

Langley

Creating the space for a leadership team to raise its game

Rapid growth had created new opportunities for Langley - and new demands on its senior leaders. The question was how to keep what was working while identifying what needed to change.

THE SITUATION

Langley delivers specialist flat roofing and waterproofing solutions for the built environment.

Following a year of rapid expansion across contracts, services and workforce, its Senior Leadership Team recognised the need to pause and reflect.

Growth was changing the demands being placed on leaders. They needed to operate more strategically, navigate increasing complexity and continue to protect the organisation's strong people-centred values.

THE FRICTION

The team wasn't starting from a position of failure. There was plenty that was working well.

The friction lay in understanding where individual and collective leadership behaviours could be sharpened to support the organisation's next stage of growth.

Communication, collaboration, expectations and accountability all mattered.

But before deciding what development was required, the team needed a clearer and more objective understanding of its current position.

Diagnose before you prescribe.

Better conversations create better teams.

THE FOCUS

Working collaboratively with Langley, we designed a bespoke 360-degree feedback process underpinned by the ILM72 psychometric assessment.

The focus was not simply on producing feedback. It was about creating the conditions for leaders to reflect honestly on what that feedback meant - individually and collectively.

The process included:

- structured 360-degree feedback across the Senior Leadership Team
- individual one-to-one debriefs
- personal reflection and action planning
- a group session to explore shared strengths and blind spots
- identification of collective opportunities for improvement
- a planned six-month review to maintain accountability and assess progress

The sessions combined support with appropriate challenge, creating space for conversations that aren't always easy to have during the normal rhythm of organisational life.

Better conversations create better teams.

THE DIFFERENCE

The process created greater clarity about where Langley's senior leaders were performing well and where change was needed.

Outcomes included:

- stronger leadership alignment
- greater shared understanding of strengths and development needs
- clearer expectations around senior leadership behaviours
- individual development commitments for each leader
- greater collective accountability
- a structured mechanism for reviewing progress

The work also helped Langley identify what should happen next.

The organisation subsequently began exploring how the approach could extend to Heads of Department and moved into the co-design of a wider ILM-assured leadership development programme.

What began with insight was becoming a broader approach to building leadership capability.

IN THEIR WORDS

"Anthony created the right balance of support and challenge. It really helped us see where we are now, where we want to be, and how we can get there - individually and as a team."

Senior Leader, Langley

THE AQR WAY

Find the friction. Focus on what matters. Measure the difference.

Effective development doesn't begin with a programme. It begins by understanding where a team is now, what is helping performance and what is getting in the way.

Diagnose before you prescribe.

01 DIAGNOSE

Create an objective picture of current leadership.

02 REFLECT

Turn feedback into honest individual and team conversations.

03 ACT

Agree development commitments and review progress.