

# Sense

Alison Bennett is the Director of HR and promotes a comprehensive leadership development programme that has now been running successfully for a number of years.



“When developing our three-year strategy, our strategic team identified what we needed from the leader.

- We need leaders to be really clear on what it means to be a leader.
- We need people to be really visible and authentic.
- We need people to be really strong in handling change.
- We want people who can talk about our wider business.

“Our programme is currently running two or three times a year. Since it was introduced three years ago, we’ve taken 300 leaders through this process. It covers the following content.

**Day 1: Leadership** – this is what it means to be a visible, credible and authentic leader.

**Day 2: Coaching** – this covers how to listen and ask questions that unlock blocks, challenges and dilemmas.

**Day 3: Leading your team through change** – this includes understanding the stages people go through and how to tailor your approach as a result.

**Day 4: Managing the performance of your team** – this covers a toolkit to help leaders to build their team, including talent, developing others and challenging poorer performance.

**Day 5: Coaching refresher** – the final day is shaped around polishing your coaching skills. It refreshes coaching training based on experiences of putting the original Day 2 content into practice.

“We usually deliver the first two days together, then there will be a few months gap before the second two days and then a final day at the end of the process. Each day of the programme requires our leaders, in whatever role they have, to bring two or three real life dilemmas they have and work with others to reflect on these. As a result, they leave with real life solutions to their current issues.

“The leadership programme has helped to change people’s mindsets. It has empowered our leaders to find their own solutions to challenges and not be reliant on others in the organisation to step in and do that. As a result of the programme we feel that we’ve developed people to truly lead their teams.”