

Case Study



Client: Scottish Enterprise

Project: Executive Development Programme
2005 - 2008

Background: From 1997 until 2005 Scottish Enterprise, in partnership with ibp academy, ran a remarkably successful development programme – the Junior Executive Development Initiative (JEDI). This programme had won a National Training Award in 2001 and had helped over 60 (almost entirely female) administrators break the glass ceiling and gain promotion. However by 2005, recruitment to the programme was dwindling as were the numbers of participants gaining promotion as a result of their participation.

The Challenge: Analysis indicated that with the change in SE strategy/targets, executives were required who could demonstrate economic impacts through project delivery. The programme clearly needed to be adjusted to develop project managers with the potential to deliver these outputs and compete in the internal jobs market (executives were now expected to hold first degree equivalency).

What happened: A new 18-month blended learning programme was developed using SE's Core Skills Framework to define skills requirements. This incorporated an initial Assessment Centre to identify key development requirements. A new programme identity was also developed, with more focus on "executive development". A new Diploma in Enterprise was developed, specifically for the programme. This was then linked to a progression route towards the BA Business and Enterprise at Edinburgh Napier University Business School.

Content was delivered through workshops, online learning and action learning. Assignments were realigned against SE strategy. In one significant innovation, participants researched five emerging trends, analysed three and identified a project approach to deliver impacts against one. These were then presented at a "showcase" event.

Results: Various stakeholder projects demonstrated:-

- economic impacts of nearly £2m
- 4440 young people upskilled
- 820 tonnes CO₂ reduction

All 17 graduates from the first programme were promoted to executives. EDP was showcased at the national Talent Development Conference in 2007. Through one participant's project, SE was awarded the Charter Mark for Public Service Organisations.

Subsequently two further programmes have been run with comparable outputs.