

GOOD LEADERSHIP DRIVES SUCCESS

Institution of
**MECHANICAL
ENGINEERS**

Discover how to
transform talented
technical professionals
into leaders of the future.



Improving the world through engineering.

CMI Chartered
Management
Institute
Approved
Centre



**IN THE AREA OF KEY METRICS
LIKE FINANCIAL PERFORMANCE,
ORGANISATIONS WITH THE
HIGHEST QUALITY LEADERS
WERE 13 TIMES MORE LIKELY
TO OUTPERFORM THEIR
INDUSTRY COMPETITORS**

Development Dimensions International (DDI)

DESIGNING AND DELIVERING LEADERSHIP TRAINING FOR ENGINEERS

In today's competitive global marketplace, good leadership plays a vital role in maximising the success and profitability of engineering businesses.

An estimated £19 billion worth of working hours are lost in the UK every year due to ineffective management¹.

Recent research carried out by the Institution and the University of Loughborough has also underlined the need for engineers to be multi-skilled and adept in both leadership and commercial roles.

With many years working at the forefront of engineering practices and across multiple industries, the Institution has a unique perspective on the issues organisations face, as well as the understanding and ability to devise the development of programmes businesses need to be able to grow.

Why choose the Institution of Mechanical Engineers (IMechE) as a leadership and management training provider?

- **Courses developed for engineers** and mapped to UK-SPEC – so the content is relevant and meaningful, making it easier to apply learning to the workplace.
- **Over 30 years' experience** of delivering highly effective leadership, management and business skills training. Last year alone, over 1500 managers were trained by IMechE.
- **Trainers with practical, hands-on experience** in getting the best out of both teams and individuals working in a commercial environment.

We believe we have a responsibility to provide the most up-to-date, industry-relevant training for engineers, so we offer a broad portfolio of courses to help talented technical professionals develop the skills they need to become more effective leaders.

Put simply, we are experts in providing the widest range of training programmes designed for engineers and businesses with technical people around the world.

¹Leadership & Management in the UK – The Key to Sustainable Growth.

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Working with industry leaders

As well as designing and delivering training programmes for engineers, the Institution is an approved CMI training centre, offering a range of CMI qualifications that prepare managers for the complexities of the role and can also lead to Chartered Manager status.

Preparing to become a Chartered Manager brings the benefit of new learning techniques, management and leadership approaches and the insight gained through personal evaluation. CMI courses deliver measurable improvements in both individual and team performance.

On average Chartered Managers add £391,000 to the value of their organisation²

64%

MADE
SIGNIFICANT
SAVINGS



73%

EXCEED
THEIR
TARGETS



80%

DEVELOPED
NEW PRODUCTS



80%

IMPROVED
OPERATIONS



Visit imeche.org/CMItraining
to find out more

²CMI Mapping Management Excellence – Evaluating the Impact of Chartered Manager May 2015

Recent feedback from course delegates



New engineering manager

Very good course, well delivered. I now feel better equipped to progress as a new manager.

Tom Williams

Mercedes AMG-HPP

Leading without formal authority

Terrific chance to reflect on the key principles of leadership and inwardly look at myself and my techniques.

Jody Lakeman

Public Health England

Performance management and appraisal

Excellent, well-structured course with very engaging tutor. I found the exercises particularly useful, especially the one-to-one coaching exercise. Well-researched – providing academics and literature examples for further reading.

Alan Hatherall

Drax Power

Senior engineering manager

A very thorough and informative course, excellent course content and peer interaction.

Ian McGeorge

Rotary Power

Financial management

Extremely useful intro to financial management. Great for general appreciation of the topic and perfect for complete newbies – very approachable.

