



Join the Dots

Recruiting & developing **extraordinary** people

Case Study

Organisation name

Waterloo Housing Group

Contact name

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Group Head of Learning and Development



Number of managers involved c60

The inspiring leaders programme delivered 2014/2015 as a Chartered Management Institute (CMI) level 2 and 3 certificate was designed and tailored (incorporating WHG initiatives) specifically with the aims of developing managerial collaboration and practical leadership capacity. The developing group comprised of a combined group of middle and senior developing managers.

The programme supported managers to develop themselves and their teams through a series of action learning set workshops aimed at developing a greater collaborative approach and greater people management up skilling.

The development of managerial resilience, personal impact and agile working was a key feature throughout.

Managers on the programme were behaviourally profiled utilising the 'Thomas' behavioural profiling tool and had an interactive team day to share and collaborate personal impact and self-awareness. This was then followed by 8/9 days of focussed action learning set delivery provided over a 12-month period with an evaluative day to conclude.

The results

The programme was a great springboard for managers during a challenging time of business transition, and gave them lots to drive on with from a motivation, confidence and leadership skill viewpoint.

The programme significantly helped to bring down silo working and unleashed the ability of managers to see the bigger picture.

Specifically, managers developed a 'toolkit' of skills, so as to be able to manage with both greater resilience, confidence and decisiveness, dealing proactively with people situations.

Join the Dots Recruitment and Training Limited

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The impact upon both confidence and of how this programme was an outstanding 'journey' for the managers cannot be underestimated.

Specific examples of success included, a promotion for four managers, impact of presentation skills at GMT through another manager, and the successful management of 1:1 situations with excellent positive feedback from HR on several occasions.

There have been significant time savings, impacting on value for money and on the reduced investment in recruitment.

Most notably however the success of this programme was reflected in the 'feel good' factor with managers both motivated and in some case reignited to go and achieve results. Positivity breeds positivity and in turn success at all levels. There were several good examples of the programme helping managers to regain motivation, develop their inner voice, drive and getting both their ambition and desire for success back. This was infectious, and helped to drive the collaborative effort amongst the group into the business.

Throughout the programme managers had to research where they were as a business across a range of areas, which helped to give a deeper understanding of the business, enabling greater communication, awareness, and ability to manage the business.

Evaluation days

Evaluation days were facilitated by the Join the Dots team and WHG in partnership at the end of the programme and were especially impressive.

Both levels 2 and 3 evidenced deep rooted 'people' management progress, increased managerial and leadership capacity and greater levels of behavioural awareness that will impact results.

The managers all voiced how they now feel far more equipped to both lead and manage situations proactively and at level 3 the aspect of managing upwards has been a key feature. Managers felt more 'able' to challenge with confidence.

More specifically the impact upon collaborative motivation, and support networks was immense. The managers started as a set of managers working in silos and finished as 'a collaborative group' of people working 'together' who are now able to look through the keyhole of other teams.

One manager commented... **'the best programme I've ever been on'**... 'I see how my piece of the jigsaw fits and more importantly can impact positively'.

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