

Case Study – Management Development

Client: A Property Management Company.

Situation

The client, a large property management company who had experienced rapid growth over the last five years and as a result was experiencing problems with staff retention, high level of absenteeism and performance issues. The organisation did not have a culture of training and development but did recognise that the problems they were experiencing were the symptoms of lack of investment in their staff.

Planned Solution

A modular programme was designed that would give the managers the skills to deal effectively with performance management and other staff issues on a day to day basis.

As a by product the business would adopt a new management culture bringing together all managers who would work to a best practice model in turn offering a better level of service both internally and externally.

The Analysis

Prior to designing the programme the training team met with the Senior Management Team and HR to benchmark the organisation and to set programme goals. Through a wider understanding of the history and current status the training content was created and tailored so that it met the exact needs of the organisation and the managers.

During the interviews and focus groups, assessments were made of the related communication styles, skills gaps and current perceptions of management behaviours and how that mapped to individual needs and their learning styles.

The Solution

The managers attended a series of workshops to discuss, propose and practice solutions to their shared needs. As the primary objectives centred on the ability of the team to interact, manage and coach more effectively with their staff, the programme made extensive use of Discovery Insights.

Insights gives individuals the ability to understand themselves better and in doing so helps them understand others so they can adapt coaching interactions and communication to be much more understandable and acceptable. Insights gives everyone a common language so challenging situations can be discussed more easily and solutions to previously difficult problems found.

The workshops covered the following subjects (see programme outlines for programme overview):

- Module 1 - Being an Effective Line Manager
- Module 2 - Managing Ourselves
- Module 3 - Managing the Team
- Module 4 - Managing Performance
- Module 5 - Managing Difficult Situations
- Module 6 – Project Presentations

To support the SMT team all managers were given a coaching guide and a 1 day training programme to support them in their 1:1 meetings with participants following every module. This enabled them to connect quickly with the programme and the course content making their action planning meetings more effective.

The Implementation

All the modules were designed and tailored by our consultants who, with the assistance of the HR team and the SMT, ensured that the messages and learning could be directly applied to the business and could be used straight away.

As a result real situations were used in case studies and role plays so that the communication and content could be tailored for maximum effect and would enhance the skills transfer process whilst having immediate impact.

During the training, the managers were asked to devise a make a difference project that would demonstrate:

- How the training had positively impacted their role as managers.
- A business benefit that could be realised by them working on a specific area of their own performance or their departments.
- That they had implemented/were working on their project

All projects were presented to the SMT and the trainers in a formal 2 day event held off-site.

Outcomes Post Delivery

As well as evaluating all modules at level one we met several times with the SMT to get their on-going feedback. The SMT team felt they saw a real and noticeable improvement in management behaviours during and following training; the staff of the participants were also invited to give anecdotal feedback which was also really positive; coupled with the participants projects the business saw some real improvements in their target outcomes.