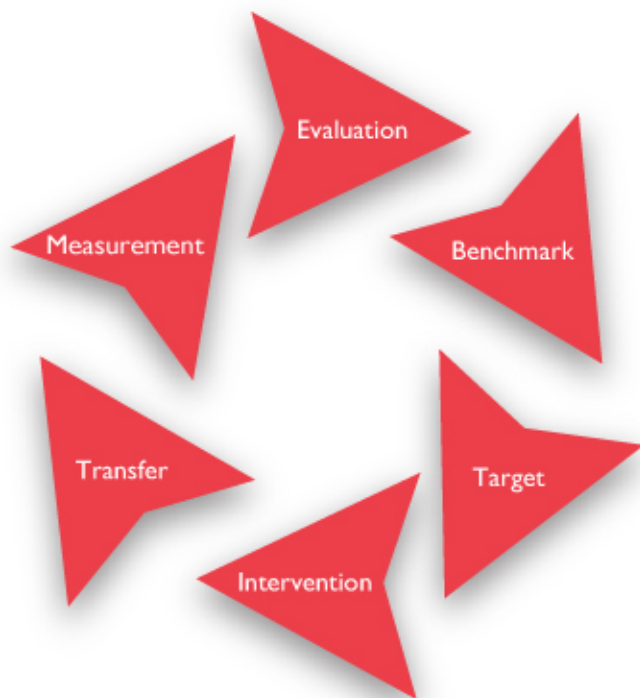


Case Study

Introduction

BTEC Team Leader Development Programme

Whitefriars Housing Group, a not-for-profit social housing provider, set out to restructure their 'Homeworks' division in order to provide better leadership for their teams of trades people. It was recognised that the current supervisors would require support to successfully adapt to a new Team Leader role. GPSVision were recruited to provide the management development programme and up skill the supervisors.



GPSVision Performance Improvement Cycle © 2003

"Our unique support process embeds learning into organisations and provides data on the return on investment"
Patrick Taggart Director GPSVision Ltd

Objectives

- **Organisation:**
effective structure, feedback systems, financial performance, reduce absence levels, maintain turnover, achieve IIP
- **Individuals:**
communicate the vision, tackle poor performance, set SMART objectives, participative decision making, motivate and praise
- **Team:**
inclusive culture, praise culture, equitable allocation of jobs, improve morale
- **Customer:**
quality job first time, appointment kept, clean working, polite and respectful

Process

- All supervisors completed an Apter Motivational Styles Profile and a GPSVision 'Competence Assessment'
- A 1:1 coaching review and personal development planning session was carried out. This provided a clear starting position for each supervisor and data for post measurement
- A learning programme was developed and a post evaluation process was agreed
- Five full-day workshops and two half day study support sessions were organised
- The management development programme focused on effective communication, leadership, change and performance management
- It was an accredited BTEC Professional award at level 4
- To ensure an effective learning transfer process, GPSVision worked with the group to identify what would help them successfully apply the learning. As manager support was commonly identified, GPSVision met all managers to brief them about the programme and their role within it

Results

- The programme achieved its objectives against all four evaluation levels and saved the organisation £162,500. This resulted in a 983% return on investment
- Assessment submission for the BTEC Level 4 management qualification was voluntary and was completed by 60% of participants. The assignments were case study based, and demonstrated how the learning had, or would, be used within the role of Team Leaders
- The positive feedback from the External Assessment Verifier confirmed the impact of the learning on practice in the new Team Leader roles
- The programme and process has now been adopted as the corporate management development programme for Whitefriars Housing Group

"We can easily fall into the trap that putting people through some training is the objective, rather than the training is the intervention to achieve business objectives."

*Judy Ryder
Director of Organisation Development*

"I am noticing a real change in my approach which is now shaped by ongoing self assessment, monitoring situations closely and taking note of feedback"

"I react in a less aggressive way and the trades people are beginning to do the same. This is improving relationships all round"