Developing catalysts for change

Changing the way the road sector thinks, behaves and performs

A joint initiative from the Highways Agency and the roads industry
Foreword

The motorway and trunk road network is arguably England’s most important infrastructure asset. Carrying one third of all road traffic, and two thirds of freight, it is this modern road network that supports our economy.

At the Highways Agency we have set out our vision to be the ‘world’s leading road operator’. We want to be known for operating a reliable network sustainably, safely, and being responsive to changing customer needs. Those of you working for the Agency and our supply chain are at the heart of delivering that vision. We need a widely skilled and diverse workforce in the industry, working in true partnership, to make better use of the network and achieve value for money.

But we know there are challenges as the demand grows on us to deliver within tighter budget constraints. This has consequences for both the Agency and our supply chain. We both need to adapt to the emerging challenges posed by an ageing workforce in the industry and an emerging skills shortage.

The Agency needs to show leadership working in partnership with the supply chain in driving a significant change in the thinking, behaviour and performance of people in the sector to address these challenges.

I see the Roads Academy as part of a strategic solution to stimulate such a change. Those of you who join the Academy programme will act as catalysts for change to help shape the future direction of this industry.

The Academy is a prestigious programme, developed with significant input from colleagues across the whole sector, with expertise from industry and academia. We are pleased to be working with Roffey Park Institute - leaders in research and innovation in management development.

The Academy will provide opportunities for people to develop within the industry, coming together to share best practice, encourage innovation and understand each other’s needs.

I wish you well if you are among those selected as delegates of the Roads Academy. There will also be an opportunity for others of you to attend Masterclasses at the Academy, providing opportunities for more people to benefit from the programme.

Graham Dalton
Chief Executive,
Highways Agency.

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Introduction

This brochure provides Roads Academy member organisations and potential delegates with an overview of the programme to develop catalysts for change, its content and learning approach, together with information about Roffey Park Institute, the academy’s academic partner.

The objectives of the Roads Academy are:

- To develop an understanding of the Highways Agency’s vision to be the ‘world leading roads operator’.
- To enable collaboration and learning across the roads sector.
- To explore and work towards solutions that provide value for money, safety and sustainability.
- To develop the skills to enable identification of ways to reduce capital and operating costs.
- To develop an innovative, efficient supply chain.
- To develop a network of talent across the sector.
- To be ‘leaders of the future who will deliver the projects of the future’.

It also provides details of how to apply for a place on the programme. It is also intended to provide line managers and those engaged with the nomination process with the information to help them make their decision about who to nominate and how to go about doing so.

The Roads Academy offers an innovative development programme that aims at driving change in the roads industry in England. Targeted at the whole sector, the academy is designed to ensure a significant change in how the industry thinks, behaves and performs to help us meet the challenges that face us.

It brings together people working in the Highways Agency and the supply chain as part of a shared learning experience. It will also help us all see things from each other’s perspective and improve collaborative working between people working in the sector.

Delegates will develop an understanding of what it means to be a ‘world leading roads operator’ and the capability to ensure world class performance.

The academy explores how truly effective leaders can deliver solutions that provide value for money safely and sustainably, and identify ways to reduce capital and operating costs, and contributes towards the sustainability agenda by exploring new ways of doing things and challenging existing processes.

A key aim is for delegates to carry learning and development over into the workplace, so as well as classroom-based learning at Roffey Park, each module also includes Action Learning Sets (ALS), Internal Consultancy Project Groups (ICPG) and challenge and innovation coaching sessions. Delegates develop solutions based on real issues in the sector and implement these within their own and member organisations throughout the programme and beyond. To ensure the Roads Academy programme remains cutting edge and reflects the emerging needs of the sector the content is designed so that it can change and develop to reflect changing needs in the sector.

We are keen to share the benefits of the academy across the sector, so each Roads Academy member organisation is entitled to two places at each Roads Academy masterclass, with the opportunity to purchase additional places. These events provide opportunities to showcase and discuss cutting edge ideas and best practice from both within and outside the roads sector.

Details of the nomination and selection process can be found in later sections of this brochure.
1. Programme structure

The programme is based around four residential workshops, a series of facilitated action learning sets, ongoing internal consultancy project groups, and a series of one-to-one and one-to-two challenge and innovation coaching sessions for each participant, running over a two-year period.

On completing this period of study to an appropriate standard, delegates will receive a full postgraduate certificate in leadership and management which will attract 60 credit, accumulation and transfer points at masters level, (CATs points), delivered by Roffey Park and validated by the University of Sussex. It is a self-managed programme of learning built around Roffey Park’s five question framework (see page 5).

