

Case Study



- Client:** Greater London Authority (GLA)
2007 - current
- Project:** The Connected Manager - Leadership development for middle managers within a regional authority
- Background:** GLA is the strategic, citywide government for London, with a directly elected Mayor and separately elected London Authority. There are around 600 staff to help both in their duties, and they have oversight of a number of delivery authorities, such as Transport for London, London Development Agency and the civilian authorities. The GLA Corporate Plan identified middle managers as key to its success. They were often skilled specialists promoted on the basis of professional expertise but lacking leadership and management skills. The Connected Manager programme was devised to develop these skills and thereby achieve more effective impacts for the people of London.
- The challenge:** There were a number of challenges, most critically:-
- The wide ranging nature of the participant group
 - The need to create a programme that met both personal and organisational needs
 - The progression from learning to impacts in an organisation that has an oversight, rather than a delivery role
- What happened:** ibp academy worked with GLA HR to develop a blended learning programme, leading to the ILM Certificate in Leadership. Key areas for development were:
- The Reflective Leader
 - The Motivating Manager
 - Leadership for Results
 - Developing Teams and Individuals
- We developed a set of behavioural outcomes and built the programme around them. This involved a combination of workshops, action learning, online learning and reflective submissions. Participants completed a project, aimed at achieving some impacts against the GLA Corporate Plan.
- The programme's impacts were evaluated against the New Economics Foundation's 'Social Return on Investment' model and showed significant impacts against the indicators targeted.
- Results:** To date, two groups have progressed through the programme, achieving their Certificate in Leadership. This was despite one programme being delivered in a post election period, which caused significant disruption, both for the programme and individual participants.
- Many participants have progressed to new, promoted positions and the evaluations of their projects have shown significant and worthwhile benefits in the areas in which they were delivered.
- For more information on leadership and management development for local and regional authorities, please contact John Parker at info@ibpacademy.com or on 01475 676116.