

Tarmac Coaching Development Programme

Our customer at a glance

As one of the UK's leading sustainable building materials and construction solutions businesses, Tarmac has a clear defined strategy – "To be our customers preferred choice for sustainable construction solutions". Their innovative services and solutions help to deliver the infrastructure needed to grow the economy today and create a more sustainable built environment to support future prosperity.

The Challenge

A key factor in the Tarmac business strategy has been people development – utilising a three-step philosophy through a discovery zone concept. The philosophy follows a Discover, Develop and Deliver approach and forms part of the Tarmac Leadership Academy. The Leadership Academy has three levels of programmes aimed at the different levels of managers and leaders within Tarmac. The Coaching Development Programme is aimed at middle managers.

The development needs analysis for this level revealed that the priority area was to support line managers to develop their line reports by using a coaching approach. With over 400 participants from a wide variety of operational and functional settings across business units, there was evidence of significant diversity in skill level and past experience of coaching.

The Solution

Through a consultancy-led approach, Ashorne Hill worked in partnership with Tarmac to design a programme to equip participants with the skills and experience to use coaching in a range of organisational settings. This included a number of Tarmac scenarios being built to reflect these situations and enable participants to 'experience' coaching as the coach, coachee and observer. Topics such as retention, individual performance, development, motivation, leadership style and decision making were used to build these scenarios. There was significant emphasis on managers supporting the development of their line reports to apply their learning from other Leadership Academy Programmes such as 'The First Line Manager' programme.

The programme involved an onboarding activity, face-

to-face theory and skills development, formal coaching and informal coaching opportunities, an impact exchange, supplementary support materials and an award presentation for the completion of a CMI qualification for participants. Programme outcomes included:

- Developed "meta ability" associated with coaching capability – this will include insight models, core theoretical models, reflective practice and skill development.
- Practical opportunity for "experiential learning" – this will include scenario-based skills practice, critical incidents and live incidents relating to Tarmac. Experienced facilitator and peer feedback and structured assessment of capability.
- Accelerated the development of line reports through formalised coaching conversations.
- Identified and addressed operational issues using a coaching methodology.
- Completed a learning journal as a portfolio of evidence suitable for CMI qualification at level 5.
- Engaged with the "impact exchange" to consolidate coaching capability, give and receive feed-forward coaching advice to colleagues and share good practice.

The Ashorne Hill approach incorporates programme evaluation, providing Tarmac with feedback on the programme, recommendations and evidence against KPIs. The programme evaluation criteria was set from the beginning of the programme design involving the stakeholder group which set key performance indicators against Kirkpatrick's four levels.

The Results

To date, 90% of those who completed the programme in its entirety achieved their CMI Level 5 qualification (180+ Managers), and there is a 43% of eligible population enrolled onto the programme, which equates to 180 out of 414.

There has also been movement, with four managers moving into new roles within the organisation and the retention of staff at 96% who have completed the programme. From the team and managers perspective, Tarmac's organisational culture is now evolving, whereby line managers are more effective, applying a coaching approach to empower their line reports. Throughout the business teams they have shared success stories of managers applying all their insights focusing on strengths and adapting to specific situations differently.

More importantly is the new approach used in a broader aspect rather than direct line management. For example, individuals are stating "I understand my boss better". Overall we have seen a positive impact of the programme on both participants and in particular those individuals and teams who have experienced coaching. So, how do you provide the best coaching / mentoring programme? By creating an empowering and enabling solution that supports your Learning & Development Strategy in increasing and sustaining both individual and organisational learning agility which in turn underpins business performance.

Testimony

"Empowerment has provided more receptive, efficient and effective workforces and managers are applying their learning, using the tools and models to provide a better working environment, enhancing development of individuals."

Programme Participant Feedback

Ashorne Hill Management College

Ashorne Hill, Leamington Spa, Warwickshire CV33 9QW

☎ 01926 488 016 | ✉ training@ashornehill.co.uk | 🌐 ashornehill.co.uk