

BROADLEY SPEAKING

David Conn, Director, Broadley Speaking
One employee undertaking the Chartered
Manager Degree Apprenticeship (CMDA), Level 6



Broadley Speaking is a specialist agency involved in complex, high value sales based in Tavistock founded over 25 years ago by Hilary Broadley where David is a director. David and Hilary are looking to retire and move on from the business, one of their employees, Brooke, is undertaking the CMDA (Level 6 Apprenticeship) to help support their transition out of the business, to install new management and eventually facilitate the transfer of equity.

“Brooke’s apprenticeship has had a profound effect on the business. I can’t think of a part of the business it hasn’t affected.”

FROM “SLIPPING THROUGH THE NET” TO A FUTURE LEADER OF THE BUSINESS

Brooke joined Broadley Speaking 10 years ago from a retail role with very limited opportunity but adapted well to the business environment and sales role. Brooke found and identified the CMDA offered through the University of Exeter, having “slipped through the traditional education net”, this was a chance for her to re-engage with learning and develop her business skills. The skills she has gained, the dedication to the business, and the personal growth she has demonstrated has led to her project for the course being the transition of the business.

Brooke has built a transition roadmap as part of her apprenticeship which the business is following and has been successful so far – both at the right speed and with a smooth process. This has included bringing new people into a leadership team, sourcing and establishing a leadership development plan, directing and running the company strategy day, and restructuring the business to work in an agile way. Brooke is now in a prime position to be a future MD of the business when David and Hilary depart.

“We’d have found a way through but without the clarity of vision, speed and smoothness.”

CREATING A MORE AGILE BUSINESS WITH HIGHER EMPLOYEE SATISFACTION

One of the first modules was on Innovation, she identified an opportunity to move the business from their traditional ways of working to an agile process. She implemented frameworks to help ensure the business is on track and to help keep individuals and tasks focused. Brooke has also implemented an employee satisfaction survey and the first two years of results suggest that satisfaction is going up.

“It was all about how we could do things differently.”

“She had the ability to analyse the business and move us from a more hierarchical business to an agile model.”

A SIGNIFICANT IMPACT ON THE BOTTOM LINE

The two years of Brooke’s CMDA coincided with two record years, during Covid. David estimates that the impact on the business’ bottom line was over £200,000 due to the vibrancy and momentum she brought as an individual, the improved ways of working, and the wider impact on individuals within the business.

“We tried to work out the impact and we got to at least £200,000.”

IMPROVING BOTH PERSONAL SKILLS AND BUSINESS SKILLS

Brooke’s self-confidence has been improved as a result of the course and has been personally empowering for her. It has helped her standing in the business as someone who has “come up through the ranks” and become someone that others can learn from and look up to. Her commitment has also inspired others in the business to undertake external training programmes. At the same time, it has improved her understanding of how business works both in principle and in practice.

“Talent without the vocabulary is just gut feel and magnetism.”

NOT JUST “ANOTHER TRAINING COURSE”

David is rightly proud of the impact that the business has on the local area, employing over 30 people and generating many millions of pounds of revenue, a large proportion of which goes straight back into the local economy. The apprenticeship will help to ensure that the business that has succeeded for 25 years will go on succeeding and bringing value to Tavistock and to their clients after David and Hilary transition out. It has been stimulating for David who has provided mentorship along with her course mentor, refreshing his memory on theories and inspiring him as well. The course has been a success because of the commitment of Brooke, the company and her course mentor at Exeter.

“You need the commitment on both sides and to put in the time, and it’s been fun.”