

## Management Development Programme

Imaginarium worked with Balfour Beatty Engineering Services (formerly Haden Young) from 2004-2012. We delivered a range of management courses including an ILM certified *Management Development Programme*. This programme included topics such as: Essential Management Skills, Collaborative Working, Assertiveness, Time Management, Effective Meetings, Managing Customer Care and Presentation Skills.

"I started working with Joe in 2009 at what was Haden Young (Part of the Balfour Beatty Group), my HR Director recommended Joe as a potential trainer for our Management Development Programme (MDP) for our new first line managers.

Having met with Joe, I was instantly put at ease and I was confident that he had the skills, experience & delivery technique that I was looking for (Highly Interactive & Engaging).

I worked with Joe for 4 years at Balfour Beatty on the MDP, with Joe helping me achieve getting the programme ILM accredited which was fantastic!"

**Lee Walters**

Learning & Development Manager (2009-2013)  
Balfour Beatty Engineering Services

## Feedback from Delegates

We asked the course participants to evaluate their learning and the benefits to themselves personally, to their team and to the organisation...

### Personal Benefits

#### Understanding others

- Easier to deal with people and identify their working style, needs. How to get my message across best. Identify the right person for the right role.
- Understanding personalities through difficult situation.
- Dealing with aggression/threatening behaviour and conflicting interests.
- Delivering bad news more effectively.

#### Utilising feedback

- Get feedback from others for what is working and what is not working. How we can collectively rectify weaknesses.
- When I communicate, communication is the responsibility of the communicator!

#### Problem solving

- Take a step back, break it down and simplify it.

#### Time management

- Prioritising and organising work.
- Listing action and scoring to prioritise.

- Moved from a mess of paper on my desk to electronic tools (e.g. outlook to prioritise tasks).
- Set an agenda and control email.
- Gained control of my workload.

### Career

- Graduated from student engineer to project manager.

### Gaining confidence

- More comfortable within myself as a manager and coach.
- Good practice becomes second nature.
- Reassuring that I am doing much of the 'best practice' already.
- Speaking up in groups when I would previously have stayed quiet.
- Motivated myself to get things done that had been waiting for a while.
- Feel more positive.

### Management awareness

- See my role through the eyes of a manager.
- Built up an appreciation for the decisions managers above me have to make.
- Given me a different outlook.
- How I influence people I manage and how they may copy what I do.
- Delegating – stepping back and only stepping in when I'm really needed.

### **Team Benefits**

#### Working with others

- Dealing with individuals as individuals.
- Delegating to develop others.
- Controlling things in a more efficient manner.
- Assigning work to suit working styles.
- Bringing out quiet characters in teams.
- Getting on better with the team, appreciating and respect them more.

#### Sharing learning with others:

- Helped staff, students and colleagues to prioritise... not just to write lists.
- Removing stress through demonstrating prioritising.
- Showing others how to delegate.
- Going forward I will continue to share learning with others.

#### Leading others

- Being a better leader and manager for the people I manage
- Utilising teams working styles and adapting my style and what/how I delegate to help motivate staff.

- Purposefully focussing on motivation.
- Trusting the team and getting more trust in return.

## **Organisational Benefits**

### Gaining business

- Won a job where 8 people employed for 12 months.
- Influencing clients to go with particular modular systems.
- More involved in winning business: confidence in negotiating, gauging people and styles. As a team we picked up 85% on turnover.

### Meetings

- Putting order to meetings - more beneficial
- Follow-up after meetings.
- Controlling meetings that previously used to go out of control.

### Management

- Has made me a better manager which benefits the organisation.
- Given me the tools to be a better manager. Realised that I am actually managing tasks.

### Customer care

- Good customer satisfaction scores. Built good relationship. Delivered on time and on budget.
- Re-allocated team on a project to utilise staff strengths to progress jobs to benefit an important customer; created good rapport with potentially difficult client.
- Built a great relationship with client and consultant – got great feedback and comments. Took the attitude that nothing was a problem and that we would get things fixed and done. Spoke to the consultant to create a joint problem-solving approach.

### 'Extra mile'

- Stepped outside my own role.