Jessica Prior

GSK

WHY GOOD LEADERSHIP IS IMPORTANT



FOR ENGINEERS

Leaders have the confidence and knowledge to take charge, project lead and problem solve. They set themselves apart as an engineer and develop their careers by:

- Better motivating themselves and team members
- Increasing their own productivity
- Developing a more proactive management style
- Improving decision-making and problem-solving skills
- Building stronger and more productive teams
- Exploring new techniques for working on a more complex level
- Recognising and developing future leaders.



Managers are people who do things right and leaders are people who do the right thing

Warren Bennis



FOR ORGANISATIONS

Organisations with strong leadership and a motivated team can lead to improved operations, the identification of savings opportunities, new product development and in turn greater profit.

- Strong leaders motivate their teams, drive positive outcomes, build trust, create a culture of accountability and make more effective decisions.
- Successful leaders achieve higher levels of staff retention. People don't leave jobs, they leave bad bosses.
- An effective management and leadership structure boosts motivation, increases productivity and stimulates innovation and creativity. People thrive in a 'safe' environment where they feel comfortable about speaking up or conceptualising new ideas.
- A high-performing team working well under a strong leader puts a business in a better position to lead change and respond to market trends.



75% of the reasons why people leave their jobs can be traced to poor management

Gallup Poll

THE COSTS OF INEFFECTIVE LEADERSHIP AND BENEFITS OF AN EFFECTIVE TEAM

Poor leadership costs companies millions of pounds each year by reducing employee retention, customer satisfaction and overall employee productivity. On the other side of the coin, training and transforming managers into strong leaders will generate positive growth and financial reward.

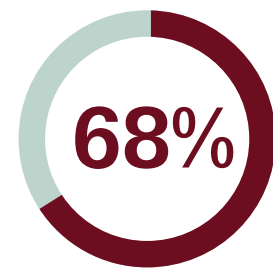


A study of 7,272 US adults found **1 in 2 left**



to improve their life by getting away from a particular manager or management style at some point in their career¹

A mid-level employee's departure can cost **up to 150% of their salary** when factoring in potential contributions to the company and training new staff¹



68% of employers believe lack of leadership and management skills are preventing their employees from reaching their full potential.³



Better leadership can generate a **3-4% improvement in customer satisfaction scores** and a corresponding **1.5% increase in revenue growth**²

When companies can increase their number of talented managers and double the rate of engaged employees, they achieve an average

147% higher earnings per share than their competition.¹

At least 9% and possibly **as much as 32%** of an organisation's staff turnover can be avoided through better leadership skills.²

The Impact of Uninspiring Leaders – (those at or below the 10th percentile on their ability to inspire and motivate)

23% Average engagement of direct reports

47% of direct reports who think about quitting



Nearly 1 in 5 (18%) of those currently in management roles demonstrate a high level of talent for managing others while another 2 in 10 show a basic talent for it. Combined they contribute about **48% higher profit** to their companies than average managers do.¹



The estimated cost of poor management and leadership to the UK economy is **£19bn a year** through lost productivity⁵

The single greatest cause for employee disengagement? Poor leadership.

¹Gallup Poll, ²Blanchard Companies Research, ³Cranfield School of Management 2013. ⁴Zenger Folkman, ⁵The Department for Business Innovation and Skills

WHY LEADERSHIP TRAINING?



LEADERSHIP IS A PROCESS OF SOCIAL INFLUENCE WHICH MAXIMISES EFFORTS OF OTHERS TOWARDS THE ACHIEVEMENT OF A GOAL.

Kevin Kruse

Modern motivation isn't about Maslow and money, engineers thrive on having problems to solve, complexity to unravel and unique perspectives to grasp. The best leaders understand this and empower their talent to work autonomously within their specialist areas in order to help the organisation achieve its goals.

Leaders can be born and made

Although the gift of good leadership comes naturally to some, the majority of good leaders will have learnt their skills and fine-tuned their roles.

Most people are born with a degree of leadership capability. With the right direction and the commitment to invest time and effort into developing the relevant skillset, those people can become good leaders – and even great leaders.

