

Developing Leadership

Leading
Change



Developing leaders who engage people

Synopsis

Following a decline in conventional printed media and increased demand for internet-based offerings, TMG needed to restructure in order to generate sustainable profitable growth for its shareholders.

Leading Change was invited to design and deliver a development programme to address key leadership capability issues: the ability to engage the workforce and stakeholders to lead change, coach and develop others and manage performance more effectively.

Key Issues

- > TMG had reorganised into a leaner, more corporate structure from a group of virtually autonomous regional operations. In this process a layer of experienced senior managers had been stripped out and stronger central functions created.
- > In a very fast focused business senior leaders were extremely challenged by the need to engage and motivate staff in order to implement change while being individually affected by it.
- > The company required focused and pragmatic development pitched at senior level covering fundamental change leadership skills.

The Solution

Leading Change helped the business to define what leaders would be capable of doing as a result of the proposed development.

We surveyed the leaders to discover attitudes to engagement and discovered

that the majority engaged too late or with limited effectiveness.

We developed 'Leading through Engagement', a unique engagement model and bespoke leader development programme to meet these specific requirements. This included modules on translating the corporate vision, setting aligned strategic objectives and involving and inspiring staff throughout planning and implementation.

We delivered the programme to the 80 top managers in the company and followed up with all participants in small groups one month after the workshop to share experiences & learning.

The Results

The tools and techniques learned on the workshop are being applied and are making significant impact. All executive team members have noted differences in behaviour and output as a result of the programme. 97% agreed/strongly agreed that the workshop helped to strengthen the leadership skills and techniques required to build engagement in the business.

The 'Leading through Engagement' programme is still deployed for new managers joining the senior leadership cohort and both the key tools introduced (5MAP & VOICE) are central to the business operating model.

After 5 years the programme still achieves consistently high rankings and support.



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