



SENIOR LEADER DEVELOPMENT

Client	Government Department
Project	Leading the Vision
Audience	Senior Managers and Senior Civil Service
Location	London (UK)

THE ORGANISATION

Our client was created in 2001 following the merger of a number of Departments and Agencies, with the objective of providing a single continuum of services to the public during their working lives and subsequent retirement. Following initial integration, the organisation's Executive Committee identified a need to adopt a common set of values, and a consistent set of leadership behaviours to support them.

THE REQUIREMENT

A Leadership Development programme was required for all Senior Managers in the organisation and its agencies (including Executive Committee members), to help them lead the necessary organisational culture change, realise the values and achieve the business objectives. We were commissioned to design and deliver an effective Leadership Development programme for 240 Senior Civil Service (SCS) members involved.

OUR SOLUTION

In concert with a project steering group drawn from within the Department, we designed a six month programme of activities called 'Leading the Vision'. The programme featured a two-day residential event, a 'back to the shop-floor' experience and six months of Executive Coaching.

The residential event comprised practical activities designed to raise awareness of personal leadership style and featured a two hour developmental session with an Executive Coach, leading to the creation of a personal development action plan. The 'Customer Experience' enabled senior staff from both policy and operational roles to spend five days working with

customers in a 'hands-on' capacity. To complete the package, each participant was given a budget of six hours of coaching with their Executive Coach.

Participants included the whole of the Top and Senior Management Teams (including the Permanent Secretary), all Executive Committee members and all the other SCS members of the Department.

EVALUATION

Post event evaluation questionnaires showed the following responses:

- Programme meets or exceeds personal expectations and development needs – 97%
- Uptake of subsequent Executive Coaching sessions – 98%
- Substantial increase in personal awareness of impact on others – 94%
- Now have clear plan to develop personal behaviours to support values – 95%
- Relevance and value of one to one feedback and coaching received – 97%
- Relevance and value of the skills practice content – 94%
- Excellent networking opportunity and wider understanding of Departmental business – 91%

Rank order of value of Programme elements (Top 5):

1. One-to-one Feedback and Executive Coaching
2. 'Leading performance' skills practice
3. Comprehensive programme design and content
4. High quality of tutors and coaches
5. Quality of support materials