



# FULL PROGRAMME

Management Capability Development

FINANCIAL UNDERSTANDING, LEAN AND LEADERSHIP

# FULL Management Capability Programme

## Financial Understanding, Lean and Leadership

In parallel with our four-year economic strategy, dlr County Council have developed the FULL Management Capability Development Programme which is aimed towards businesses that want to invest in developing foundational skills to scale their businesses.

There are three pillars to this program; Financial Understanding, Lean thinking and Leadership which we believe are important for companies' growth. dlr County Council are playing an increasingly important economic role supporting businesses and attracting investment into the county and this Programme is part of our ongoing commitment to support local businesses.

### FINANCIAL UNDERSTANDING

The Financial Understanding aspect of the Program is highly practical and geared towards busy company owners who have found themselves in positions of CFO without having any formal training. There are two parts; part one is an app that we have designed to enable the users to question their existing financial knowledge. It will raise users awareness of where they are in terms of their financial knowledge and will provide a strong sense of the benefits of getting better. The second part is where we have teamed up with The Agile Executive to deliver ongoing financial mentoring of one hour per week over a 6-month timeframe to selected companies to enable them to make a step change in their businesses.

### LEAN FOR LEADERS

LEAN for Leaders is in addition to our highly successful Lean for Micro Program which has been a regular offering of the DLR Local Enterprise Office for many years. LEAN for Leaders demonstrates to owner managers of companies with more than 30 employees how they can take themselves out of the business and concentrate on strategy and growth. This is done with peers from other companies in DLR in a series of workshops and one-to-one

mentoring with a LEAN expert. LEAN for Leaders is a great way of introducing critical thinking at a leadership level into companies with the potential to transform their future and provides for a fantastic networking.

### LEADERSHIP

We have been partnering with LIFT Ireland since 2019 to support the rollout of this highly effective culture change Program that delivers meaningful, ongoing positive change in organisations of all sizes. LIFT Ireland has the real potential to positively impact the culture in any organisation, and best of all results are immediate. Central to any growth is empowerment and we believe this comes from having a brilliant culture and that's where this part of the FULL Programme comes into its own. It only requires 40 minutes every week to create real, lasting and transformational change in any organisation.

**All of the FULL Programme strands can be taken separately and are heavily subsidised. Having direct contact with hundreds of companies we are confident that your company's participation in the FULL Programme will make a step change in your company. Contact Siobhan today to learn how we can support your ambitions, sbroughan@dlrcoco.ie.**



The Council's role in supporting companies of all sizes has been expanded with a growing Economic Team (complimenting the LEO Team).

Our support role during COVID, where we delivered over €20 million in direct supports along with significant place making and other positive interventions has strengthened our relationship with the business community and our understanding of their needs. From this we recognised upskilling needs in many of the 20+ employee size companies.

The FULL Programme reflects our desire to make DLR a highly attractive place for business to locate and thrive. Any business that commits to upskilling in these areas will quickly see real benefits. We have put a programme together that will elevate businesses in key areas in a highly time efficient manner.



Owen Lavery,  
Head of Economics  
and Enterprise



# Financial Understanding - Mentoring Support

The Financial Understanding element of the FULL Programme is designed to strengthen the financial capabilities of companies. The Agile Executive will provide one-to-one mentoring for companies over six months to help improve the skills and financial understanding of core management. The Programme is aimed at companies with 10 or more employees.

## STORY FOR FAR

By listening to our clients we get an understanding of where the business has come from – its purpose, mission, and vision. We seek to understand the challenges businesses and business owners face and what is holding them back from achieving their strategic objectives.

## CLEAR GOALS

We work with the business owners to understand where they want to bring the business and what they want to achieve from our mentoring process.

## ASSESS THE STRENGTHS & WEAKNESSES

We establish where the business is, the strengths and weaknesses and the size of the challenge facing them to help them overcome perceived barriers to success. We do this by using the output from our diagnostic tool.

## LOOK AT THE OPPORTUNITIES & THREATS

As business advisors, it is key that we help the business owners assess the options and

opportunities that are open to them and assess the threats they face.

## ENABLE THE BUSINESS OWNERS TO SUCCEED

The key objective of the mentoring Programme is to work with the business owner to evaluate the capability and gaps in your team's financial understanding and assess the financial performance of the business.

## UNLEASH THE COMPANY'S POTENTIAL

As mentors, we look to challenge the business owners to understand key drivers and identify and track KPI's to help drive the business forward.

## PRODUCTIVITY & PROFITABILITY

Once we understand the business, we will help to put plans in place to drive improved productivity and profitability and scale-up the business.



We have 5 Cafes ... plus we have an outside events catering business. We have recently received mentoring from The Agile Executive as part of the DLR FULL Programme. They helped us understand the financial performance of our business better ... Their support has been invaluable, and we look forward to continuing to work with them into the future.

