

Client Case Study

Nº 22



Alterian Leadership Development Programme

"I enjoyed the good mix of attendees with a variety of personal strengths and the opportunity to test different approaches to team relationships. I've been stretched outside my comfort zone and gained an insight into 'me'."

Delegate
Alterian

Synopsis

Following a leadership development programme working in partnership with Farscape, a strong internal leadership network has been created across the Alterian offices. Line managers now have greater confidence and skills to positively influence the people around them and understand the importance of emotions and behaviours in leadership.

Challenges and Requirements

- After a period of rapid growth through a number of acquisitions Alterian recognised that some new staff felt disconnected, particularly those in satellite offices. This was causing low morale as well as limited communication and a lack of consistency across different parts of the business.
- After seeing an increase in the number of disciplinaries, performance management issues and grievances the company identified the need for a development programme in order to engage managers in the Alterian approach and create consistency in the behaviours of the line managers across the various offices.
- A line-managers handbook was being introduced within Alterian in order to aid consistency and give guidance to managers and it was felt that a shared experiential training programme which focused on behaviours would have a positive impact on managers' confidence and performance. There was little in the way of internal support and knowledge sharing and Alterian recognised the need to develop this network in order for managers to flourish.

The Farscape Learning Experience

After considering the challenges faced by Alterian, Farscape developed a four day training programme, delivered over four months, which focused on and included:

- Creating a challenging and emotionally engaging programme in order to push delegates outside their comfort zones and give them an opportunity to experiment with different leadership techniques in unfamiliar scenarios. These were then related back to the context of the workplace at Alterian;
- Developing the self-awareness of the group of managers and their understanding of how to communicate with other people who are different to them through facilitated discussion and team-work;
- Enhancing their understanding of themselves and how their emotions impact on their behaviours and how they in turn impact on the people around them;
- An outdoor Learning Experience, designed to create opportunities for leadership and feedback in an exacting environment in order to enhance self awareness and drive forward performance;
- Building the group's understanding of how high performance teams work and

"I had a great time and I feel I can take a lot from the course to use back in the office environment. I would definitely be interested in doing something along these lines again. Seeing how other people changed and developed through the course was just as rewarding and interesting as what I learnt about myself. For me, it reinforced the idea that I have not yet reached my destination, but that I'm on a journey to somewhere else."

**Delegate
Alterian**

the importance of nurturing effective team work;

- Developing confidence and finesse amongst leaders so that they in turn inspire and empower staff;
- Using a number of facilitated tools and frameworks which the group could continue to use back at work, which helped to make the tasks and exercises more personal, powerful and memorable;
- Reviews of progress at regular intervals which took into consideration the original objectives;

Outcomes and Results

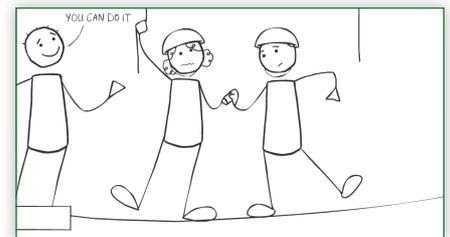
- Having the opportunity to get out of office and experience teamwork in a challenging and dynamic environment gave the line managers the space and time to reflect on leadership behaviour and teamwork, resulting in an informative and powerful learning experience.
- The training resulted in the delegates improving their understanding of themselves and how their leadership styles impact on performance. They are now able to change and adapt their behaviour according to the needs of the situation and people around them.
- The delegates are now able to build high performing teams to compliment and maximise the strengths of each individual member.
- The managers now have a better understanding of their roles in the context of working at Alterian and are better able to set goals; influence stakeholders and implement change.
- The delegates took responsibility for their own development and followed up commitments to action in order to make changes back at work.



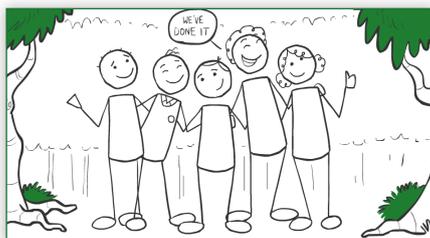
Delegates took part in a carefully designed learning journey



Facilitated discussion and team-work allowed them to practice communicating with different people



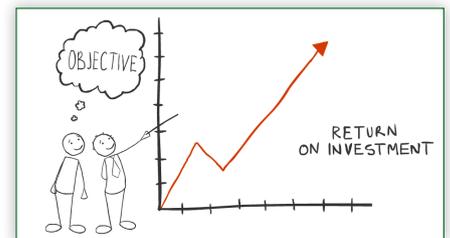
An outdoor learning experience enabled them to try out new skills and pushed them out of their comfort zones



Through experiential tasks they developed their understanding of how high performance teams work



Reviews of progress at regular intervals kept them focused on their personal development



Positive impact can already be seen with improved goal setting and influencing skills