



Leadership development programme for new managers

The challenge

A facilities management firm was investing in a talent programme for emerging leaders to support the transition from technical competence to manager of others. However, only 10% of learners were achieving the ILM 3 Institute of Leadership and Management qualification in leadership and management.

We were selected to re-scope, design and deliver the EMEA-wide talent programme. The programme needed to support the transition from operational to leadership roles, incorporating horizontal development (the skills to do the manager job) and vertical development (how to function successfully at increasing levels of complexity and seniority).

The approach

1. Training needs analysis

We interrogated existing programme content, learner feedback and conducted stakeholder interviews to understand why the existing programme was failing to meet requirements, and to identify the knowledge, skills and behaviours required to deliver optimal performance now, and in future roles

2. Entry assessment

We incorporated a new fair, objective and transparent 'learner readiness assessment' to ensure those selected were prepared and suitable for the LDP and had potential for future stretch roles.

3. Design & delivery

The final solution compromised a programme blending ILM units and business specific modules, with clear links to the business strategic priorities, values and competency framework. To maximise learning stickiness and transfer, there was a strong emphasis on business application, networking and enterprise knowledge sharing.

4. Celebration

A celebratory graduation event, with awards highlighting outstanding examples of application of learning, learner collaboration, and evidence of behaviours that reflect the organization's culture and values.

The depth of understanding of our business which is shown across the whole Peoplewise team is second to none, with the resulting output a quality, thoughtful talent programme, solidly weighted in proven methodology and more importantly, bespoke to our business. The talent pipeline that is resulting from the programme is providing leaders for today and the future and successfully answering the succession gap we were previously experiencing.

Head of Talent, EMEA



The impact

-  91% of learners reported applying more effective leadership behaviours as a result of the programme
-  82% of learners reported increased confidence in their ability to lead and manage others
-  9 x improvement in achievement rate for ILM qualification
-  Over 60% of learners promoted within 18 months
-  30% increase in innovation and continuous improvement activity
-  Senior leadership satisfaction with the talent pipeline of ready now and ready next leaders

Peoplewise is an award-winning business psychology consultancy specialising in assessing potential, developing leaders and transforming business.

