



# EMBER STOCKTON BC MANAGEMENT TRAINING

## WHAT WE FOUND

Ember's innovative modular leadership training programme gave a high-performing local authority the confidence to appoint a new generation of leaders and managers from within its ranks. The programme provided a rapid way of equipping talented staff with management skills so that the council could fill management vacancies without needing to recruit externally. It's now forming the basis of an ongoing management development scheme.

## IN NUMBERS

- 6 half-day leadership master-classes
- 12 delegates per session
- All repeated at least once over 3-month period

Organisations in every sector are keen to invest in their people, but in the public sector, the requirement to do so can be arguably greater when many employees are promoted from within and have long service. So when our client – a high-performing local authority in Northern England – created a number of new management vacancies following a restructure, it naturally looked to its existing staff first. However, while it was able to appoint some highly talented candidates, the authority also recognised that most had very little management experience or proven leadership skills. With the new managers needing to move into their roles straightaway, it asked Ember to assist.

## PICK AND MIX TRAINING, DELIVERED AT PACE

Ember had worked as a training provider to the Council for several years, offering a wide range of learning opportunities to different teams. That meant the Ember team had a well-developed understanding of the authority's culture and priorities. It could then incorporate those elements into a management development programme that could be delivered quickly.

With speed of the essence, Ember integrated aspects of various off-the-shelf learning modules into a series of six one-day master class workshops. Each focused on a different subset of management skills, from communicating and influencing, to empowering others to deliver, to driving innovation and change.

## PUTTING MANAGERS IN CONTROL

The long-term intention was that all of the newly appointed managers would attend all six workshops over time. However, in the short term, they were able to prioritise their development, focusing first on building the skills they needed immediately. That meant they didn't have to dedicate too much time to training while they bedded into their new roles.

The one exception to the pick and mix approach was an introductory workshop on "Understanding your role as manager"; this not only set the scene for the remaining workshops but also reminded the managers of the organisation's culture, values and behaviours.



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## BUILDING SKILLS, NURTURING CONFIDENCE

All workshops were led by Ember's highly experienced learning consultants, many of whom had extensive hands-on managerial experience themselves. Ember and the Council agreed early on that delegate numbers at each workshop would be limited to 12, so that there was plenty of opportunity for one-to-one interaction with the expert facilitators from Ember leaders.

That meant that, as well as the knowledge transfer, the workshops offered the chance for role-play and other learning techniques that would build the confidence of the new managers in different situations. This was embedded through detailed workbooks for each master class, with further tips, sources of information and practical guidance.

## POSITIVE FEEDBACK AND IMMEDIATE IMPACT

The programme was delivered at speed, with all six workshops repeated at least once over an initial three-month period. Attendance was high, with most new managers choosing at least four of the six workshops, and feedback extremely positive, averaging over 90% on all measures. In particular, the new managers commented that the training made them feel "more confident in dealing with leadership situations". Since the initial programme was completed, additional workshops have been scheduled so the new recruits – now over a year in their role – have all completed the initial modular training.

The success of the programme has encouraged the Council to extend the modular learning to existing managers and future talent – asking Ember to deliver these first six workshops and develop some further themes including customer service skills for their 'one-stop' staff that deal with drops in queries of all types.

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## ABOUT EMBER

Ember Group is a specialist consulting, analytics and professional services group dedicated to transforming customer engagement and CX strategies and operations for major brands globally. With offices in London and Toronto, we deliver solutions to help organisations realise their customer service vision and increase commercial value from their service operations.

We have a team of specialists across various practices and disciplines, including service operations, digital, outsourcing, technology, commercial and finance, analytics, recruitment & search, training and L&D.

We offer a swift and effective way to answer crucial questions and discover hidden trends and patterns – providing actionable insights that relate purely to your business. Trust our skilled experts to help you understand what better looks like for your business.

## FIND OUT MORE

 +44 (0)20 7871 9797  
 [Info@embergroup.co.uk](mailto:Info@embergroup.co.uk)  
 [www.embergroup.co.uk](http://www.embergroup.co.uk)