A study by the Department for Business, Innovation & Skills found that 43% of UK managers rated their own line managers as ineffective.¹

However, leadership development is not only crucial for leaders but for employees too. Good leadership qualities establish the tone and affects company work culture.

When employees are not effective or not given adequate training, the performance of the whole company can be compromised and good people will begin to leave.

¹ Leadership & Management in the UK – The Key to Sustainable Growth, BIS July 2012

² 2015 UKCES Employer Skills Survey

³ Deloitte 2014 millennial survey



A GOVERNMENT SURVEY REPORTED THAT ONLY 37% OF BUSINESSES ARE INVESTING IN MANAGEMENT TRAINING – THAT MEANS 63% OF BUSINESSES DON'T!²

New pressures on engineering businesses

According to Deloitte, millennials will comprise 75% of the global workforce by 2025. This new generation of engineers is driven and motivated by career progression, interesting work and good work-life balance, so encouraging personal development is key to retaining the best talent.³

This behavioural shift, coupled with the shortage of engineers, means that businesses are now under even more pressure to adapt to the needs of the modern workforce – or suffer difficulties in attracting and retaining the best candidates.

The fourth industrial revolution is creating further new challenges for engineering businesses. As organisations become 'smarter', and more machines and people start to work together, leaders will need to start thinking strategically about the forces of disruption and innovation shaping the industry.

Leadership and management training is, therefore, imperative to introduce the skills required to introduce new technologies and manage the workforce changes that come with them.

