



Influencing and Impact Workshop

HMRC was investing in the Department's future leadership capability to ensure their Senior Civil Servant leadership pipeline remained developed. There was a business need for HMRC to create a healthier pipeline for the most critical leadership roles within the Department. They identified a cohort of 59 of their most talented G6/7 staff from across the UK and professions to enter a talent development programme. Participants have been selected because they currently demonstrate all the attributes of someone with the potential, drive, and determination to reach senior leadership positions and beyond.

As part of this development programme, BCL were engaged to deliver a Personal Impact and Presence Masterclass. This had to be high energy, engaging and deliver maximum impact to a large group of 59 participants.

To do this, we needed to develop an innovative solution for engaging with a group of this size on such a potentially sensitive subject. As a result, we used a number of highly trained professional Actors as facilitators of small groups, providing a ratio of 8 participants per Facilitators. This enabled a high level of individual attention, challenge and feedback. Each participant was given a 30-minute bespoke session with one of the Actors, to use for role play a challenging conversation, get feedback on their general influencing approach, or use as an action learning style discussion of their particular influencing issues. Participants used plenary discussion, pairs work and skills practise along with an assessment of their own influencing skills in order that they could focus on developing behaviours to become more effective. Participants acted as critical friends to each other and gave feedback on how their colleagues performed as well receiving feedback from our trained actors and skilled facilitators.

Participants observed, engaged with others and practiced influencing with confidence and to positive effect. The use of feedback from critical friends was employed to support performance improvement in specific areas significant to participants' own leadership/career development.

As a result of the Masterclass, participants were able to:

- Increase their range of choices in how they influence particularly in situations that they find difficult or where they do not have traditional authority.
- Practise and experiment with less familiar ways of influencing and negotiating.
- Increase their confidence in their ability to be influential, and to influence upwards and with external partners.
- Understand the important factors involved in trust and negotiation.
- Create a developmental action plan for influencing at senior levels going forward.

95% of participants felt that the Event met their own personal objectives, and 97% felt they would be more effective at work as a result.

"Feedback sessions were very open and honest gave good points to take away and practice at work". "The facilitator was superlative - authentic, challenging, kind and helpful".

October 2013, budget £12,000

"Feedback from the day has been nothing but good, and I would like to take this opportunity to thank you for all your hard work, the excellent quality of conversations we had in shaping and framing the day, and the great product that resulted."

Claire Thomas Hawnt, Senior Leadership and Talent consultant