

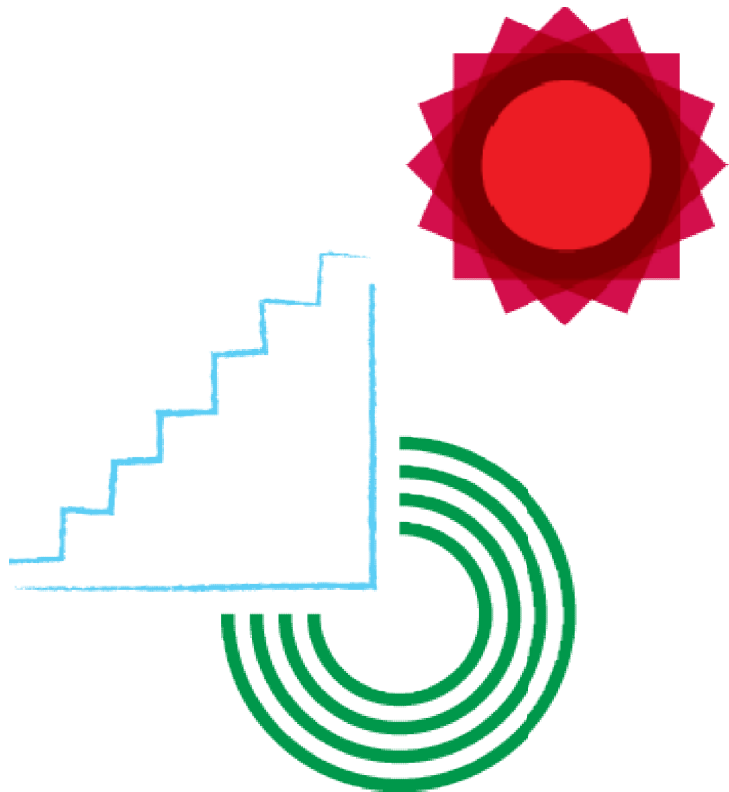


ENGAGE
FOR
SUCCESS

The LEAD Programme

Leading Enterprise and Development,
Lancaster University

Story



THE LEAD PROGRAMME

Target Audience

Large corporate organisations have a critical mass of leaders and can often justify employing internal L&D functions to deliver new thinking in leadership development. SME's do not always have the same access to resources.

Recognising this issue, Lancaster University have developed an effective solution, where the results speak for themselves. The University has developed the LEAD programme which is a ten-month leadership and management development intervention, designed for small to medium enterprise (SME) owner-managers and which focusses specifically, the key issue of engaging employees, to improve business performance.

Employee Engagement is a way of doing business and it cuts to the heart of the culture of an organisation. In an SME the culture is determined by the leader and senior management team.

Leadership and culture are indivisible. Therefore, Employee Engagement is a key part of leadership and this is why LEAD has positioned Employee Engagement as a key theme within the programme.

The programme was launched by LUMS in 2004 and since then over 2,000 small-medium sized companies have participated on the programme. The entire LEAD alumni employ in excess of an estimated 30,000 people, equivalent to a major corporation. Covering all sectors and geographically widely dispersed, these businesses are creating new jobs in scale. LEAD contributes to the unleashing of latent growth potential in a vital part of the UK economy.

In a recent interview, Dr Sue Smith, Director for the LEAD Programme at Lancaster University said

“We are very proud of the impact that LEAD has had on individual leaders, their employees and their business performance. Our aims are entirely complimentary to that of the Engage for Success movement. We aim to improve leadership capability, so as to better harness the efforts of employees, which in turn enhances UK business performance for the ultimate benefit of our economy.”

The LEAD format

Business leaders typically have an overwhelming need to be involved in the minutiae of delivering services to their customers and running all aspects of their businesses. Therefore to address



this, a key theme of LEAD is Employee Engagement and the development of an empowering leadership style. Delegates are exposed to new learning, in a variety of integrated ways from one on one coaching, to master classes delivered by inspirational speakers. However, the greatest catalyst for change and self-development is reported by the delegates to be the close interaction between the cohort members.

LEAD is an intensive leadership and senior management programme for businesses that are growing or have the potential to grow. The format for LEAD has been derived from research and was developed by the research centre Lancaster University Management School (LUMS) and is delivered under licence around the UK. It provides a blended learning opportunity that addresses a variety of learning styles and the syllabus combines master classes, shadowing exchanges, coaching, action learning and experiential events.