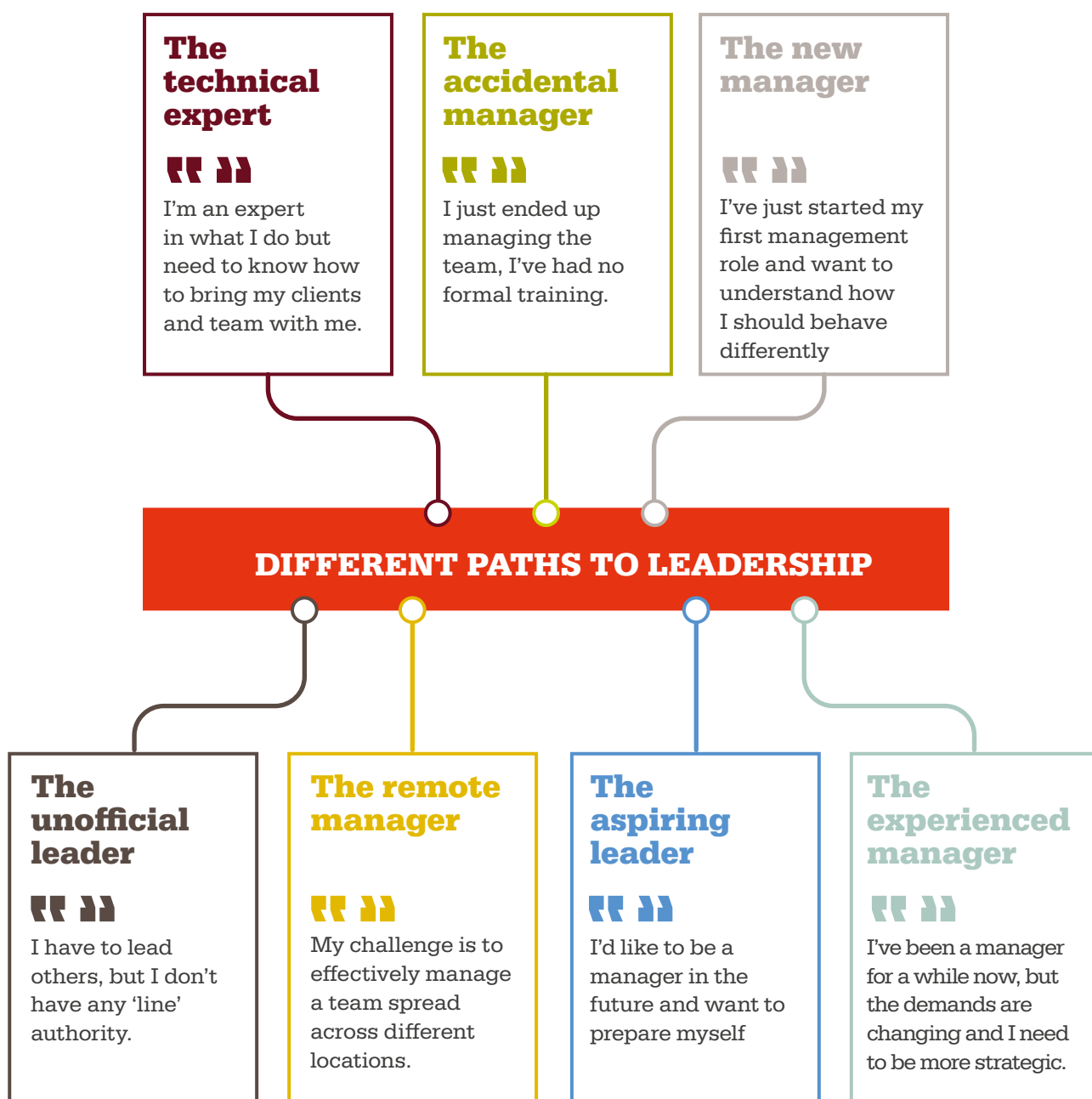
THERE ARE MANY PATHS TO LEADERSHIP

Through understanding the many different paths to leadership, the Institution helps engineers by designing and delivering carefully thought out training solutions that will meet their needs at any stage of their leadership journey.



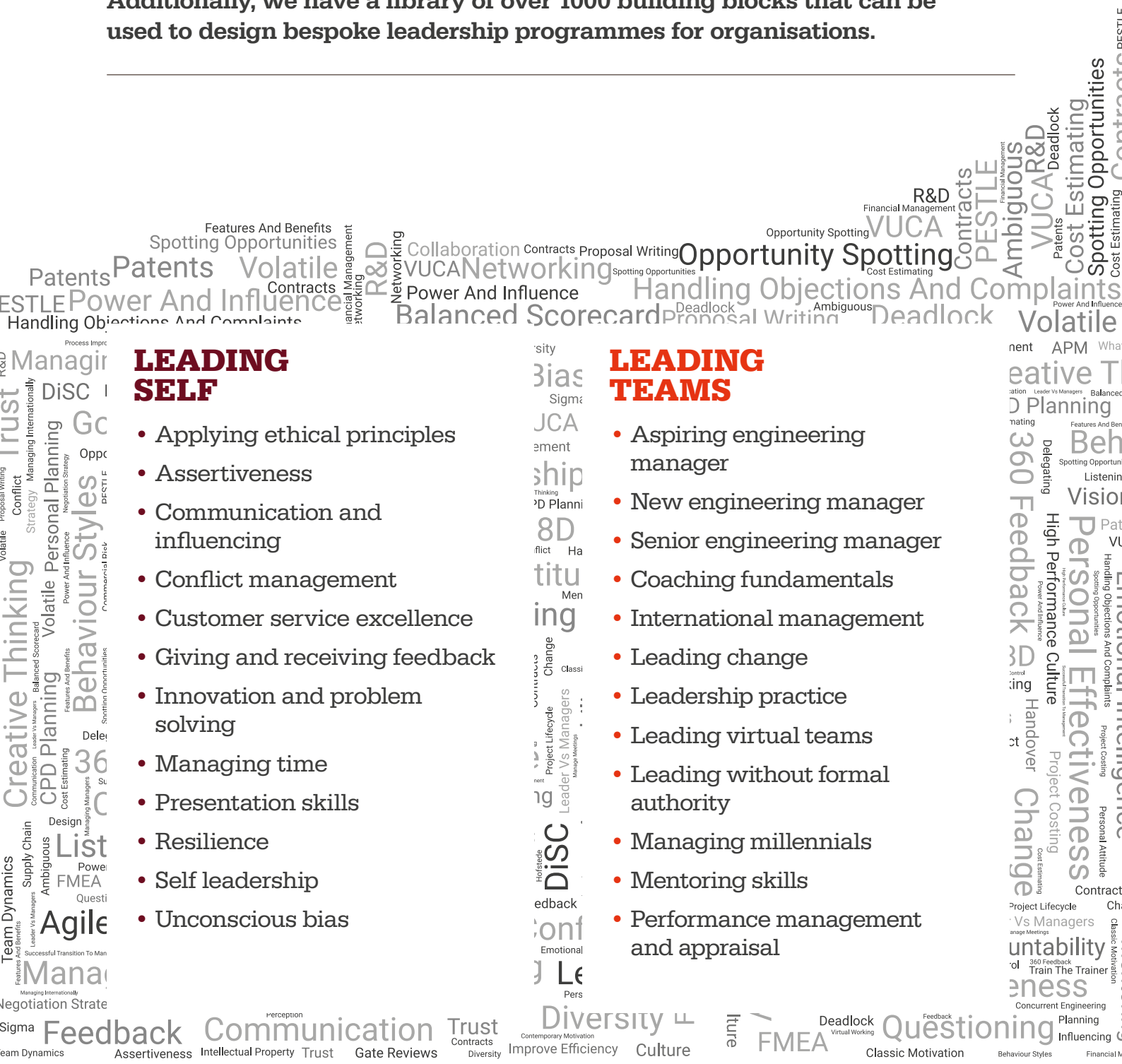
WE UNDERSTAND THE CHALLENGES THAT TECHNICAL PEOPLE FACE IN TRANSITIONING TO LEADERSHIP AND MANAGEMENT POSITIONS

