

Blackpool Costal Housing Leadership Programme

Like most organisations Blackpool Housing found themselves with a group of 30 mid-level managers of varying experience and styles. The organisation had not formally invested in developing the leadership skills of this group prior to the programme and selected Ember Real Results as its preferred supplier.

The starting point of the programme was to engage the group in a structured Training Need Analysis to identify the key themes and areas where the managers felt they would benefit from the most support. This was matched to the strategic vision and values of the organisation. Blackpool Housing had suffered from an incident in 2014 when a balcony on a property had collapsed resulting in a £50,000 fine and shaking the confidence of residents and employees alike.

Ember Real Results helped the senior leadership team to define the top 40 competencies for their mid level managers in categories such as Ethics, Communication, Problem Solving, Coaching and Team Work.

How we helped

All 30 managers participated in a BCH bespoke 360 feedback exercise. Each invited 15 people (5 from above, 5 from below and 5 peers) to evaluate their performance across 40 questions linked to the BCH competencies.

The feedback within the detailed report was explored in a 90 minute coaching session and an action plan created to identify the areas of most opportunity and the 'hot topics' that would be key for them in the forthcoming development workshops.

This aggregated data also helped to shape the workshop designs resulting in nine Leadership workshops being created and then delivered over a nine month period. They included:

- Developing Self & Others
- Planning & organizing
- Problem Solving & Decision Making
- Culture of Compliance
- Customer Service Focus
- Communication
- Initiative & Creativity
- Leadership
- Relationships

Coaching Element

In addition to the individual coaching provided for the 360 report feedback, a mid-way coaching appointment was also scheduled for half way through the programme. This 90 minute 1:1 session allowed for reflection on progress to date and action plans to be finalised for the remaining 12 months.



Leadership Qualification

The programme was mapped to an ILM Level 5 Certificate in Leadership & Management which required the participants to attend 80% of the modules and complete two written assignments to demonstrate their learning. Certificates were presented at the finale event 12 months after the programme began.

The Real Results

At the end of the year a 'finale' event was held where each action learning set presented their project and recommendations back to the senior leadership team and their colleagues. The projects had been chosen to provide learning opportunities in new areas of the organisation, working alongside colleagues that they knew less well. The results of the findings created value for the organisation that provided ROI on the entire programme investment. The evaluation scores and feedback from each learner at each event was captured and was consistently 90-100% across a range of measures including: 'relevance to my role' and 'confidence to apply'.

Our Solutions

Here at Ember Real Results one of our many talents is designing and delivering results focused, leadership and coaching programmes. We understand how delivering excellent customer service plays a critical part of ensuring your organisation 'stands out'. With industry experts working on the team we work with our clients to ensure the solutions we create are modern, practical and that it equips your leaders with the skills to motivate, manage, coach and inspire their people.

**Find out more about
our services**

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experts today**