

Leadership and Management Development Programme for a Cambridge College

The problem: One of the larger Cambridge Colleges with over 300 employees. The previous leadership in the College had appointed a range of managers over the years without giving any direction or training at all to do the job. As a result leaders and managers were ill equipped to lead some quite tricky teams as well as negotiating how to manage in an environment where the leadership is effectively by committee.

The outcome: The key managers in the College are now functioning as leaders and demonstrating effective performance management of their staff. This project is still ongoing as we have yet to develop all managers' skills.

The strategy: The decision was made to develop management skills in key areas of the College first either through a bespoke internal management programme or by sending key managers on our open management programmes.

1. Delivered bespoke management programmes for the Head of Department and their managers in two main departments. In both cases the HoD has received one to one coaching and taken an active part in the design of the course for their managers. In both areas the skills addressed have been on legal compliance, performance management, communication skills and leadership. Both programmes have been spread over a period of time to suit the needs of the function. Both programmes included some one to one support for individuals.

2. A different solution for the third department was designed to resolve poor teamworking issues and included:

- ▶ Mediation to resolve a dispute
- ▶ Coaching for the two senior managers on how to manage team performance on an ongoing basis
- ▶ The design of a performance management approach to include: effective job descriptions and work objectives, review techniques, and a more effective team meeting structure

3. Three individual managers with smaller teams attending our ILM Award In Management level 3. Each one is undertaking a business improvement project to implement learning and deliver a return on investment.

4. A comprehensive salary survey and simple job evaluation for all Heads of Department roles benchmarking with other Universities and the private sector

Summary

This approach is designed to inspire confidence and trust in an external agent (us at elconsulting) at a reasonable pace. Any broad based and sudden approach would need the blessing of the Fellows, which was not considered a useful intervention. It would also be contrary to the culture of the College.