Andy Webber, Principal Training Consultant at the Institution



THE BREADTH OF THE INSTITUTION'S LEADERSHIP TRAINING

Our off-the-shelf and customised solutions are designed to suit the development of individuals and organisations – from enabling the improvement of core leadership skills, to addressing specific management challenges such as leading in times of change or working internationally. Additionally, we have a library of over 1000 building blocks that can be used to design bespoke leadership programmes for organisations.



LEADING SELF

- Applying ethical principles
- Assertiveness
- Communication and influencing
- Conflict management
- Customer service excellence
- Giving and receiving feedback
- Innovation and problem solving
- Managing time
- Presentation skills
- Resilience
- Self leadership
- Unconscious bias

LEADING TEAMS

- Aspiring engineering manager
- New engineering manager
- Senior engineering manager
- Coaching fundamentals
- International management
- Leading change
- Leadership practice
- Leading virtual teams
- Leading without formal authority
- Managing millennials
- Mentoring skills
- Performance management and appraisal



LEADING THE BUSINESS

- Business skills for graduate engineers
- Commercial risk awareness for engineers
- Commercial skills
- Consultative selling skills
- Contract law and contract drafting
- Cost estimating
- Financial management
- Negotiation skills
- Supply chain management
- Understanding intellectual property

PROJECTS AND TECHNICAL SKILLS

- Lean and Six Sigma
- Managing engineering projects
- New product introduction
- Project sponsorship
- R&D project management
- Reviewing engineering documents
- Risk analysis
- Stakeholder management
- Technical report writing
- TRIZ
- Value engineering
- Writing effective business proposals

THE FIRST CHOICE FOR LEADERSHIP TRAINING FOR ENGINEERS

Our leadership training is developed in context with today's engineering world.

With over 30 years providing leadership, business and management training for engineering organisations, we can offer a unique blend of the best in both modern leadership training and a deep appreciation of current trends in commercial mechanical engineering.


