



## LEADERSHIP DEVELOPMENT

<b>Client</b>	<b>International Construction and Consultancy Company</b>
<b>Project</b>	<b>Engaging Leadership</b>
<b>Audience</b>	<b>Senior, Middle and First Line Managers</b>
<b>Location</b>	<b>UK</b>

### THE ORGANISATION

Our client is an international consultancy and construction company that employs over 3,000 people across 65 countries, with a turnover of £850m. Its core business activities include programme and project management, cost consultancy, construction delivery and facilities management.

### THE PROJECT CONTEXT

An Engagement Survey, although positive in many respects, showed room for improvement in the way that staff were motivated, engaged and led by their managers.

### OUR SOLUTION

ASK® designed and delivered a suite of three leadership programmes aimed at raising awareness and increasing skills in the management and leadership of people and performance. The programmes were aimed at new leaders, leaders of teams and leaders of leaders.

Specific activities to improve engagement included regular 1:1 meetings, setting clear expectations, showing an interest in development and career aspirations, encouraging new ideas and treating people as individuals.

### THE RESULTS

The programmes raised awareness of the difference between managing and leading, of diversity in work styles and preferences, and of leadership impact, and provided leaders with practical tools to use in setting objectives, coaching, addressing performance gaps and influencing stakeholders.

83 leaders participated in the first year. In the post-programme follow-up, 94% assessed the programme as having a positive impact on their leadership performance. Improvements in giving feedback, delegation, coaching, frequency and quality of communication and career development were highlighted.

### DELEGATE QUOTES

*“There has been a change in the way I now manage individuals. The programme allowed me to develop tools that can be applied to different people and different scenarios. I learnt that it’s the little gestures and feedback that make the difference.”*

*“Management of my own workload through empowering those around me. It seems I was underutilising them and was not fully aware of or realising their potential. I now encourage others to take ownership of specific tasks which allows me to take ownership of other things.”*

*“The tools and techniques introduced on the programme have been very useful, but these are not necessarily in day to day use, so the most useful aspect of the programme has been the increased awareness of how my attitude and behaviour can impact on the people around me. I feel that I have become more professional in the way I do my job – this can only be positive for the business.”*