

# CASE STUDY: LEADERSHIP DEVELOPMENT

## THE CONTEXT

We really need our leaders to be better at leading and managing their people, volunteers, workloads. Also, we want them to be accountable.

"Someone asked me, why as an NFP I'd invest in our leaders, what about if they leave? I responded with what if we do nothing, and they stay?" said the CEO of RSPCA

An intensive, immersive leadership training programme was delivered for the two leadership cohorts, both corporate and site based.

The aim was to equip leaders with the skills they required to lead their teams as well as their work programs and adequately engage, motivate and lead their volunteer workforce.

Moving from an adhoc approach, where issues were escalated to HR teams, and volunteer retention and engagement was at an all-time low, moving into leading high-performing, highly engaged teams who were aligned to the larger vision of the organisation. This meant going from telling their teams what to do, to - asking, engaging and empowering their teams.

## THE BRIEF

I worked with two cohorts of 12 leaders across an intensive period to deliver my 6-month Courageous Leadership program. This focused on the three key pillars of leadership, lead yourself, lead your team, and lead your organisation. They embraced this opportunity with excitement and enthusiasm.

The program was so successful that many of the participants and their managers have reported higher levels of engagement and enjoyment. There is considerable autonomy, accountability and performance increases.

There were clear gains throughout the learning period. Within the three months post-delivery, the programme has more than paid for itself.

## THE OUTCOME

The data showed outcomes like higher engagement, reduction in team conflict, reduction in time for HR team to 'parent' leaders, and higher volunteer engagement and retention. Significantly improved efficiencies in animal care. Cross-communication across departments and sites. Holistic one-team approach.

*"Ally took us on such a great personal and professional journey. I am beginning a new career and Ally gave me the tools to feel confident and assertive. We learnt a lot about our individual personalities and how this can help us be productive and successful in the workplace. Ally was engaging and took the time to get to know us before the course which made it feel really personal. I walked out of the classroom each day with my head held high and my confidence boosted. A big thank you. I am no longer afraid to have courageous conversations!"*

*Lucy Feltus - Manager RSPCA*