



Anson Packaging Ltd Management Development Case Study

People & Performance Ltd were asked to work with a privately owned manufacturing company with approximately 350 employees to support the implementation of their 3 year business plan. The objective of the management development programme was to increase the skills and confidence of managers to manage the day to day issues so that the Directors could focus on the longer term strategic plan.

- Support the delivery of the three year business plan
- Develop confident and capable managers
- Improve engagement levels across the workforce
- Increase capacity and capability of the workforce
- Focus energy in the right place

The company was in an extremely challenging market and was implementing a single integrated business system (Nav) to replace a number of legacy systems.

Prior to the programme the 18 managers, including 4 directors, and their direct reports completed a 360° assessment against the organisation's competencies to provide a baseline against which to evaluate the ROI from the programme.

A series of 5 workshops were held over the year covering personal development and people management skills. These were supplemented by one to one coaching sessions between each workshop. The management development programme focused on real issues and current business problems. Managers were encouraged to practice their new skills between workshops. A further 360° feedback assessment was completed after the last workshop of the programme.

Overall there was an 8.2% increase in the self confidence of the directors and managers following the programme and an increase across the three competency areas of organisational effectiveness (11.2%), personal effectiveness (8.1%) and expertise and knowledge (5.3%). The highest self assessment increase was 21.5% for innovation.

The manager's managers also rated their reports as 12.7% more effective following the programme with an increase across the three competency areas of organisational effectiveness (12.7%), personal effectiveness (12.9%) and expertise and knowledge (12.4%). The highest manager assessment was 16.8% for responsibility with 15.7% for teamwork and collaboration.

The direct reports of the managers rated their managers as 12.1% more effective following the programme, with an increase across the three competency areas of organisational effectiveness (1.5%), personal effectiveness (17.9%) and expertise



and knowledge (16.8%). The highest direct report assessment was 23.6% for innovation. There was a 17.2% increase for the managing others competence.

Qualitative feedback from the programme included the following statements:

We are now moving from being too reactive to being more proactive.

Being together as a team has really knitted the team together.

People listen more

It has had a positive impact on morale.

It has really helped with Board meetings.

It has increased teamwork and innovation, we have built better working relationships and we have started learning from one another. The management group knows each other better as a result of the programme.

The story of the bodies in the river had a huge impact on me.

People are different – we are thinking more about the customer

It was fun and has improved communication. It has helped us think more widely about situations.

Having an awareness of different ways of thinking has made a big difference to how I work with others. I feel that I am more open minded and can appreciate other people's point of view, better. We look for win - wins now.

It has been a lot better. I found the one to one coaching sessions really useful in giving me time to reflect and develop new approaches.

The one to one coaching sessions really supported the programme and gave me time to focus and review how I do things. I found them really helpful.

The coaching sessions really challenged my assumptions and made me think about things differently.

There is much less panic now – we are more measured.

As a result of this programme I feel I am a more effective manager and I am more confident in meetings.

This programme stood out a mile compared to what we have done before.

It has helped us get through Nav!