We understand the key differences between leadership and management; the roles, the impact and the benefits. Moreover, we recognise the challenges that engineers and technical people face in harmonising the demands of time, cost and quality, with the softer side of motivating a team. The key here is leadership, and we can help to build this knowledge.

How we can help organisations:

- Identify key leadership issues
- Embed the dynamics of high performing teams
- Lead positive change in the organisation
- Manage performance
- Engage employees through self development
- Develop a pipeline of future leaders

How we can help individuals:

- Become a recognised leader
- Have the confidence to take on new roles
- Achieve better results through more effective leadership
- Improve formal career progression opportunities
- Benchmark skills and practices against UK-SPEC competences
- Equip individuals to mentor and coach junior colleagues
- CPD to enhance formal career progression
- Develop relevant skills for the fourth industrial revolution



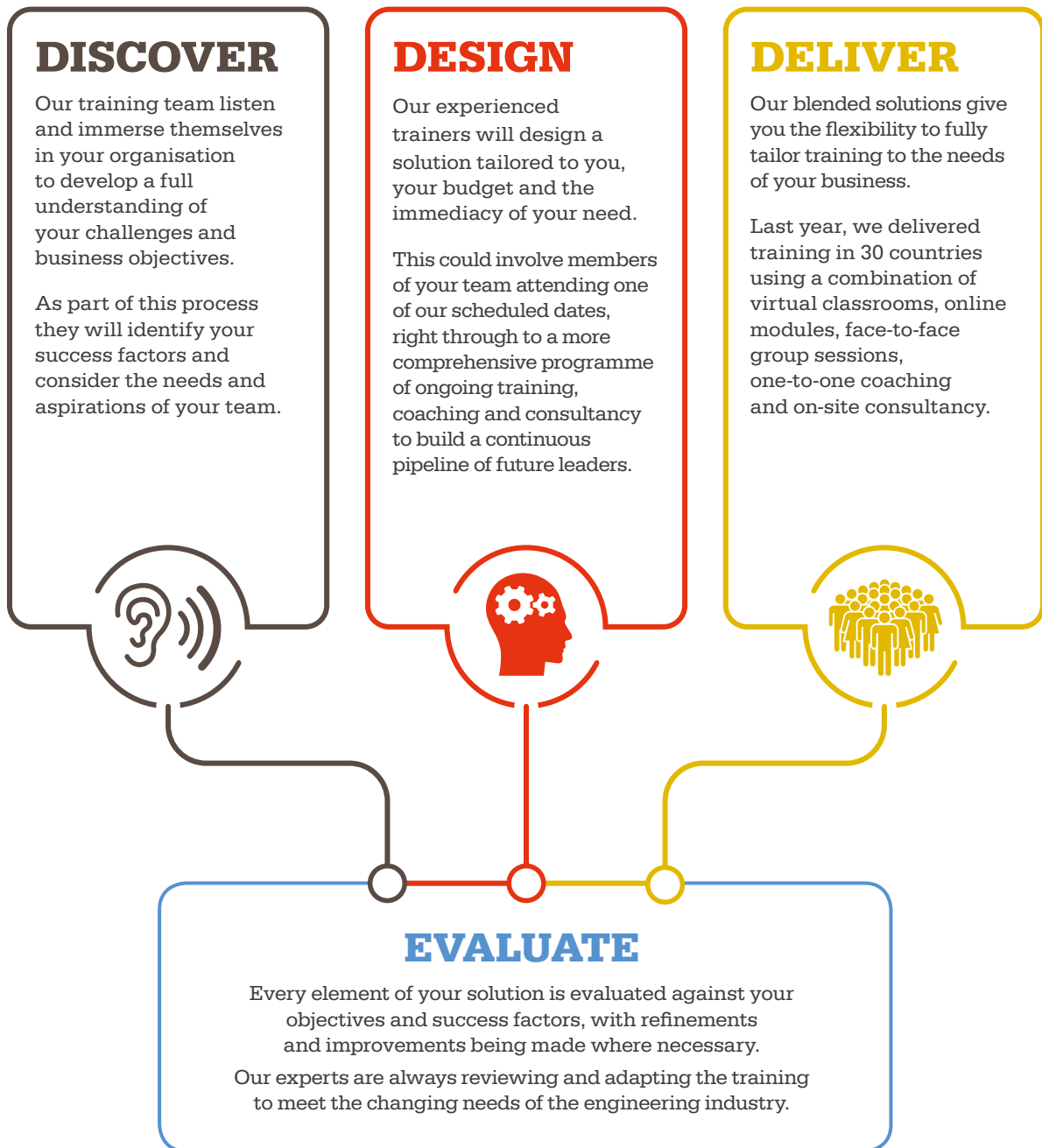
We offer a wide range of leadership and management open courses, and work with hundreds of organisations worldwide delivering off-the-shelf, tailored and bespoke programmes, both face-to-face and online.