The programme is highly interactive, integrated and focused on creating ‘catalysts for change’; confident and innovative leaders for the sector who have the personal effectiveness and resourcefulness to successfully deliver major strategic change, in their business and across the sector.

This is very much a development programme, the emphasis being on the individual’s learning and its application in ‘real life’. Our aim is to develop people who are confident in their knowledge, and who are skilled and influential leaders and managers, able to tackle the complex challenges encountered in the roads sector.

As this is a ‘self-managed learning’ (SML) programme, each delegate designs and pursues their own areas of interest within the agreed field of leadership and change in the roads sector. Participating gives delegates the opportunity to create new initiatives, and the programme emphasises the practical use of this knowledge and learning for the benefit of delegate organisations and the wider sector. The programme represents a partnership between delegate, member organisation, the Highways Agency, Roffey Park and the wider roads sector through networking opportunities.

A typical module will follow this outline:

- **Two day workshop**
- **Action learning set**
- **Challenge and innovation session (coaching)**
- **Action learning set**
- **Masterclass**
- **Challenge and innovation session (coaching)**

NB: Internal consultancy project groups will typically form after the final module.

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Roffey Park five question framework

1. Where have I been?
   - What is my background, previous experience?
   - Clarifies learning needs

2. Where am I now?
   - What skills, qualities, knowledge do I use?

3. Where do I want to go to?
   - What kind of person do I want to be?
   - What do I want to be able to do?
   - What kind of skills, knowledge and experience do I need to gain?
   - Define goals

4. How do I get there?
   - What learning programmes do I need?
   - What processes can I go through in order to learn?
   - Indicates plan of action

5. How will I know if I have arrived?
   - How do I evaluate my learning?
   - What measures do I need in order to assess myself?
   - Gives basis for assessment
The programme challenges current thinking from day one, and delegates will work with ‘live’ issues to ensure that learning is implemented throughout the duration of the programme and beyond.

The workshops and learning sets form an integral part of the qualification programme – attendance is a requirement to fulfil the qualification criteria. The coaching provides delegates with support and challenge as they determine how to apply the learning to create change and improvement in their organisation and across the sector. Each cohort works collaboratively during the programme and in Internal Consultancy Project Groups to address strategic issues within the sector.

To achieve the qualification, delegates are asked to produce a series of assignments based on their own research and process of inquiry. Delegates are invited to identify what it is they want to learn through research and its application; how they intend to put the learning into practice; how they propose to measure its impact and success; and the benefits they wish to bring to self, organisation and sector, and how these will be realised. Delegates assemble a portfolio of evidence of their learning and its application, which is peer reviewed in learning sets before being submitted for external examination. In short, the learning set, together with a learning set adviser, determines the assessment criteria for the qualification and jointly carries out a peer assessment process.

Typically, delegates who complete the qualification are better able to:

- Deal with complex issues both systematically and creatively, make sound judgements in the absence of complete data, and communicate their conclusions clearly to specialist and non-specialist audiences.
- Demonstrate self-direction and originality in tackling and solving problems, and act autonomously in planning and implementing tasks at a professional or equivalent level.
- Continue to advance their knowledge and understanding, and to develop new skills to a high level.

They also have:

- The qualities and transferable skills necessary for employment requiring:
  - The exercise of initiative and personal responsibility.
  - Decision-making in complex and unpredictable situations.
  - The independent learning ability required for continuing professional development.

1. Programme structure

2. Making a difference to the road sector

Becoming a member of a Roads Academy cohort is a fantastic development opportunity: delegates improve their skills and performance and have the opportunity to play a key role in shaping the future of the roads sector. The structure of the programme ensures that learning can be applied directly to the work place.

It is important to remember that delegates work on live issues that are part of their day-to-day roles. The learning contract and portfolio of evidence that form the core of the qualification encourage delegates to address relevant and current issues from a more informed and reflective perspective, helping them to make better decisions and deliver more sustainable outcomes.

In terms of time commitment, delegates typically spend up to three to four percent of their time per week (based on a full seven day week of eight hours per day) over the two-year period, including the ICPG process, in order to make a success of the programme. The qualification delegates receive through successful participation in the programme is a formal postgraduate certificate and is recognised across the roads sector and beyond. Following completion of the ICPG delegates will receive the Roads Academy diploma.

