

Langley

Building leadership capability to support the next stage of growth

As Langley continued to grow, developing individual leaders wasn't enough. The organisation needed greater consistency in how people led, communicated and turned strategy into everyday performance.

THE SITUATION

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

Following a period of expansion, the organisation recognised that growth was placing new demands on leaders at every level.

Leaders needed to balance operational delivery with more strategic thinking, navigate increasing complexity and change, and continue to motivate and support their teams.

Langley wanted to strengthen leadership capability - but also create greater consistency in how leadership was understood and practised across the organisation.

THE FRICTION

The issue wasn't a lack of commitment or potential.

The friction was the gap between having capable individual leaders and creating consistent leadership across a growing organisation.

As responsibilities increased, leaders needed greater confidence and self-awareness, practical ways of leading their teams and a clearer shared understanding of what good leadership looked like at Langley.

A collection of individually capable leaders doesn't automatically create an effective leadership culture.

The challenge was to turn individual capability into something more consistent and sustainable.

Knowing what to do isn't the same as doing it well.

THE FOCUS

Building on earlier work with Langley's senior leaders, we co-designed an ILM-assured leadership and management programme around the organisation's own goals, values and leadership expectations.

Rather than taking an off-the-shelf programme and applying it to Langley, the development was shaped collaboratively with the organisation.

The focus included:

- increasing leadership self-awareness and confidence
- developing practical skills for leading and motivating teams
- strengthening strategic thinking
- creating a shared leadership language
- building greater accountability
- encouraging reflection and continuous learning
- measuring development over time rather than simply measuring attendance

The programme combined structured development modules with action learning sets between sessions.

Mental Toughness assessments were used before and after the programme to provide additional evidence of development in areas including confidence, resilience and goal orientation.

Knowing what to do isn't the same as doing it well. The emphasis was therefore on application, reflection and bringing learning back into everyday leadership.

THE DIFFERENCE

The programme helped Langley create a stronger and more consistent foundation for leadership across the organisation.

Reported outcomes included:

- increased leadership self-awareness and confidence
- stronger alignment around leadership behaviours and expectations
- evidence of development through pre- and post-programme assessment
- a more reflective and accountable leadership culture
- a shared language around leadership
- a scalable approach that can be delivered more widely across the organisation

Langley is now looking at cascading the programme further, helping embed greater leadership capability and consistency at every level.

What started with developing leaders is becoming part of how Langley develops leadership.

THE AQR WAY

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

Leadership development creates greater value when it connects individual learning with the way leadership actually happens across the organisation.

Team development isn't a one-off activity.

01 ALIGN

Define what good leadership needs to look like.

02 APPLY

Practise leadership in the realities of everyday work.

03 SUSTAIN

Build consistency and measure development over time.