



**SAVE ON YOUR EMPLOYMENT COSTS**  
Look to your inner strengths

**NATIONALLY ACCREDITED QUALIFICATIONS**  
The official seal of approval

**WHY INVEST IN YOUR OWN ACADEMY?**  
The benefits for your organisation

• Senior Management

# Investor

THE Peplow GROUP

FREE



## Bespoke Management Academies produce outstanding ROI

Improving processes, productively - and profitability

Imagine your own bespoke management academy... focused on the specific needs and challenges facing your organisation. Our blend of individual, team and organisational development will have real impact and add considerable value to your organisation.

This programme would suit those who aspire to senior roles within your organisation. Careful selection of candidates ensures that the organisation gains maximum benefit from the programme. Several clients have pointed out that the cost of the programme is less than recruiting a replacement should they leave. Several clients are now repeating the programme on an annual basis and there is considerable competition amongst middle managers to win a place on the programme.

Within the Academy framework we offer choice. Each individual, having been assessed, follows their

own individual development plan. Individuals are therefore able to plan, choose and commit to various activities that are designed to meet their exact individual needs. For many there will be a need for new ideas, tools or techniques. For others there will be a need for coaching and support as they move

their new knowledge into consistent application and improvement in your working environment.

Several Academies have included cost saving projects or in one case the launch of an innovative loyalty scheme for their customers. The Academy has also led groups

through diversification projects to harness the ideas and contribution of participants.

So what do our clients find are the key benefits? Most point to retention of their key talent as being top of their list. With senior recruitment costs to take into account, promoting from a pool of well-developed internal talent can seem attractive. A second benefit is the identification through the programme of those with the right attitude, behaviours and competence to fill the most senior roles. An unexpected benefit came from the increased performance of not only the individuals on the programme but also the performance of the teams or departments they led. Lastly, several pointed out that the programme demonstrated to employees, partners and customers a genuine commitment to developing their people.



### IN BRIEF

#### Wrekin Housing Trust complete their 3 year Management Academy

The Wrekin Housing Trust is one of the largest independent housing providers in the Midlands and owns and manages over 11,000 properties. In 2008, The Peplow Group, organisation development specialist, were given the task of planning a wide-ranging management development programme for the Housing Trust. Over 100 managers have completed the programme with over 50 gaining nationally recognised qualifications through the Chartered Management Institute.

#### Iconic brand launches first Management Academy

BacoFoil, an iconic British brand, is now owned by Wrap Film Systems Limited, based in Telford, UK. Wrap Film Systems, a former Peplow client, have explored a number of options before launching their own bespoke Management Academy with us. The Academy will start in June, running for 10 months. It is seen as the next step in developing their middle managers in preparation for more senior roles.

#### Why recruit when you already have the solution?

We all know the high cost of recruiting senior managers. Advertising costs, recruitment fees and the time it takes to induct new starters properly. Succession plans for an organisation are often overlooked. The solution could be closer to home and less costly than you think. The Management Academy has many benefits - one being the systematic development of your rising stars to prepare them for senior roles. It will develop a talent pool of people ready to take on more demanding roles - and retain your key talent.

## Bad bosses 'force staff to quit'

Almost half of UK workers say they have left a job because of bad management

49% say that under less drastic circumstances, they would rather take a pay cut than work for someone who made bad decisions. The findings come in a survey from the Chartered Institute of Management, which says it is launching a campaign to improve standards among bosses. It wants the government to make developing effective managers a national priority.

**Bad accident**  
But the survey also found unhappiness among managers themselves. 68% said they had fallen into the role by chance. And 40% admitted they had not wanted the responsibility of managing people at all. Very few have formal qualifications. Ruth Spellman, Chartered Management Institute's chief executive, said: "The figures reveal the depth of the crisis of

confidence in UK management." She added that such bad management was taking an enormous toll on the UK economy - and on people's wellbeing. The organisation promotes what it calls the art and science of management and is pressing for action from the government to improve Britain's performance in this area. It has launched a Manifesto for a Better Managed Britain. National Grid,

the RSPCA and the giant professional services firm, PricewaterhouseCoopers, are among those who have put their names to it.

Story from BBC NEWS  
Published: 2009/11/10  
<http://news.bbc.co.uk/1/hi/business/8352389.stm>



