

TAKING THE LEAD – Balfour Beatty

Programme Aim:

This programme was designed to assist managers with developing their leadership skills and to encourage them to think about their own leadership style and how best they could maximise their own performance and potential, as well as that of their teams. The behaviour and values of leaders directly affects the motivation and performance of employees. A manager's contribution as a leader in Balfour Beatty Rail is critical in achieving goals in a safety, product and project delivery, customer relationships, and financial results. The programme emphasised importance of a manager's role in creating an environment in which our employees can thrive.

An additional benefit for managers was to give them an opportunity to reflect on their roles and how best they could contribute to the Company. This would also be an excellent opportunity for managers to meet other managers from across the Balfour Beatty group, which enabled them to think about how working together would improve the business.

Programme Results:

“Taking The Lead” (TTL) has been running from 2006 to present day. A total of 26, five-day programmes encompassing some 350 delegates. Throughout this time, TTL won practically universal positive feedback as was seen a high-impact leadership development experience for team leaders and first-time managers. The design of the programme balanced indoor sessions with high-impact outdoor activities (requiring varying degrees of physicality).

Since 2006, a number of delegates have furthered their career and from subsequent feedback received, many often cite their experience on TTL as a key contributory factor to them moving forward. Utilising survey monkey to follow up on delegates 6 months after the programme, 28.6% said they found the programme very useful and applicable to their day to day role with 71.4% saying the programme had significantly enhanced their knowledge and understanding.

The programme has been continuously developed over this period reducing to four days this year to reflect our move to high impact learning which deliver rapid but sustainable results.

The key objectives were that, by the end of the programme, delegates should be able to:

- Explain the difference between leadership & management, and effectively demonstrate the key behaviours of each.
- Plan and undertake effective coaching sessions.
- Analyse and develop your own behaviours which increase your leadership effectiveness.

- Recognise those behaviours which inhibit the impact of your leadership style.
- Demonstrate effective performance management of teams and individuals.
- Develop the confidence, competence and attitude to fulfil the role of a future 'leader'

Day One	Day Two	Day Three	Day Four
<ul style="list-style-type: none"> - Welcome, introduction, objectives - Project Quickbuild - Effective Communication - Leadership vs. Management - Leadership Styles - Cotswold Challenge Part 1 - Giving & Receiving Behavioural Based Feedback - Coaching Groups 	<ul style="list-style-type: none"> - Coaching Skills - Valuing Individual difference (MBTI) - Cotswold Challenge Part 2 - Coaching Groups - Tutor 1:1's 	<ul style="list-style-type: none"> -Managing Conflict -Cotswold Challenge Part 3 -Sponsors Dinner 	<ul style="list-style-type: none"> - Project Minefield - Individual's reactions to change - Leading others through changing times - The Feedback Game - Coaching Groups

"The course was draining physically, mentally and emotionally in a completely positive way"
Nick Bosworth

"Got everyone involved to the level they wanted and pushed people just enough" – Jayne Meldon

"Being a bit cynical prior to, I have had a fantastic time. I have been able to look at myself, plus others view of myself has given me insight into me" – Andre Hinds

"Brilliant career changing course challenging and enlightening. Weakness is also a strength – individual dependant, what is taken always is what people put in" – Helen Bass

"An eye opener to my behaviours and what I can do to try and improve my ways of working. I was interested to find that what I thought was a weakness could be one of my great strengths"
– Michael Szymanski