

# RIBA

## The Royal Institute of British Architects

### Case Study

The Royal Institute of British Architects (RIBA) is a global professional membership body driving excellence in architecture. RIBA serve their members and society in order to deliver better buildings and places, stronger communities and a sustainable environment. Being inclusive, ethical, environmentally aware and collaborative underpins all they do.

### Management Development Programme

The aim of the blended bespoke and ILM accredited Management development programmes is to:

- **upskill all managers**, so they have both the confidence and skills to manage their teams effectively and in doing so, **make RIBA a truly great place to work**.
- support those in executive leadership positions to extend their **leadership confidence, credibility and impact**.
- **navigate common leadership challenges** in line with the core values and strategic priorities of RIBA.

### Delivery and Approach

The management development training programme ran over a period of 9 months and comprised c. 90 line managers of varying skills and experience. The delegates were made up of the Executive Team; Senior Management Team; and Line Managers. The programme was a great opportunity for delegates to come together, share best practices and hear views from different perspectives.

10Eighty ran a blend of bespoke and ILM accredited modules (in partnership with USW Commercial Services as the accredited ILM Centre), providing the option to gain a formally recognised qualification.

Delegates undertook Strengthscope 360 as a development tool to give valuable insight as to how others see them, how effectively they are using their strengths in the workplace, how they are managing their performance risks and how they can strengthen their performance.

For some modules, actors were used. This allowed participants to test out scenarios in a safe environment, adding a touch of reality to deepen their learning experience.

### Executive Team

#### Four modules

1. Leading Self
2. Leading People: Powering performance
3. Leading People: Elevate your influence
4. Leading in a Changing World and Leading Working culture

### Senior Management Team

#### Four modules - ILM Level 5 Award

1. Managing Self
2. Leading and Managing at Work (accredited ILM module)
3. Building High Performance and Building Collaboration and Teamwork
4. Leading innovation and change (accredited ILM module)

### Line Management population

#### Three modules - ILM Level 3 Award

1. Building self-awareness and the importance of management (accredited ILM module)
2. Creating a positive environment
3. Leading and motivating a team effectively (accredited ILM module)

Delegates described the programme as 'engaging, informative and interactive', 'enlightening, reassuring and focused' and 'stimulating, thought provoking and practical'.

"This programme has been a game-changer for our leadership and management teams. It has not only equipped our managers with the essential skills and confidence to lead their teams effectively, but it has also fostered a culture of collaboration and innovation across all levels. By blending bespoke learning with the option to attain ILM accreditation, we've provided a comprehensive, practical, and impactful experience that aligns with our strategic goals. The feedback from our managers has been overwhelmingly positive, and we're already seeing the benefits in how they navigate challenges and drive performance."

Carl Straw, Director of HR