

Case Study: Langley — Embedding Reflective Leadership to Drive Strategic Growth

About Langley

Langley is a growing organisation delivering specialist flat roofing and waterproofing solutions for the built environment—designed to create a lasting, positive impact on people, places, and the planet.



Following a year of rapid expansion in contracts, services, and workforce, the leadership team recognised the need to pause, reflect, and consolidate—to ensure they had the clarity and confidence needed to lead through growth and complexity.

The Challenge

With expansion came new pressures. Leaders were being asked to think and act more strategically while staying grounded in Langley's strong, people-centred values.

There was a clear appetite to strengthen leadership effectiveness—celebrating what was working, while identifying where behaviours, communication, and collaboration could be sharpened.

Langley's Senior Leadership Team (SLT) wanted space to reflect on their impact, build shared understanding, and drive a culture of accountability and continuous improvement.

Our Approach

AQR Consulting partnered with Langley to design and deliver a bespoke 360-degree feedback programme, underpinned by the ILM72 psychometric assessment.

Led by our consultant, Anthony Taylor, the process was shaped collaboratively with Langley's Group Services General Manager to ensure it reflected the organisation's values and goals.

The programme included:

- A structured 360 feedback process for the SLT

- Individual one-to-one debriefs to support personal reflection and action planning
- A group feedback session to surface shared strengths, blind spots, and opportunities
- A planned follow-up six months later to support accountability and measure progress

The sessions created a safe space for honest, constructive dialogue—balancing support with meaningful challenge.

The Outcome

The programme sparked meaningful reflection and clear action across Langley's SLT. Each leader committed to personal development actions for 2024, and the team collectively identified where improvements were needed to strengthen cohesion and communication.

One participant shared:

"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."

Key results included:

- Stronger leadership alignment and shared understanding of current strengths and development needs.
- Greater clarity around expectations and behaviours at a senior level.
- A renewed commitment to accountability, with a structured review process in place.

Langley has since started exploring how this approach could be extended to Heads of Department—embedding the same reflective, evidence-based principles further into the organisation.

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."

"We had open conversations before the programme began to make sure it met our needs. Our leaders found the one-to-one sessions extremely valuable. The feedback gave us a shared sense of where we are as a team—and how we can raise the bar even further."

— **Group Services General Manager, Langley**

Following this, we supported Langley in co-designing a new, ILM-assured leadership development programme. Built on psychometric insights and shaped with input from leaders themselves, the programme helps participants better understand themselves, how to engage and motivate others, think strategically, and lead for future growth. It marks a shift from individual insight to collective action, strengthening Langley's leadership pipeline in line with their growth ambitions.

The new ILM-assured leadership programme has built on this foundation—raising awareness, embedding shared language, and equipping leaders at all levels with the tools to lead with confidence and purpose.

Designing practical, insight-led solutions that build confidence, accountability, and leadership strength—where it matters most.