Becoming a member of a Roads Academy cohort also offers delegates invaluable networking opportunities.
3. Workshops

The following gives an outline of a typical programme. However content may be subject to change in response to the evolving needs of the sector.

Before the cohort comes together for their first workshop, they will take part in a webinar-style introduction. This will provide information about programme structure, objectives and approach, and the opportunity to ask questions of the programme managers.

Module 1 – Fit for the future
Workshop 1 – Mapping strategy and the future of roads

This workshop brings the whole cohort together for the first time, setting the scene for the Roads Academy programme and introducing self managed learning. It invites delegates to grapple with thinking at a strategic level in leadership of business, people, practice and thought. Delegates’ level of thinking will be challenged using both classic and leading edge strategic theory, using their own situations as ‘live’ case studies to develop:

• A higher, broader level of solution-oriented thinking to apply to challenges.
• Deeper self-knowledge and confidence to act and affect change in their business.
• Real time/real world strategic answers to challenges they face.
• The strategic agility to respond rather than react.
• A longer term and bigger picture perspective.

Learning outcomes:
By the end of the workshop delegates will be able to:

• Clearly define the system in which they are operating (at national, sector and organisation levels).
• Explore the external environment in order to understand this wider system.
• Understand a range of different approaches to developing strategy.
• Understand strategic thinking and develop their ability to think strategically.
• Develop their ability to work collaboratively and in partnership.
• Create a learning community.
• Engage with the learning journey they are embarking upon.

Module 2: The leader as catalyst
Workshop 2 – Personal effectiveness and influence

Having determined what actions to take in the system and how to put them in place, delegates will now work on their own effectiveness and the delivery of performance through others.

They will explore their own emotional intelligence, interpersonal skills, and their sense of purpose and engagement. They will develop a wider range of effective influencing behaviours, in the context of their business and the sector. Delegates will also explore how to maintain their effectiveness, motivation and personal resilience in the face of ambiguity and uncertainty.

Learning outcomes:
By the end of the workshop delegates will be able to:

• Articulate their personal purpose as a leader in the roads sector in a clear, authentic and engaging way.
• Develop and deploy strategies to engage and influence others with integrity.
• Use performance management positively to deliver results, working with and through others.
• Create a climate of productivity in their team, division, organisation and partnership, through their own leadership style and behaviour.
• Prepare themselves and others for change.
3. Workshops

Module 3: Developing the system for delivery
Workshop 3 – Systems thinking

Using the Burke-Litwin model, a tool for exploring organisation systems, delegates will examine levers for action in their areas of influence. How will they deploy the strategic actions determined in the first workshop to best effect? Where can they act immediately and where do they have to influence and collaborate? This is all about developing the system for performance and delivery.

Delegates will also develop and practise the skills of consultancy to help them gain entry with stakeholders, and buy-in from them to their plans. Development of consultancy skills here will help when delegates begin the ICPG process following module 4.

Learning outcomes
By the end of the workshop delegates will be able to:
• Understand the interplay between different elements of the system in which they are operating.
• Understand how they can interact with and influence the system to achieve maximum impact.
• Identify strategic actions to drive collaborative, customer-facing performance.
• Use a range of consultancy skills and creative solutions to address complex challenges.
• Work effectively with partners and stakeholders to win confidence and buy-in, build strong partnerships and deliver results.

Module 4: Delivering the future
Workshop 4 – Leading in complexity

This is the final workshop in the Roads Academy programme and as such it is centred on action. The Roads Academy, and the associated qualification, is about the demonstration of learning through application.

This workshop, themed around delivering change, provides delegates with the platform to do so.

They will consider both planned and emergent change in context of the sector and the system in which they are operating, their own response to it and how to effectively lead themselves, others and organisations through it, concluding with developing a personal action plan to implement following the workshop.

Learning outcomes:
By the end of the workshop delegates will be able to:
• Understand and describe their own relationship and that of their team/division/business to both planned and emergent change.
• Recognise the impact of change on organisations and people, and how to effectively respond and take positive advantage of change.
• Adapt their own style and behaviour to engage and lead others through change.
• Take away a personal action plan to deliver change in the system, creating value and benefit.
• And in doing so:
• Actively demonstrate the application of their learning from participation in the Roads Academy.
4. Learning sets as part of the qualification

As indicated, the learning sets are an integral part of the qualification process of the Roads Academy. It is in the learning sets that delegates discuss the work they are doing towards their portfolio of evidence for the qualification, and where delegates will peer review one another’s work. Each set is supported and facilitated by a Roffey Park learning set adviser.

