



MANAGEMENT DEVELOPMENT

HEAT
Recruitment

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PROGRESS
...INTERNATIONAL...

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Background

Heat Recruitment was established in 2005 and its focus is within engineering, financial services, general insurance, IT and Legal sectors.

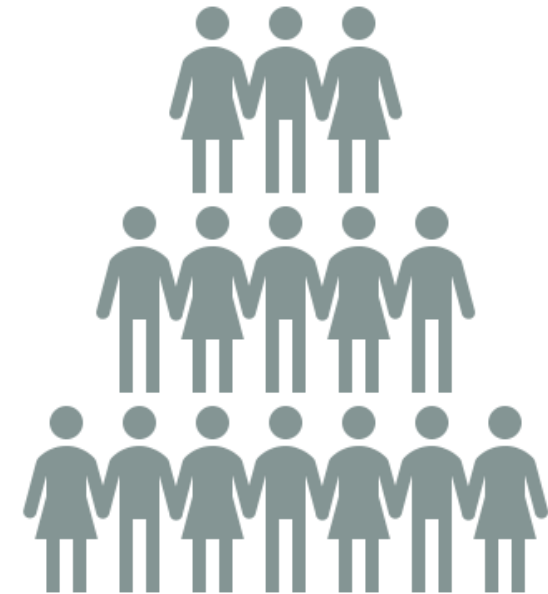
Products and services:

- 🌐 Recruitment Consultancy services
- 🌐 Permanent and Contractor solutions

Area of the business we were working with

This project was to support the development needs of the Managing Consultants and Senior Consultants who are responsible for the recruitment team based out of the Bristol office.

HEAT
Recruitment



What Issues Needed Addressing?

Heat Recruitment were in a period of growth and this group of Managers found themselves very quickly being responsible for much larger teams, it was felt they would benefit from more formal development and support to ensure their success. In particular the Learning and Development Director felt that leadership, management and coaching capabilities were a real priority, it was felt this would equip this group of Managers with the leadership skills to manage their growing teams. Ordinarily a company specialising in recruitment would have been used, however the Learning and Development Director decided that a fresh approach which was more innovative and allowed the Managers to experience the world of learning and development that exists outside of the recruitment bubble was required.

To create this environment for them we needed to keep the theory engaging and light and the activities interesting, challenging, experiential and as fast paced as possible. We planned to encourage them to participate fully, share their experiences and current knowledge with each other to make the material come alive in the room, and create meaningful change and growth in their day to day, whilst keeping one eye on the future and their longer term development areas and career opportunities.



The Solution

In collaboration with the Learning and Development Director we developed a 5.5 day Management programme that was delivered as 5 x 1 day workshops, one month apart, with post work actions that were reviewed at the start of each subsequent workshop, ending with a half day commitment to action planning session. The cohort were encouraged to collaborate between workshops and 'peer support' each other's development.

Each day had a different focus as follows:-

Day 1: Getting To Know Your Own Style

The key focus of this day was to understand their own preferences and how these are demonstrated in the way they manage others. It enabled them to sharpen up their focus on the way their strengths are really supporting them in their role, and also be honest with themselves about some of the more challenging situations they face and the ways in which they could adapt their approach, in order to gain more in these situations.

Day 2 – Coaching and Feedback

This day focused on how to make feedback a regular occurrence and use it as a complimentary tool to develop their team's skills and motivation. GROW was the model of choice at Heat and some training had already been conducted, so we built on those existing skills and bolted on some more advanced questioning and listening techniques to develop their coaching skills further.



The Solution.....

Day 3 – Getting The Job Done

This day focused on how to get the best from others in order to get things done with them and through them, chiefly through the art of delegation, understanding the dynamics of their team and adopting some new time management principles.

Day 4 – Embracing the Future and Taking the Team with You

This day explored their understanding of the stages individuals and teams go through when experiencing change, in order to support them in a positive way towards the vision and values at Heat Recruitment, we also incorporated some work on how to manage the conflict that often arises as people experience the emotions around change and transition.

Day 5 – Performance Management

This day helped them build a strong understanding of performance management best practice. They applied the performance management cycle and a range of specific people management techniques, to develop the performance of individual team members in order to deliver whole-team improvements. We included how to have meaningful conversations about development and also how to set objectives.



The Solution.....

Day 6 - Commitment to Action (half day)

This session focused on each participant sharing their commitment to action plan, celebrate their successes since starting the programme and outline how they plan to practically use what they have learned tomorrow, next month and next year.

Format of the Learning

It was identified that to engage the groups, each day needed to be interactive and have a variety of training methods. As such each day was designed using video clips, group exercises, parallel activities, discussion, brainstorming, problem solving, facilitation sessions, feedback and reflection time.



Outcomes of the Learning

As a result of identifying their preferred communication style they were able to adapt their ways of working with others on the team in order to improve how they lead these individuals in the future.

The Learning and Development Director also, as a result of the programme chose, to adapt the documentation that supported the regular development conversations with the individuals in their team to incorporate the HEAT values which are now formally discussed and measured as a regular part of their updates. It is hoped that this will embed them in a meaningful way.

The organisation is now much closer towards becoming a coaching culture by adopting regular formal and informal opportunities to truly coach and develop their team, which has in turn allowed the managers to lead rather than 'manage'.

They have embraced delegation as a development tool to grow the talent in their teams, and begun to stretch their team out of their comfort zones by combining their delegation skills with their coaching skills.



Outcomes of the Learning

The work we did around the stages of team development were very meaningful to this audience, they were very open and honest about being stuck in 'storming' and as a result worked hard to create the conditions for the business to move out, and into, norming by creating clearer roles and responsibilities, giving people really honest but specific and supportive feedback and developing their teams skills in a more pragmatic way.

Throughout the course of the development programme the team experienced tragic events which created significant grief and loss, this could have been a game changer, but this resilient and determined group saw this as a real chance for them to breathe new life into what they were trying to create as a team, from adversity they were able to regroup, work together and take positive steps, which galvanised them as a team, they felt this was in part due to their newly found closeness and understanding of each other as individual leaders. They became a management team.

As a result of the module that focused on how to help others engage with the creation of their personal and developmental goals, the Learning and Development Director chose to change the structure of their appraisal documents to encourage a more robust and consistent approach to this moving forwards.



RESULTS

Collective Scores



- Rated the Overall Programme as Excellent
- Rated the Overall Programme as Very Good
- Rated the overall programme as Good

886 learners rated the programme as:

8.8 out of 10

Learners were asked if they would recommend the learning:

100% said Yes



FEEDBACK / TESTIMONIAL

The Management Development Program was the most significant investment we made into Training and Development in 2019, and one I feel we saw the full benefit of. For us it's always a bit of a gamble when looking at training providers outside of the recruitment industry, however it was one that certainly paid off, with significant key learnings that have helped re-shape the way our management team lead and manage performance.

Corrina was an outstanding trainer and always felt she understood the challenges we faced over the course of the program and played a key role in helping us overcome some of the unforeseen obstacles we faced as a management team over a 6 month period.

I always feel that a measure of great training is in seeing whether the participants really try to put the learnings into action, and it's been amazing to see our managers frequently return to their training folders to help them deal with a particular problem and overcome it.

Learning and Development Director

Heat Recruitment





CONTACT US

Inspired by the way we work with our clients to help you get the best from your people?

Want to bring about behaviour/cultural change or stretch a group of, high potential, talented people in your organisation?

Then talk to us, we'd love to hear from you and discuss how we can support you, your organisation and your people.

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