective programme. Oakridge spent time with Manpower's leadership team in formal and informal interviews resulting in the development of a six module leadership development programme for the nine board members and 35 lead managers.

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PROGRAMME DELIVERY

The module leadership development programme was to be delivered at two-month intervals, pacing to the requirements of Manpower UK to enable 'business as usual' for the team while engaging in the leadership programme.

The modules focused on:

- The nature of 21st Century Leadership
- Financial Leadership and Operational Drivers
- Leading Customer Relationships as Trusted Advisors
- Supply Chain and Logistics Leadership
- Leading Operational Excellence
- "Leading People - our assets in your hands".

While the framework of the delivery was established it was felt important to review after each module to allow changes to content, structure or delivery methods to happen where needed. This process was very much seen as kinetic rather than staid to the programme's delivery.

The programme used a variety of tools and techniques to aid delivery including online materials, a Masterclass event, Action Learning sets, event support and follow-up materials, completion of an on-line portfolio and individual coaching.

RESULTS

Although Manpower's senior team had been previously very wary of a leadership development programme, the response from all participants has been extremely positive. They have enjoyed the group and individual work, feeling engaged and challenged by the process.



Brigit Egan, Oakridge Director, said:

"Our approach ensures that participants had exposure to the latest theory on leadership, best in class coaching, the opportunity to experience sketch assignments, global and regional projects. We pushed participants out of their comfort zones - challenging habits and beliefs to respond to new ways of working."