The programme concentrates on three areas enabling the personal development of the leader. This helps the leader to develop the business, and encourages them to reflect on the relationship between themselves, their business and their people. Each 'cohort' of participants brings to life the topics by sharing real business challenges. This makes the experience for the whole, highly relevant and practical.

It is the intensity of the process, the focus on real business issues and the bonds built between participants that create the LEAD programme's success. LEAD is very practical and after a session delegates are implementing their learning, changing their behaviour with amazing results. Professor Steve Kempster, one of the creators of the LEAD programme said that, from repeated research projects, integrity is the number one value. Our LEAD delegates understand that behaviour consistent with values creates the trust and integrity that staff are looking for in their leaders.

Benefits reported

Typical participating companies have seen sales and profit growth of 20%; 1 in 5 delegates have started a new venture such as an acquisition, expansion, relocation, diversification or a joint-venture and on average each company has gone on to employ 17% more people.

Rigorous evaluation is central to LEAD. In 2011-12, a Newcastle University team surveyed 209 Lancaster LEAD alumni. Their baseline turnover averaged £1.29m, and they employed an average of 20. Their combined turnover was £270m employing a

total of 4,180. Post-LEAD, their mean annual growth rate was 13.8%, and employment growth 16.8% p.a. (30.8% including outliers).

The survey revealed that LEAD graduates have seen **increases in profit** (70% of participants), **turnover** (55%), **employment** (49%) and **productivity** (65%).

Feedback from Participants

Video links will be available shortly on the Engage for Success website, to hear from participants and their colleagues, of a recently delivered programme in the South West. Their feedback exemplify that LEAD embodies the four enablers of Employee Engagement – a strategic narrative, engaging managers, listening to employee’s voice and the key leadership value of integrity.

Peter Mardon, Managing Partner, WSP Solicitors speaks about how he has embraced a more participative leadership style and has engaged partners in such a manner that this has given them confidence to play their part in driving the strategic direction of the firm. **Judi Bonham** reinforces the benefits of Peter’s new open door style and explains how he has created the time to meet partners and staff to share ideas, views and concerns. She adds that staff have gained in confidence to the extent where they are able to challenge Peter and shape outcomes.

Similarly **Tim Watkins, Partner at Randall & Payne** accountants describes how he has involved staff in the creation and delivery of the strategic narrative. He explains how he learnt the importance of communication and listening to employees’ voice which were key messages from John Oliver’s Master class on *Radical Employee Engagement* and what a genuine ‘Hello’ and ‘Thank You’ means to staff. Tim has since created an ethos of appreciation within his firm. He is backed up by his colleague **Jo Kline** who describes the sense of renewed excitement in the leadership of the business, since Tim’s attendance on the programme.

Chris Creed, MD of Creed Foodservice, already leading an engaged business when he attended the programme, but explains how he wanted the next level of managers to be more engaging and for staff in their areas to take on more accountability and responsibility. Chris describes how he has weaved LEAD into his business and sees an improvement in decision-making further down the organisation with more energised staff.

Again referring to John Oliver’s masterclass, **Tim Bodenham, MD of BAM Agency** speaks about how he implemented a communication network including ‘Meet the Boss’ and now

cascades information down the organisation ensuring the right understanding of the message and **Carl Daruvalla, Operations Manager** speaks of the transformative effect of the change in Tim's behaviour and people management skills focusing and uniting everyone.

Hear from **Linsey Temple, CEO of Gloucestershire Engineering Training**, about how she observed the importance of communication from 'Shadowing' – an element of the LEAD programme. Linsey observed the BAM Agency away day where the MD, the management team and team leaders all presented and she witnessed a cohesive management team working with staff to a common goal with the resultant buy-in from everyone.

A quote from **Paul Bence, MD of the 5th generation family business George Bence & Sons** states "I learned at first-hand what it was like to be at the wrong end of employee engagement during the LEAD overnight experiential which immediately prompted me to find out how engaged staff were within my own business. I was inspired by John Oliver's module to implement a management and leadership survey which has given me insights into improving communication and the frequency of meetings".

LEAD is heading for a national footprint. In addition to participants in Lancaster, other regions are being reached through accredited LEAD providers such **QuoLux LLP** based in Cheltenham who cover the South West of England. **Swansea and Bangor Universities** deliver LEAD to Welsh businesses and **The Work Foundation**, part of Lancaster University, are launching LEAD in London. Further roll-out is planned so watch this space.....

