

Case Study: Ernest Doe Management



Ernest Doe is a long established family firm with a network of branches in the South and East of England. The company employs over 650 people and has 18 branches across the region.

Managing Director Colin Doe was keen to develop his management team, consisting of branch, parts and service managers – a total of 70 in all. The aim was to improve performance during a difficult economic period.

The Training Team were invited to offer our ideas on tackling management development and considered the challenge from a number of perspectives, including internal and external factors.

In March 2008 The Training Team agreed a project with Ernest Doe which consisted of management training workshops and 360 assessments.

This work, built around a blended learning model, enabled managers to access learning through a variety of ways but around a structured and focused approach.

This approach enabled personal development to be flexible, specific to the learner, relevant to the organisation and measurable. Each manager had access to a qualified coach during 360 feedback and gave the organisation a clear picture of development needs through the production of personal development plans.

The Training Team trained 5 Senior Managers in feedback techniques – so that they could support the 360 programme and also delivered each management workshop, covering the following topic areas:

- Customer Service
- Leading Teams
- Problem Solving
- Time Management

BLENDING LEARNING

Using a blended approach we delivered:

WORKSHOPS

Delivered flexibly and covering key competency areas

COACHING

Managers received 1-1 coaching
ILM Level 3 Coaching
qualifications achieved by
internal mentors

HOT TOPICS

Topical sessions covering priority areas delivered in bite sized sessions

ONLINE LEARNING

Supporting the instructional training and used as a learning aid

ILM ACCREDITATION

Candidates can achieve ILM Qualifications





EXPERT ACCREDITATION

The Training Team is a Nationally Accredited provider of training and assessment for the Institute of Leadership and Management (ILM), delivering level 2, 3 and 5 Awards and has accredited over 2000 Managers through this programme over the last 4 years.

PROFILING

The Training Team is an accredited provider for Margerison-McCann Team Management Systems, world class specialised profiling and assessment tools used by some of the largest organisations in the world.

INVESTOR IN PEOPLE

The Training Team is an Investor in People organisation having achieved the award in less than 5 weeks in 2001 (the quickest in IIP history) and we have specialist IIP Advisors internally within the company who support development initiatives for our clients.



Programme Features and Benefits

The programme we have designed encompasses 4 key elements built around the blended learning experience:

- 1. Instructional training through Workshops**
- 2. Online Assessment through an online web based portal**
- 3. Coaching and Mentoring support for Senior Managers**
- 4. Hot Topic Development Workshops**



The Training Team developed a 360 Assessment tool for Ernest Doe to assist managers to put together Personal Development Plans.

360 Assessments

Before managers can access their learning they are required to complete an online 360 assessment. This feature has been built into the online learning product to save time and provide effective reporting.

Managers firstly complete the online 360 Assessment and then invite peers, line managers and customers to additionally assess. From all assessments a range of reports are produced.

The 360 was built around the following competency framework:

- Customer Service
- Leadership
- Performance Management
- Developing People

The 360 offers effective tracking and reporting and speeds up the assessment process.

The results are collated and compared to find trends in skill requirements, thus making the identification of training needs more focused and quickly attainable and to help determine the most effective next steps.