



Introduction

Aquarius is a progressive third sector organisation based in the West Midlands with over 150 employees. It operates in a very competitive market place, providing services to individuals with drug, alcohol and gambling problems. Outstanding leaders are required within the organisation to maintain service provision and satisfy commissioner requirements. Aquarius are increasingly expected to provide more for less and needed to implement better leadership that created vision and direction within the workforce.

A workforce development programme was commissioned by senior management after discussions around the support required to succeed in a more competitive and commercial market.

Three key areas for development were identified. These areas were:

- > Leadership Skills
- > Change Management
- > Project Management

ODISSY CASE STUDY

PUTTING GOLD at YOUR FINGERTIPS

Objectives

Organisation:

- > To support managers and supervisors in achieving the organisation's aims and objectives
- > To develop high performing teams
- > To increase the skill levels and confidence of managers and supervisors across the organisation
- > To improve project management skills across the organisation
- > To increase the academic base of the organisation
- > To generate a monetary return that exceeds the programme investment
- > To develop a mindset of using on line tools for goal setting and on line coaching discussions

Individuals:

- > Improved Leaders
- > Better Change Management
- > Better Project Management
- > Complete level 5 CMI qualification

odissy
revolutionising organisational development

GOLD.....

Growing Organisations through Learning and Development

Process:

- > A presentation was given by Odissy management to cover our online support system GOLD, line manager coaching support and action learning.
- > Three workshops were developed and the key areas were:
 - > Leadership Skills
 - > Change Management
 - > Project Management
- > A comprehensive evaluation strategy was built into the programme with learners receiving data including the reaction level feedback for each workshop and using GOLD to produce interim reports around impact and progress
- > Workshops were broken down as follows;
 - > Goal setting linked to individual and organisational aims
 - > Aims
 - > Energisers
 - > Theory and practice and embedding the learning
- > The approach was designed to engage participants who had previous experience of leadership development programmes.
- > Study support was provided during the workshops and after the formal learning sessions

Results:

Reaction:

Attendance was 90% at all the workshops and participants felt the content could easily be applied to their roles.

Learning and Behavioural Change:

- > A more detailed planning approach has saved time and reduced stress - eg clearer plans for completing bids and project implementation
 - > Better partnership work which has freed up staff time and allowed them to engage in more ventures which generates income
 - > 80% of participants passed the CMI qualification with others continuing with their studies
 - > Performance monitoring has been pivotal in allowing them to evidence success and utilise this in winning new business
 - > Project management skills have increased management and performance of new contracts
- #### Business Impact:
- > A lower level of staff turnover
 - > Reduced recruitment costs due to more internal promotions
 - > Implemented a new HR system that has empowered the managers to conduct performance discussions with their teams
 - > Reduced staff sickness due to improved performance management skills
 - > Improved strategies for reducing service DNA (Did Not Attend) levels
 - > ROI on the training has been £142k against an investment of £27k