The nature of the self-managed approach means that there is little didactic teaching involved. Delegates are expected to determine the learning they are going to pursue (subject, method and results), demonstrate the value to them of this learning, and, through their portfolio, evidence its implementation and personal and wider impact.

Self reflection and critical thinking are key skills for self-managed learning, as are authentic communication, the effective giving and receiving of feedback, and group participation.

Roffey Park’s experience of self-managed learning qualifications has shown us that these areas are key components of truly effective leadership. Delegates will develop these skills through their participation in learning sets.

The key activities of the six to seven participants in each learning set are:

- Helping each other work towards and produce learning contracts.
- Supporting set members who are taking risks.
- Constructively challenging other set members
- Establishing assessment criteria.
- Assessing each other’s progress with learning goals.
- Assessing each other’s work.
- Sharing personal learning and development with other set members.
- Sharing the benefit of personal experience with other set members.
- Giving and receiving feedback.

5. Internal consultancy project groups (ICPG)

A key requirement of the programme is to help demonstrate return on investment for members of the Roads Academy. A means of achieving this is through the use of internal consultancy.

At the 15 month point, Roads Academy delegates are briefed to conduct research with senior leaders to find out the key challenges facing them, the issues that are on their minds, what is keeping them awake at night and how they could benefit from six months’ group consultancy.

Delegates then turn the findings into ideas for possible consultancy projects and present these to the cohort. The group then agree which three of these projects best meet the criteria (in no hierarchical order):
1. Opportunity for sector-wide (and beyond) collaboration.
2. Impact across the sector.
3. Likely return on investment.
4. Provide a vehicle to implement learning from the Roads Academy.

Once agreed, project groups are formed to tackle these projects and present their outcomes. The groups are formed on a ‘max mix’ basis, ie with as much diversity as possible, not only across age, gender, ethnic background, etc. but also across role, organisation, and geography. This provides participants with the challenge to take up a role that differs from one they might traditionally play on a project.

Each project group is given an initial deadline by which they must:
- Engage sponsorship from one of the senior leaders who suggested the idea in the first place.
- Manage the expectations of other senior leaders whose project ideas are not being carried forward.
- Scope and define the project.
- Draft and submit terms of reference for the project to the Roads Academy steering group, detailing objectives and outputs, method plan, roles and responsibilities, timescales and milestones etc.

The projects run from the end of module 4, and the amount of time available to work on them is spread over a nine month period. With this in mind, and given that participants all have full-time jobs, we encourage participants not to be overambitious in the scope of projects undertaken.

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The initial session is facilitated by Roffey Park. Thereafter project groups are expected to self-manage and facilitate their meetings.

Realistically, it is better to deliver value to the sector by limiting the projects and producing results, rather than overextending themselves and being unable to deliver the agreed outcome. This is an example of leadership in action.

Upon completion of the ICPG process delegates will receive the Roads Academy diploma.

5. Internal consultancy project groups

6. Challenge and innovation sessions

Throughout the course of their 15 months on the Academy, delegates will take part in a number of Challenge and Innovation coaching sessions. These offer personalised support and challenge to delegates as they implement their learning from the programme. The sessions offer a space for people to explore the challenge of putting real action into place based on what they are getting out of the programme. Their coach will help them explore goals and make decisions about how to achieve them.

The challenge and innovation sessions come in two forms:

- One-to-one sessions in which the delegate works individually with their coach to formulate and realise objectives.
- One-to-two sessions in which two delegates work with their coach together, offering another perspective from the sector on what their colleague is working on, to help them succeed. The partnerships remain the same for the duration of the programme.

It is in the challenge and innovation sessions that delegates translate their learning into real life. The benefit of the sessions lies in their real world focus – challenging people to take the learning and use it to benefit themselves, their team, their organisation and the sector. And, while these sessions are separate to the qualification process, by journaling the sessions as evidence of learning, delegates can contribute towards their portfolio for their qualification.

There are three one-to-one and six one-to-two challenge and innovation sessions for each delegate over the 15 month programme. The coaches come from Roffey Park’s highly experienced faculty.
The Roads Academy offers a series of masterclasses featuring experts from the roads industry, academia and other sectors. These events provide learning to the wider roads sector and create excellent opportunities for networking. They also support and develop programme delegates past and present in their learning from the workshops.

All member organisations are entitled to two places at each masterclass, which is in addition to the places offered to current and past programme delegates. There is also an opportunity to purchase additional places at each masterclass.

