

DEVELOPING LEADERSHIP THROUGH PEOPLE SKILLS

 **dsw**
Case Study : —



Challenge

Santander Operations wanted to strengthen the capability of its leaders, building on existing skills while developing greater confidence and effectiveness in how they communicated, coached and motivated others.

The challenge was to help leaders better understand behaviour, recognise the factors influencing how people respond and adapt their own approach accordingly. At the same time, Santander wanted the development to support its nine leadership behaviours and help leaders bring the Santander way to life through their everyday interactions.

Approach

Working collaboratively with Santander Operations, we developed the Leadership Through People Skills (LTPS) programme around the leadership capability required and the behavioural outcomes Santander wanted to achieve.

At its heart was our behavioural model, giving leaders a practical framework for increasing self-awareness, recognising the behaviours displayed by others and understanding the motivations behind them. Leaders explored how to adapt their own behaviour and communication to create more productive interactions and outcomes.

The approach connected behavioural insight with practical leadership skills including communication, listening, motivation, coaching, feedback and handling challenging conversations, helping leaders translate the model into day-to-day management situations.

Delivery

The programme was delivered at scale, with 325 Santander Operations managers participating across 42 LTPS programmes. Learning focused strongly on practical application, enabling leaders to apply the behavioural model to the situations and relationships they encountered in their roles.

To support continued application after the programme, participants were also given access to a dedicated app designed to reinforce the learning and help them put the model into practice. 50% of respondents subsequently reported using the app to support their learning after completing the programme.

Outcomes

The programme achieved strong immediate and longer-term results. 97% of leaders found the LTPS skills and concepts very applicable, while 84% of alumni agreed or strongly agreed that the programme had changed the way they thought about leadership.

Participants also reported strong capability across important leadership behaviours, including 93% for communication, probing and listening skills, 90% for identifying strategies to motivate people and 93% for giving constructive, candid and open feedback.

Crucially, the impact continued beyond the programme itself. Among alumni surveyed three months or more after attending, 96% felt they had improved their communication, listening and behavioural recognition skills, while 81% said they still used the principles and model often or every day in their role.

These longer-term results demonstrate that LTPS extended beyond the initial learning experience, providing Santander Operations leaders with a practical behavioural framework that continued to influence how they communicated, managed relationships and led others.



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