



Groundwork North West is one of several independent regional charitable Trusts, part of Groundwork UK. Groundwork UK operates across England, Wales and Northern Ireland, focusing on projects to create better neighbourhoods, to build skills and job prospects, and to encourage communities to live and work in a greener way.

The Need

Groundwork North West approached Pilgrim Fathers (part of The idm Group) to design and deliver a tailored in-house development programme, to progress the leadership of the future and enable collaborative working from independent charities. There was a requirement to develop the capability of the next generation of leaders who would take the region and the Federation forward. Their desire was to create a think tank/academy of leaders who would work with the Groundwork North West Executive Team for the benefit of the region, and who would form a core team of future strategic leaders.

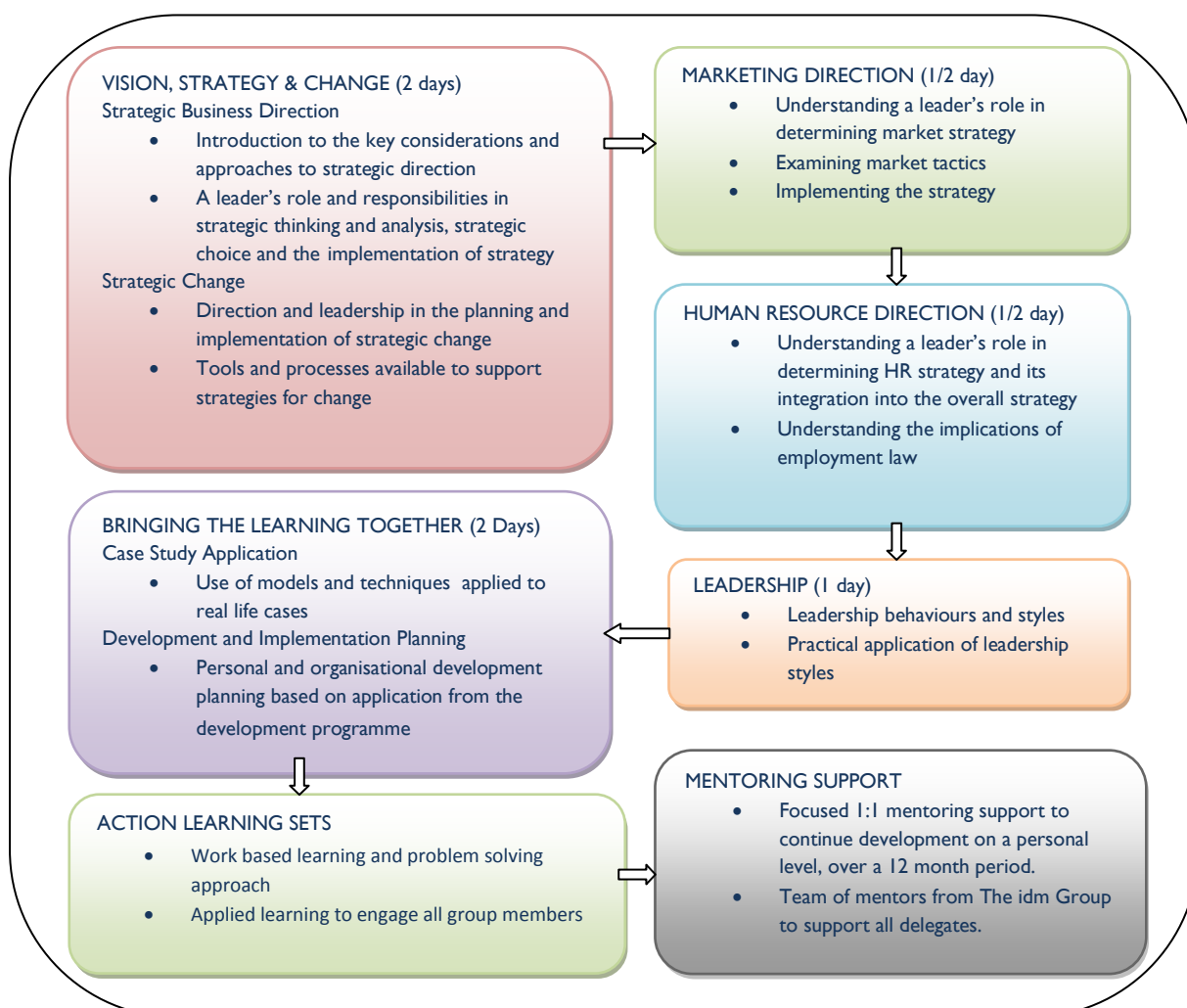
The Approach

20 senior managers, and leaders of the future, were identified from the Groundwork North West local trusts, and chosen to participate, as a group, in the Leadership Development Programme.

Programme Design

The Programme was delivered as a series of modules over a 6 month period, followed by group action learning in quarterly facilitated sessions and individual learning support in the form of 1:1 mentoring/coaching over a 12 month period.

The whole programme was designed and delivered as follows:





The Benefits

The programme enabled collaborative working from independent charities across the North West region. It allowed the independent charities to come together for the good of the whole organisation. It also allowed:

- Development of the next generation of leaders able to take the Trust and Federation forward
- Development of Management into Leadership
- External and non-biased perspective on the challenges of the existing culture
- Broadening of current thinking and ability to see the 'big picture'
- Flexible style to suit needs and expectations of individual participants
- Action focused meetings led by facilitators with extensive experience
- Space away from day to day pressures to focus on 'how' things are currently done and how they could be done to greater value
- Increased levels of thinking, analysis and informed decision making
- Greater understanding of business/corporate risk
- Generation of a wider range of options/future scenarios to tackle challenges and create greater value/return on investment
- Practical solutions and clear action plans to utilise unique value proposition, provide prudent control and ensure resources are utilised to provide increased rates of return for Groundwork and partners
- Improved performance and enthusiasm of the individual
- Committed and aligned core team
- Creation of a think tank that can work with the Groundwork Northwest Executive team

Testimonials

"[The Programme was] great, provided me with lots of tools, has developed my understanding of leadership and management. I have learned that you cannot teach leadership, only develop it, and this objective is being achieved through the design of the course...The course has given me a far greater understanding for development of my team strategy. I have restructured my strategy in line with the course. The course has improved my confidence and hopefully capability to lead my team. I am more aware and conscious of my role as a leader."

"I think the programme as a whole has been excellent. It has provided a good variety of topics and speakers. I think this is the key strength in the programme. By having a variety of speakers and the inherent styles that go with them, there has almost always been something of interest and usefulness"

"Excellent and really worthwhile, well organised and very good speakers using real world transferable examples. [It has given me] Confidence to lead and strengthen networks and alliances with local trusts."

"I have enjoyed the Programme immensely so far, being able to step back from the day to day stuff and have time to think. It has been well thought out and put together. It has been really good getting to know other Groundwork staff that I would not normally have chance to meet. It has raised issues for me that I am working on with my mentor and hopefully will make me a better leader in or out of Groundwork. It has made me more aware of my relationships with staff and that I should set time aside for me to plan and think. So I guess by being aware and doing something about it I could become a better leader. I hope it will help me to improve further my leadership skills."

"Well designed – covering a good range of relevant issues; well orchestrated and organised giving a very professional course; IDM were very professional and delivered according to their brief"