The masterclasses are an excellent opportunity for collaboration and networking between member organisations, programme participants and attendees from across the roads industry.

The subjects to be covered at each masterclass will vary according to the needs and challenges facing the sector.

Typical subjects may include:
- Strategic leadership in infrastructure.
- Systems thinking.
- Crisis leadership.
- Thriving in a political environment.

Masterclasses are a combination of expert and/or academic input, group discussion, and working with ‘live’ issues. The underlying theory introduced at masterclasses can be a challenge to conventional thinking. Practitioners from the roads sector and other industries discuss the journeys they have undergone in implementing new ways of working, and share the lessons learned. There are also opportunities for questions and debate.

Masterclass delegates develop their thinking in relation to their own situations and are encouraged to share their ideas in group sessions.

Each year there are two Roads Academy masterclasses, the purpose-built learning and development centre home of the Roads Academy’s academic partner.

There are a maximum of 18 places on offer for each cohort of the Academy programme, shared across the supply chain and the Highways Agency. Nominations are made at a senior level in each organisation, focusing on people capable of shaping how the industry works and who are able to demonstrate an understanding of development at this level.

The programme is taught at masters level and culminates in a postgraduate certificate in leadership and management award. Participants need to be able to work at that level and have either a professional qualification or equivalent experience. They are likely to act as ambassadors for the roads sector, and have an ability to influence at a national level. They are also likely to be able to think critically and have the potential to operate in a significant leadership role.

There is a rigid selection process to ensure delegates with these competences take part in each cohort.

A copy of the competency framework is included within the application pack, available on the Highways Agency’s website. The selection process has been designed to ensure only delegates with the right skills to act as change agents across the sector are offered places. On returning to their organisation, delegates will act as catalysts for change, encouraging others and collaborating to bring a change in the way the industry thinks, behaves and performs.
9. How much will it cost?

Organisations from across the roads sector are encouraged to become members of the Roads Academy, and to nominate people for the programme. Details of membership fees and benefits to be gained are outlined below.

NB: Nominations for the programme can only be made by those organisations that are confirmed as members of the academy.

Current annual membership fee
£3,000 per organisation

This gives member organisations:
• Access to cutting edge thinking through attendance at masterclasses delivered by leaders from both industry and academia.
• Up to two places at each event, additional to any current delegate(s).
• The prestige of being a member and opportunity to influence and contribute to the future of the roads sector.
• A platform to promote and share experiences and successes.
• An opportunity to nominate members of staff for the programme.
• Information and knowledge to take back and share.

Current fee for a delegate on the programme
£5,000 per delegate

This gives the delegate:
• A place on the two year programme to include access to personal coaches as part of the challenge and innovation sessions, action learning sets, internal consultancy project groups.
• After successful completion a full postgraduate certificate in leadership and management and 60 credit, accumulation and transfer points (CATS) at masters level. Graduation ceremony to be held at the University of Sussex.
• An opportunity to network and collaborate across the sector and raise their career profile.
• The prestige of being a delegate of the Roads Academy with an opportunity to influence and contribute to the roads sector becoming world class.

10. Roffey Park facilities

Roffey Park is set in the beautiful West Sussex countryside, located conveniently close to road and rail links with Gatwick airport. It provides the perfect environment to absorb new ideas and share experiences with fellow participants.

The training rooms create a comfortable atmosphere for large and small group learning, with high quality facilities and access to landscaped courtyards and gardens.

The learning resource centre is well stocked with textbooks, research papers and journals and provides on-line access to a wide range of materials. It is staffed from nine to five but is open to students at all times, both in person and remotely via the internet.

Residential accommodation is designed in contemporary style with en-suite bathrooms, and the restaurant provides high-quality home-cooked food. The lounge and gardens are open all day, the bar is open in the evenings and there is a range of leisure facilities including a pool, jacuzzi, steam room, sauna and fitness room.

We believe this creates an ideal environment that enables learning, where participants feel supported in meeting the demands of the programme.
Contacts

We hope this brochure has provided you with the information you need about the Roads Academy and answered any questions you may have.

For full details of the nomination and selection process for both managers and applicants, please go to the Roads Academy community pages on the Highways Agency portal if you are working in the Agency or to the specialist information area of the Highways Agency’s website if you are working in the supply chain.

If you have any questions about the academy please speak to your manager or contact a member of the Roads Academy project team:

Email roadsacademy@highways.gsi.gov.uk

Telephone 01234 796512

www.highways.gov.uk/specialist-information/roads-academy/