

Case Study

Leadership Development Programme

An International Engineering Consultancy

Background

Our client is an international design and advisory consultancy, providing services to large-scale engineering projects. Over the past few years the company has experienced rapid growth, both organically and through a number of key acquisitions. Senior management were keen to ensure there were clear and appealing career development opportunities available within the company, ensuring they retained their best talent and gave them the necessary skills to progress further in the company.

Brief

The consultancy invited Alchemy to design and deliver a one-day residential programme for 25 of their emerging leaders. The objectives were to: (i) develop leadership skills in the chosen employees; (ii) unite people from different departments; and (iii) reward and recognise their key future employees.

Activity

Alchemy combined leadership training in the classroom with experiential leadership challenges, enabling participants to put theory into action straight away.

The morning training was delivered by one of Alchemy's training partners and covered leadership theory, motivation techniques and coaching methods, including:

- establishing compelling visions
- understanding what drives personal motivation
- communicating effectively at all levels
- leading vs. managing

After lunch it was time to put theory into practice. A series of 5 tasks had been created in the area around the conference centre for the participants to complete in teams.

Each task was designed to incorporate the engineers' skills of accuracy, problem solving and time management.

The tasks involved: moving a 4WD across a 'river' using planks of wood, with one wheel and 5 wheel nuts missing; using a compass and rope to solve a number of clues scattered amongst the trees; building a complex campsite according to just a description; and an orienteering race through the forest using maps of varying complexity.

To test and practice the participants' leadership skills each participant had to lead the team through one of the tasks. Senior managers from the company operated as shadows to each team and observed as facilitators related the tasks back to the leadership theory and facilitated 360-degree feedback.

Result

"We have had fantastic internal feedback and results from this programme.

The combination of skills training and practical leadership tasks enabled everyone involved to increase their skill set in a novel manner, and it was also a useful opportunity for myself and other management to see our emerging leaders in action. I particularly liked the river crossing challenge which threw up many of the project management issues which we face in day to day work."



Experiential Learning

+44 (0)207 199 3211 www.alchemy-events.co.uk