Tara Beattie,  
Director of The Caterers

# Scale-Up with The Agile Executive



## THE AGILE EXECUTIVE MENTORS

The Agile Executive will match companies with one of their experienced business advisors who work across all business sectors. Their mentoring team includes highly experienced Chief Financial Officers, many of whom have worked as CEOs or MDs and so understand how the financial skills of a management team can drive the business to scale-up.



## BENEFITS OF MENTORING

- Access to a skilled CFO to help support your business
- External analysis of the financial processes in your business
- Financial mentoring of business owners/management teams
- Assessment of the financial strength of the business
- Input into the strategy of the business
- Advice on funding and grants available
- Financial succession planning advice



As a Managing Director of a SME I found the course and its content superb. I must congratulate LeanTeams for a providing a fascinating insight into the world of LEAN. The onsite mentoring was an invaluable experience for myself, management team and staff. We have implemented many of the teachings and findings into our business today and I would highly recommend the FULL Programme to all SME's



**Niall Rock, Managing Director at Storage Systems Limited**

# Lean for Leaders

The Lean for Leaders Programme will give you the tools to improve your company's overall performance, resulting in:

- Increased productivity and profitability
- Improved employee engagement and retention
- Up to date knowledge on the value your customers derive from doing business with you



## IMPLEMENTING LEAN CAN HELP YOU & YOUR COMPANY:

- Increase productivity and free up your time
- Improve the quality of your product or service
- Improve customer experience
- Shorten customer fulfilment lead times
- Maximise invested capital
- Make individual and departmental responsibilities crystal clear
- Improve employee morale
- Improve end-to-end process flow and accuracy
- Integrate technology more effectively
- Improve communication across departments and minimise conflicts
- Create a more focused and profitable organisation

We want to help you and your management team to become Lean Leaders. As part of the Lean for Leaders Programme you will go through an organisational simulation, complete assignments with practical application in your business, and receive 1:1 mentoring from industry experts.

## WHO IS THIS LEAN FOR LEADERS TRAINING PROGRAMME FOR?

The proposed programme structure is aimed at Leaders and Senior Decision Makers in SME organisations, typically with more than 30 employees and turnover of over €500,000.

## DURATION OF COURSE

Lean Leadership is run over 12 weeks consisting of 8 online classroom sessions and followed by optional 1-1 mentor sessions & a process improvement presentation.

## LEARNING OUTCOMES

- Understanding of Lean principles and assessment of your organisation
- Identification of Value-Add and non-Value-Add activities
- Application of Kaizen Methods & Standardisation
- A Vision & Mission for your business
- A strategy & supporting KPI's for your business.
- A Visual Management System for your business
- An appreciation of the role of leadership & adopting different approaches
- A strategy to improve employee engagement.



# LIFT Ireland



Leading Ireland's Future Together is dedicated to creating positive inclusive cultures in our organisations. Since LIFT's creation in 2018, over **100** organisations and **30,000** people nationwide have adopted our **efficient 5-step 8-week** reflective roundtable process because it's easy to implement, it works, and they get immediate impact for their people and organisations big or small. We are now offering LIFT to businesses of all sizes in Dun Laoghaire Rathdown.

## BENEFITS OF LIFT

- Creates a positive and inclusive culture
- Improved ability for colleagues to relate to others
- Improved capacity for individuals to achieve personal potential
- Better understanding of how we can all support change in our organisations
- Professional and personal improvement
- Improved accountability
- LIFT embeds values through small consistent steps
- LIFT looks to solutions rather than problems
- Immediate impact

## HOW DOES IT WORK?

- Once a week 45-minute session - online, hybrid or face to face - all work well
- Setting specific goals
- Repetition is key to becoming better
- Most importantly, a chance to speak and listen with 'no judgement' in a group.



“LIFT helps us to drive our company culture which is all about respect, customer commitment and integrity. LIFT has improved our internal communications as we found it involves all levels in the process, from the Managing Director to the junior technician, who are sitting at the table together. This changes the whole balance for the better.”

Denise Cullen,  
Managing Director, Enterprise Solutions



## CORPORATE CHANGE THROUGH LIFT

97%

of adults improved their understanding of good leadership

86%

of adult's experience real positive change

97%

with LIFT long-term said LIFT has a meaningful impact

## WANT TO USE LIFT IN YOUR ORGANISATION?

If you are a CEO or work in HR and want to know more about how to implement this simple and extremely effective process in your organisation or about some of the other 100+ organisations that have already implemented LIFT's process.

Contact Cathy to find out more, [cathy@liftireland.ie](mailto:cathy@liftireland.ie) or phone +353 (0) 85 145 0151.



Contact





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