



CASE STUDY

Developing leaders through APSCo's CMI FastTrack Leadership Programme



Phaidon International is a leading global recruitment firm with six specialist staffing brands internationally. The company lives by an ethos of giving people a clear career path and creating opportunities for all, predominantly hiring graduate or graduate calibre applicants.

Jo Bradley, Global Talent Director at Phaidon shares her insight into people development and their experience working with APSCo to put managers through the **CMI Accredited FastTrack Leadership programme:**

“Our people and their development is a core value and we are committed to providing the best possible development opportunities for staff. This focus has allowed us to continually grow and we’re currently seeing a 35% year-on-year growth.

“Most of the people in Phaidon joined with little or no commercial experience. Our hiring, training and onboarding process across the business focuses on the natural strengths of individuals - irrelevant of background, education or experience. Knowing what strengths support a successful career at Phaidon has allowed us as a business to hire more people, reduce attrition and enable people to develop.”



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APSCo and CMI course

Phaidon used the Fast Track programme as a foundation for its management development programme, but in order to further support the training of its staff, the team developed a pre-programme based on the feedback of delegates, ensuring that individuals are CMI ready before joining the FastTrack programme.



“As an early careers focused business, our leadership development had been ad hoc. However, it’s important to us that people working in the staffing sector see it not just as a way to earn money, but rather a way to personally develop themselves and achieve professional certification. In addition we wanted to ensure that in line with our management development programme, we develop a foundation of confidence and competence so that we can create autonomous and accountable managers”

“To do this we developed a blend of internal and external training. Having looked at the CMI directly, the Apprenticeship Levy and approached a number of other partners, I connected with Moya at APSCo. What really stood out when I had these discussions with Moya and the team is that they really understood what we as a recruitment business need. They had the sector knowledge and they had the added value of being a recruitment partner as well as a professional body.”

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"This gave us the opportunity to really evolve the CMI Leadership programme with APSCo so that it has the credibility of being an externally certified programme, but also the look, feel of a recruitment focused course. APSCo also understood that our managers reach this level within about 15 to 18 months of being with the business, so succession and progression is quick. As such, we looked at how we can take large cohorts of inexperienced managers in the business and certify them. That's where the FastTrack programme worked really well for us."

Successes

Phaidon has so far put 87 managers through the CMI Fast Track Leadership programme with APSCo, and the feedback has been exceptional:

"The trainer was great - relatable and approachable, brought a lot of her own experiences which helped solidify the validity of the programme."

"The content was great - Good mix of practical talking reflecting etc using effective coaching techniques."



For Jo, the programme rollout has undoubtedly been a success:

"This programme was a significant project that needed to be delivered remotely and with an international flavour, so we had a lot of challenges to overcome. But from the start with APSCo we were able to set out a project plan, a roadmap, regular project check ins and gained full stakeholder buy in."



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"The ability for our new managers to cross collaborate with other functions and to build a peer group was overwhelmingly one of the greatest benefits. It also gave managers the confidence to make decisions, delegate, relinquish ownership and start to succession plan their managers, because they could better identify what a great manager looks like. The feedback from the board has been amazing, so we're certainly seeing the return on investment."



CMI Level 5

Building on the success of the CMI Fast Track, Phaidon is now working with APSCo to launch the CMI Level 5 Management and Leadership Qualification.

"We've seen how beneficial the level 3 programme has been to our teams, so we're now working with APSCo to take the elements of level 3 and elevate the level 5 qualification. We'll be developing a segway programme to help individuals move up to the next level, so that any managers in the business go through a perfect combination of internal training and externally certified training through APSCo. We've invested in Level 5 with APSCo and we're planning to build on the success with a future female leaders programme too - for me APSCo is going to be one of our core partners as we continue to evolve our learning and development function."

"I think in staffing it is important not to undervalue leadership development. There's a tendency in the sector to focus on sales, but the management team and senior level progression is crucial and that shouldn't be forgotten."