



SENIOR LEADER DEVELOPMENT

Client	Railway Equipment Manufacturer
Project	Fast Track Leadership Programme
Audience	Senior leaders reporting to the Board
Location	UK

THE ORGANISATION

Our client develops and manufactures rail signalling and locomotive control systems for mainline and metro-based railways across the world. A UK-based subsidiary company within a global group, it has a 140 year history and employs 1,800 people worldwide.

THE PROJECT CONTEXT

Conscious of changing markets in terms of both exports and technology, our client realised that fundamental changes in approach and culture were required. The company's MD also identified that the layer of management below the Board needed a greater voice in the strategic direction of the business.

A Leadership Challenge Event, held to engage senior staff in leading these changes, led to the commissioning of the Fast Track Leadership Programme to develop the behaviours required of organisational leaders:

- creating momentum and mobilising people towards a vision for the future
- providing clear goals and direction for the organisation and supporting managers in aligning teams to strategy
- championing change and creating enthusiasm, feelings of ownership and a desire to excel in others.

THE REQUIREMENT

We were retained to design and deliver a customised leadership programme, using a strong behavioural focus to embed the key leadership characteristics. Programme content needed to be clearly aligned to context, culture and processes, and to include a strong experiential element to allow for practice of new leadership skills.

OUR SOLUTION

We produced a 10-month, three phase, highly practical development programme that supported participants through behavioural change.

The Launch Event workshop demonstrated senior management support. The MD set out the imperative for change and aligned the programme objectives with the business strategy, while Board members acted as Mentors to participants throughout the programme.

Drawing on reflective exercises, diagnostic questionnaires and discussion of learning goals with their mentors, the Me and My Team workshop explored participants' key leadership challenges and helped them plan their development actions. Each participant, supported by facilitated Action Learning Sets, subsequently delivered a personally stretching project, linked to business objectives, that addressed our client's strategic challenges.

The Organisational Leadership workshop helped participants translate the company's Vision and Strategy into a personal Leadership Vision. FIRO-B® was used to explore improving personal relationships, and strategic awareness and influencing skills were developed using Group Projects that provided team responses to medium/long term strategic issues. Action Learning Sets supported project delivery, enabling participants to experience different functions and build effective cross-company networks, before reporting back to Board members on individual progress and to recommend actions from the Group Projects.

EVALUATION

We tracked participants' progress against development goals and assessed the programme's business impact. At the end of the programme, 100% rated themselves as 'more'/'much more effective', and 76% felt there had been significant or very significant business impact. The growth of cross functional networks and a 'One Company' mindset have been commonly remarked upon benefits of the programme.

**CASE
STUDY**