# LEADERSHIP DEVELOPMENT
## ACAS

**hda**

## 8 STEPS TO SUSSESSFUL CHANGE:

*#1: CREATE URGENCY #2: FORM POWERFUL COALITION #3: CREATE THE VISION #4: COMMUNICATE THE VISION #5: REMOVE OBSTACLES #6: CREATE SHORT-TERM WINS #7: BUILD ON THE CHANGE #8: ANCHOR CHANGES IN CULTURE*

**The Often Overlooked Organisational Change Curve**

## Inspirational Leaders Programme Equips Managers With Behavioural Toolbox

## Background

ACAS - an independent and non-departmental body required a significant step change and with greater emphasis on Senior & Middle Managers taking ownership for departmental performance - seeking out and identifying opportunity for performance improvement. ACAS felt Senior/Middle Management and Helpline Staff needed additional support to achieve the objectives of delivering the step change to a performance focused culture – one where delivering more with less mattered. Equipping Helpline Managers with the behavioural skills required to confidently feedback on performance to Advisors, identify deficient KPIs and demonstrate positive behaviours to encourage performance gains would positively impact on the usefulness of these performance discussions, and enable continuous improvement in a new world where more was expected with less resource.

HDA was commissioned to provide an inspirational leaders programme for Helpline Managers to equip them with the necessary change and performance growth skills.

**Master-class Feedback:**

*"The HDA trainer was clearly knowledgeable about the world of organisational leadership and change."*

*"The Master Classes were really good and very well delivered…the approachable trainer has given us lots to think about and some great tools."*

## Solution – A Facilitated Leaders Master Class Programme Ensuring Guided Discovery

HDA met with the Strategic Learning & Development Manager and a selection of Helpline Managers from across the UK. It was important to meet with Helpline Advisors to get a feel for team personality and energy, additional issues or themes for incorporation into the intervention and also to ensure the programme had relevance and reflected the culture of the teams.

HDA designed a bespoke Leaders Programme, aimed at enhancing understanding and application of effective management/coaching behaviours for Helpline Managers. This programme, tailored specifically to the Helpline function, was highly practical and interactive, with minimal academic input. It centred on Master Classes and incorporated development of agreed personal objectives – knowing where each individual 'was now' in their development formed the tailored starting point.

The programme presented a number of key learning concepts, while encouraging the use of individual and group exploration into current working practices and also providing an opportunity for skills practice. Key elements:

- Providing clear guidance on the roles of the coach and mentor, how these are different and how these complement one another to manage change effectively
- Providing a clear view of what coaching is and what it is not – linking to 'best in class' leadership behaviours
- Exploring specific coaching skills and behaviours for delivering feedback and achieving successful performance improvement in others
- Developing a simple and practical personal coaching and mentorship skills 'toolbox' for identifying opportunity and delivering performance growth

## Benefits for Managers

- Managers gained wider appreciation of group dynamics, problem solving and planning for change

- Managers equipped with change 'road-map', had clarity on the journey steps, what good looked like and how to deliver positive change under pressure

- Managers clearly understood what 'best in class' leadership behaviours looked like and developed their ability to translate them to workplace situations

- Enhanced leadership self-awareness and ability to solve complex on the job problems

- Increased managers' ability to activate team cohesion and team performance

## Benefits for the Organisation

- Leaders better equipped to lead their team to achieve specific company goals

- Better coordinated teamwork leading to increased productivity and efficiency

- Improved management and communication skills resulted in more motivated workforce and appetite for change

- Defined, agreed and measurable objectives benefiting the corporate change agenda