



Leadership in Practice

Eight modules. Eight months. Measurable leadership change.

Investment: £2,000 per delegate for the full programme

What is the Leadership in Practice Programme?

Leadership in Practice is a structured, eight-module development programme delivered over eight months. It is built around contemporary research and evidence - not generic theory - and designed to equip managers and leaders at every level with the practical skills, self-awareness, and confidence they need to lead effectively in real-world conditions.

The programme moves participants through three progressive tiers:

- Leading Yourself - self-awareness, emotional intelligence, and effective communication
- Leading a Team - high performance, difficult conversations, and team dynamics
- Leading a Service - project management, decision-making, and change leadership

Each module runs as a half-day session. Between sessions, participants engage with short self-assessments, articles, or podcasts - no more than one hour per month, structured to fit into working life. The programme concludes with a final case study scenario and a personal leadership profile built across all eight sessions.

Programme Modules

Tier	Module	Focus
Leading Yourself	Module 1	Introduction and scene setting
	Module 2	What makes an effective leader?
	Module 3	Effective communication
Leading a Team	Module 4	Building a high-performing team
	Module 5	Strategies for difficult conversations
Leading a Service	Module 6	Effective project management skills
	Module 7	Effective decision making
	Module 8	Effective change management and influencing skills

The Leadership Impact Assessment (LIA)

What sets Leadership in Practice apart from most leadership training is how we measure it. Every participant completes the Leadership Impact Assessment (LIA) - a two-part measurement process built into the programme after each session, followed by independent 360° peer feedback at the end.

Stage	Method	Timing	What it measures
Part 1	Post-session self-rating (after the workshop)	After each module	Participant rates their current confidence and capability across the session's competency areas
Part 2	Retrospective pre-session rating (same survey, second page)	After each module	Participant rates their confidence before the session - reducing response shift bias and producing a more accurate measure of change
Stage 2	360° peer-rated survey	4-6 weeks after Session 8	Direct reports and colleagues independently rate the participant's leadership behaviours - verifying that change is visible in practice, not just in self-perception

After each module, participants complete a single short survey with two parts. The first part asks them to rate their confidence and capability now - after the session. The second part, on a separate page of the same survey, asks them to think back and rate where they were before the session. Asking the questions in this order - post first, pre second - reduces a well-documented measurement problem: when people don't yet know what they don't know, they tend to overestimate their starting point, which can make training look less effective than it really is. Separating the two sets of questions in this way produces a more accurate picture of real change.

At the end of the programme, the 360° peer survey asks direct reports and colleagues to rate what they have actually observed - providing independent evidence that the change is visible in practice, not just in self-perception.

What Participants Gain

By the end of the programme, participants will have:

- A personal leadership profile built across the eight sessions
- Statistically significant improvement in self-rated leadership confidence and capability (evidenced by LIA results)
- Measurable improvement in peer-rated leadership behaviour (evidenced by LIA 360° results)
- Practical tools to manage team dynamics, conflict, and performance
- Confidence in evidence-based decision making and change management
- Skills in coaching, reflective practice, and giving and receiving feedback

- Meaningful, confident use of policies and processes - not just procedural compliance

The Evidence Base

The programme draws on an established and diverse body of research, including: Goleman (Emotional Intelligence and Leadership Styles), Kahneman (Thinking Fast and Slow, Noise), Syed (Black Box Thinking), Senge (The Fifth Discipline), Thaler & Sunstein (Nudge), Edmondson (Psychological Safety), Kotter (Leading Change), Csikszentmihalyi (Flow), Dweck (Mindset), Collins (Good to Great), and Peters (The Chimp Paradox). Participants are signposted to source material throughout - accessible formats, not academic reading lists.

Case Study: The Evidence in Practice

Citizens Advice Leicestershire - our own organisation as the pilot

The strongest evidence for any methodology is the willingness to apply it to yourself. We ran Leadership in Practice across our own management and senior leadership teams, tracking measurable outcomes against a pre-training baseline. Every figure below uses standard UK benchmark costings (ACAS/Oxford Economics).

Return on Investment - Confirmed Year-End Results

20% Return on investment <i>Full-year confirmed, conservative</i>	£258k Conflict cost reduction <i>Phase 2 → Phase 3, one year</i>	↓ 46% Sickness absence <i>638 → 345 days • 1.45% rate</i>	0% Formal process appeal rate <i>vs 56% in legacy phase</i>	0 Employment tribunals <i>Across all 12 formal processes</i>
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£44,400 invested over two years. The Phase 2 → Phase 3 conflict cost reduction of £258k in a single year is the most operationally meaningful indicator of what the investment delivered. In the year following investment, conflict costs fell by £258,708 - **For every £1 invested, £5.83 was saved**. The 20% ROI figure is conservative by design - it includes all external costs SME's & VCSE experience e.g. external impartial investigations and legal advice.

Source: CEO Annual Review 2025–26. Full methodology in companion Leadership Programme Evaluation paper.

Leadership Impact Assessment Results - Cohorts 1 & 2

11/11 Sessions statistically significant <i>p < 0.05, paired t-test</i>	+1.59 Avg capability gain per session <i>1–5 scale, retrospective pre-post</i>	92% Peer-rated improvement <i>360° appraisals, n=26 (Cohort 1)</i>	4.47 Overall satisfaction <i>Across all sessions, both cohorts</i>
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r = 0.93

Self-awareness at Session 1 predicts all subsequent capability gains

Participants who begin the programme with stronger self-awareness make significantly greater gains across every subsequent session ($p < 0.001$). Self-awareness is not just a useful opening topic - it is the gateway competency on which all other development depends.

360° peer appraisal for Cohort 2 will follow programme completion. Full combined evaluation results are available on request.

The Leadership Story

From no management experience to network exemplar

One participant joined the programme having been promoted internally into a management role with no prior management experience. During the programme they navigated a formal grievance, an appeal, and an external investigation - none of which were upheld. They moved a team member through a performance improvement process to a successful outcome. Their service is now recognised as high performing within the East Midlands Citizens Advice network.

"That's not a training outcome. That's a leadership story."

Investment and How to Book

£2,000 per delegate

Full programme - 8 modules over 8 months
Includes all session materials, pre-reading signposting, personal leadership profile, and Leadership Impact Assessment

Open cohort or in-house delivery

Run as an open cohort (shared with delegates from other organisations) or delivered exclusively for your own management team.
In-house cohort pricing available on request.

Leadership in Practice is delivered by Citizens Advice Leicestershire as part of the WERK: From Friction to Flow service. It can be accessed as a standalone programme or as part of a broader WERK Flow engagement following a Workplace Friction Index diagnostic.

To find out more or register interest:

<https://citizensadviceleicestershire.org/workplace-support/>