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## Developing Future Leaders at Redrow

### Summary

- Redrow engaged us to design and deliver a cost-effective programme to accelerate the development of its future leaders. We started with a rigorous assessment of each person's strengths and development areas. We then created an 18 month programme, which included group working, in-house learning and external courses, to help unlock their leadership potential. Each participant left the programme with a personal development programme, to support the next stage of their career.
- The outcome for our client was a full pipeline of home-grown talent, greater employee engagement and retention, and a number of new business projects, which began life in the group sessions.

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### Leadership development for Redrow's potential Board directors

Each year, this FTSE 250 UK housebuilder uses its talent management process to identify between four and six senior leaders, with the potential to reach regional Board director. Redrow engaged us to create a cost-effective and tailored solution, to accelerate the development of each annual cohort.

### Our approach

Our starting point was to identify the requirements of Board members, which we could use as an anchor for the subsequent development programme. These requirements included leadership behaviours, functional or technical skills, and key business experiences, such as turning around a failing business or managing a full P&L.

We then designed and performed assessments to establish a starting point for each individual's development journey, identifying signature strengths that they could leverage, as well as areas for development. The diagnostic tools included 360-degree feedback, psychometrics and an in-depth discussion with each participant.

Next, we designed an 18-month development programme, which we ran collaboratively with the client and a number of third-party providers. Key components of the programme included:

- Group-based action learning, with each participant working on their own live, business-sponsored challenge. The task combined the development of business skills, leadership behaviours and experiential learning. The group met every six weeks with peer and external facilitation and coaching, to create a high challenge and high-support learning environment. At the end of the programme, participants presented their final project to a panel of senior leaders.
- In-house seminars and activities around key leadership experiences, such as building design, regulation and corporate strategic planning, using in-house expertise.
- External short-course interventions to meet individual needs, such as corporate finance and strategic influencing.
- Regular check points with the participant, their sponsoring line manager, HRD and external facilitator, to monitor progress, remove issues and roadblocks, and open doors to secondments and planned experiences.

Finally, we re-ran the assessment at the end of the programme, incorporating feedback from the project, the programme, line management and other participants. This enabled us to create a personal development plan for each individual, for their post-programme life.

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### The outcome

The programme successfully validated many of the earlier talent assessments, providing Redrow with a full and flowing pipeline of home-grown leadership talent, to take up regional Board positions.

An additional benefit was that the group-based working regularly brought together high-potential candidates from across the UK, to share and discuss issues. As the economic climate worsened, this helped our client to retain, engage, focus and motivate the participants.

The engagement of senior leaders throughout the action learning projects also enabled us to constantly apply a real-world lens to the work. The final report put 'skin in the game' for participants, as well as adding real value to the business, as several projects were taken further.

For more information please contact:  
Mike Vessey

**MDV**  
Leadership and talent consultants

[www.mdvconsulting.co](http://www.mdvconsulting.co)

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