

# JOHN CROSSAN

Talent Development Partner  
NG Bailey



John is Talent Development Partner at NG Bailey, supporting over 70 of their Management and Leadership Apprentices across the organisation.

## WHY MANAGEMENT APPRENTICESHIPS?

“ Although Management and Leadership apprenticeships are quite new to NG Bailey, we’ve been known for the quality of our apprenticeship programme for decades. We took on our first apprentice in 1934 and craft and technical apprentices have been the lifeblood of our business ever since.

The Apprenticeship Levy gave us a chance to expand that programme. Before it came into effect, we spent time looking at the opportunities the Levy presented and how best we could make use of it. We looked back at roles that had historically been difficult to recruit for and ahead at the capabilities we knew we’d need going forward. We also looked at the training we were offering and saw areas where apprenticeships would help us offer something even better. All this helped us identify the apprenticeship standards we needed to focus on first.

Management and Leadership was a key area. We have some outstanding people in terms of technical ability, but we want to invest as much time and energy into developing the leadership abilities of our people as we do developing them technically.

The Management & Leadership apprenticeships have given us a massive opportunity to enhance the quality of the development we offer in this area, helping our people grow, learn and develop whilst continually improving the quality and consistency of the management and leadership we see throughout our business.”

## MAKING A CHANGE

“When I spoke with the CMI, I was immediately impressed with the level of support I was given. They helped us understand a huge amount about the changes at that time, the new apprenticeship standards, how they had been created and which ones might be appropriate for us as a business, to replicate and preferably enhance the development we were already offering.

They helped us take into account the uniqueness of our business, the particular challenges our apprentices might come up against and how we could make sure potential apprentices and the business were ready to take the programmes on.

As people are progressing through the programmes we’re seeing the expected tangible improvements such as better planning, decision making, time management, prioritising and delegating, and the associated benefits like better quality in terms of project delivery. However what’s also coming through strongly are big shifts in people’s self-awareness, confidence, understanding of different personalities and how to work with them. There are very real benefits to these – for example improving client relationships can lead to business retention and new contracts.”

## MAKING A DIFFERENCE

“One example of a clear financial return would be one of our Quantity Surveyors on the Level 3 programme who realised a cost saving worth over ten times the cost of the apprenticeship after his very first workshop. What he learned about his personality and his ‘hot buttons’ at that workshop, alongside some practical tools from CMI’s management resource portal Management Direct and help and guidance from his tutor led him to approach a negotiation situation in a way he wouldn’t have before. This led to a much improved result, which is fantastic.”

## PLANNING FOR THE FUTURE

“We’re already in a world where traditional approaches to Management and Leadership are becoming less effective and the last year has really shown that up. People need to find ways to manage in an unpredictable world and to understand what it really means to lead.

In a world where everything can be turned upside down at the drop of a hat and where mental health and wellbeing are rightly taking centre stage, we need leaders that are properly tuned into themselves, their environment and the needs of their team and customers. With the right business support and a provider that offers the right content for your people, management apprenticeships can help you get there. ”

FIND OUT MORE

 [managers.org.uk/apprenticeships/](https://managers.org.uk/apprenticeships/)