For more information or to talk to us about your training requirements, please contact the team on **+44 (0)20 7304 6907** or email **training@imeche.org**

WORKING WITH AN EXPERT TRAINING TEAM



ONE OF OUR GREATEST STRENGTHS IS SOLVING MANAGEMENT AND LEADERSHIP PROBLEMS. WE LISTEN CAREFULLY, EVALUATE AND DESIGN A CUSTOM SOLUTION FOR EVERY SITUATION THAT CLIENTS BRING TO US.



EVERY PROGRAMME IS DESIGNED FOR THE NEEDS OF EACH CLIENT

These are the frameworks for two different leadership training programmes created to meet specific outcomes for each client.

Programme 1: HIGH-PERFORMANCE LEADERSHIP



DISCOVER

The client wanted to ensure their leaders were prepared for all the challenges they would be facing. This was not just about managing people, they also needed to understand their own behaviours, the impact they had on others, as well as focussing on the commercial and business realities of their role.



DESIGN

Phase 1 LEADING SELF

Key content:

- Building your self-awareness
- Emotional intelligence
- Driving your career
- Building success network
- Personal brand and projecting the right image
- Link between values and culture
- Unconscious bias

Phase 2 LEADING A HIGH-PERFORMANCE CULTURE

Key content:

- Leadership role in driving high-performance culture
- Leading high-performing teams
- Managing performance
- Coaching and feedback
- Motivation
- High-impact communications

Phase 3 LEADING THE BUSINESS

Key content:

- Leading organisational change
- Innovation and creativity
- Strategy & business fundamentals
- Stakeholder management
- Your personal learning strategy and ongoing development



DELIVER

A mix of face-to-face workshops and virtual sessions

Each phase includes:

- 3-day face-to-face workshop to kick off the programme
- 3 virtual classrooms of 2.5 hours

Timeframe: Medium to long term

Programme 2: NEW MANAGERS, EFFECTIVE LEADERS



DISCOVER

The client wanted a deep exploration of key leadership and management concepts using a modular approach. Virtual classrooms were very important in this scenario as the delegates were distributed across several countries.



DESIGN

Session 1 VIRTUAL KICK OFF & THE BIG PICTURE

Key content:

- Introduction and programme overview
- Expectations and ground rules
- Introduction to behavioural styles and self assessments tools

Session 2 LEADERSHIP ESSENTIALS

Key content:

- Leadership v management
- Adding value
- Leadership styles
- Best practice discussion and individual actions

Session 3 BUILDING TRUST

Key content:

- Trust – Slow to build, quick to lose
- Tools, research and best practice
- Review trust self-assessment
- Own experience, what has worked for you so far?
- What could you see working for you?
- Best practice discussion & individual actions

Session 4 LEADERSHIP COMMUNICATION

Key content:

- Communication process
- Barriers
- Key skills
 - Listening, questioning, body language, NLP
- Flexible communication (with all DiSC styles)
- Case studies
- Best practice discussion and individual actions