# Does your management team measure up for the future?

LEADERSHIP

DEDICATION

INSPIRATION

ENGAGEMENT

INTEGRITY

## How a bespoke management academy can help **YOUR** organisation

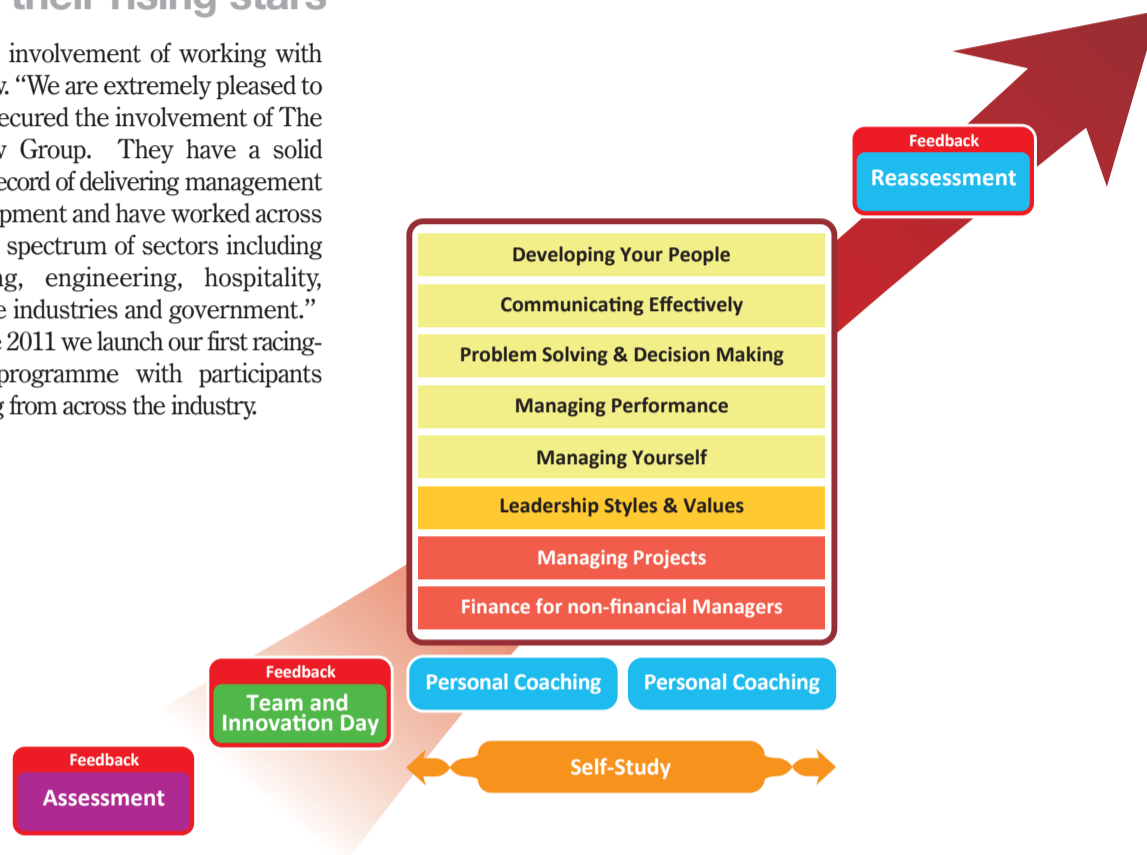
### Jockey Club – developing their rising stars

In 2008, we were delighted to be invited to team up with the British Racing School in Newmarket to design a Management Academy for the Racing Industry. The aim of the programme was to provide a tailored and measurable means of improving the performance of managers and what they can contribute to their organisation. Our first client was the prestigious Jockey Club Racecourses. The 26 participants have come from a range of racecourses including Newmarket, Epsom Downs, Aintree, Cheltenham and Huntingdon as well as Jockey Club Estates.

Paul Fisher, Group Managing Director, summed up the outcomes from the Academy. "We have been delighted with this programme. There has been a noticeable improvement in performance in all those who have taken part and already a number have gained promotion within the Group. It is also pleasing to see how their performance has helped others who work with them to improve."

Rory MacDonald, Chief Executive of The British Racing School, commented

on the involvement of working with Peplow. "We are extremely pleased to have secured the involvement of The Peplow Group. They have a solid track record of delivering management development and have worked across a wide spectrum of sectors including building, engineering, hospitality, service industries and government." In June 2011 we launch our first racing-wide programme with participants coming from across the industry.



### Robert Woodhead - constructing a solid future

Robert Woodhead Ltd is an award winning Construction Company based in Nottinghamshire that specialises in the design, construction, refurbishment, restoration and repairs and maintenance of buildings. In 2006 they embarked on one of the earliest Academies.

They mixed directors and senior managers together and ran the Academy over two years. Follow-up activities have included regular reviews at board level, the development of an effective middle management team and a site managers development programme. David Woodhead, their MD, said of the programme, "The work you have done with Robert Woodhead Ltd has been immensely valuable and contributed greatly to the success of the company."

We may not have survived the recession if our new Senior Management Team had not come together as effectively as they have. The effort you have put in and your commitment has been exceptional."

The Academy can be the start of a wider development journey to include the teams or departments managed by participants.

## LOOK TO YOUR INNER STRENGTHS

### Save on your employment costs

Employment costs typically range from 25 - 50% of your business expenditure and people power is the key driver to meeting your business objectives. Investment in employees is essential in order to build and retain the best team and to achieve specified goals. The cost of recruiting a new member of staff is considerable, from the advertising costs, recruitment fees and management time to the induction, training and costs associated with learning a new role. The Chartered Institute of Personnel and Development estimates the average costs start at £4,600, rising to £10,000 for more senior positions.

## Building, Developing and Maintaining High Performance Teams

Most of us know what it feels like to work in a focused, well-led and motivated team. We are clear about what is expected, we have clear goals, regular feedback and feel that together we can achieve great things. On the other hand I am sure many of us have been less fortunate. The productivity that can be lost through poor communication, unclear targets and poorly motivated team members can be staggering. Threats by change and insecurity can only add to a bleak picture.

Our Team Development events aim to challenge the "silo" mentality that often exists in organisations - thus increasing empathy and co-operation, particularly amongst disparate teams. We plan the programme carefully with the leader of the team - be they a director or a supervisor. We then tailor the day to meet the specific needs of the team. Six weeks after the event we return to see what's happened and to give fresh impetus to positive changes.

Focus is on identifying common purpose and aligning the team in a clear and positive way. In order to create an environment where individuals are prepared to think differently and, as a consequence change their behaviours, we encourage our clients to run these events off-site. Newly formed teams, existing or even dysfunctional teams will all benefit.



Find out more about Peplow and profiting from your own Management Academy

Call **01952 425085** or email **sonia@peplow.org.uk**

THE Peplow GROUP

Producing measurable results