Session 5 INFLUENCING OTHERS

Key content:

- How the brain works – System 1 and 2 thinking
- Influencing strategies
- Self-reflection – Using your Influencing Styles profile
- Role play practice and case studies
- Best practice discussion and individual actions

Session 6 MANAGING OTHERS

Key content:

- Motivation – What works?
- Feedback – The “breakfast of champions”, how to use it as a developmental and motivating tool
- Coaching – The skills of helping others improve their thinking
- Delegation – How to do it properly and its use as a developmental tool

Session 7 SO WHAT HAVE YOU DONE DIFFERENTLY?

Key content:

- Review of action plans
- Success stories
- Knowledge share
- Barriers and how to overcome them

DELIVER

A mix of face-to-face workshops and/or virtual sessions. The face-to-face can be run over a 2-day workshop or a series of half days.

Each trainer-led and interactive session will include:

- Small group work
- Plenary group discussion
- Role play practice and case studies
- Self-guided questionnaires

Timeframe: 3-6 months



WHY CHOOSE THE INSTITUTION'S TRAINING?

The Institution works with leading organisations and universities to create and share engineering knowledge and provide government, businesses and the public with innovative, authoritative, impartial information.

This unique perspective into engineering enables us to develop relevant, up-to-date services to individuals and organisations.

OVER 100 COURSES AND QUALIFICATIONS SPREAD ACROSS 12 CATEGORIES

Our knowledge of the industry enables us to provide relevant and up-to-date technical, leadership and business training courses and programmes on a variety of topics.

CONTINUING PROFESSIONAL DEVELOPMENT (CPD)

Each of our courses is mapped to UK-SPEC and contributes towards the ongoing CPD requirement for professional engineers already registered with the Engineering Council.

DIAGNOSTIC TOOLS

We offer a range of online diagnostic tools, for both individual and team performance, that can provide a quick and accurate analysis of strengths and any areas in need of development.

COACHING

Our coaching service can be used at all levels of management and leadership, for individuals who want to improve their own performance or work towards achieving a specific objective. We work closely with participants to understand objectives and specific challenges.

1

2

3

4

5

6

7

8

FLEXIBLE DELIVERY

We deliver scheduled courses in six locations across the United Kingdom, as well as flexible training, in a variety of formats, whenever and wherever.

BESPOKE SOLUTIONS

We can design, develop and deliver bespoke solutions to a variety of organisational needs and requirements.

CONSULTANCY

Our experts immerse themselves into businesses to share know-how and solve problems. Their experience and industry understanding bring a fresh perspective to organisations and will often be a catalyst for change by providing strategic advice, coaching and/or training.

OFFERS AND DISCOUNTS

As part of our continuous effort to develop engineers, we make available a range of offers and discounts for individuals and organisations to stretch their budgets further.

For more information or to talk to us about your training requirements, please contact the team on **+44 (0)20 7304 6907** or email **training@imeche.org**

THE WIDEST RANGE OF TRAINING FOR ENGINEERS



Leading the team

Courses and CMI qualifications for managers and aspiring leaders.



Leading the business

Business skills essentials at every stage of an engineering career.



Leading self

Improve personal performance in the workplace.



Leading projects

Project management courses and qualifications such as APM, PMP®, PRINCE2®.



Engineering essentials

A range of topics including technical writing, drawing & CDM regulations.



Maintenance management

Apply resources and effort in the most effective way.



Metallurgy

Better understand the processing and application of a range of materials, metals and alloys.



Operational excellence

Achieve results with courses on Lean, Six Sigma, TRIZ, FMEA and more.



Product lifecycle

Proactively manage the product and process from invention to aftermarket.



Railway

Technical knowledge to support the performance of the railway industry.



Safety and risk

Assess safety, risk and reliability of products and services.



NDT, corrosion and coatings

A comprehensive range of courses within the industry.

Institution of Mechanical Engineers

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