

CASE STUDY

Building Leadership Capability Across a Growing Organisation

Client: IMSERV



IMSERV



Outcomes

- ✓ 15.9% overall uplift in leadership capability across the cohort
- ✓ Average leadership score increased from 7.53 to 8.72 (+1.20 points)
- ✓ Coaching capability increased by over 40%
- ✓ 60-75% of participants improved across key leadership areas
- ✓ Stronger team trust, reduced escalation and improved cross-functional collaboration

Background

IMSERV is a leading provider of data and metering services operating in a fast-paced, technically complex environment. With a growing leadership population navigating increasing change and organisational complexity, the business recognised the need to invest in a structured, consistent approach to leadership development – one that would build capability across the cohort while strengthening the connections between leaders themselves.





The Challenge

IMSERV needed a programme that would go beyond skills training. The goal was to develop leaders who could manage performance with confidence, coach their teams effectively, communicate with clarity, and lead through change – while also building the trust and psychological safety needed to perform as a cohesive leadership group. With leaders spread across the business, creating shared language, shared frameworks and a genuine sense of team was just as important as the learning itself.

Specific goals included:

- Developing consistent leadership behaviours across a cohort of 20+ managers and leaders
- Equipping leaders with practical tools for performance, coaching, communication and delegation
- Building a stronger, more connected leadership community within the organisation

The Zestfor Approach

Zestfor designed and delivered the IMSERV Leadership Essentials Programme – a structured, blended programme spanning seven sessions. Led by Julia, the programme combined online and face-to-face delivery, using Insights Discovery® as the foundation for self-awareness and team understanding.

Crucially, the programme was designed not just to develop individual capability but to build connection. By bringing leaders together as a cohort – with Julia as an external facilitator holding the space – the programme created the psychological safety needed for honest conversation, peer challenge and genuine trust to develop alongside the formal learning.

The programme was structured around three interconnected themes:

- 1. Self-Awareness & Leadership Identity** – Grounding leaders in a deep understanding of their own style, values and impact, using Insights Discovery® to build the self-awareness needed for adaptive, intentional leadership
- 2. Practical Leadership Skills** – Building capability in the day-to-day disciplines of effective leadership: performance and feedback, communication, coaching, and leading through change and uncertainty
- 3. Team Performance & Sustainable Working** – Equipping leaders to build high-performing, accountable teams, with the tools to delegate effectively, manage their energy, and create the conditions for long-term success

Pre and post assessments were conducted across 11 core leadership competencies to measure the impact of the programme on real behavioural change.



Key Results & Impact

The programme delivered a **15.9% overall uplift in leadership capability** across the cohort, with leaders moving from an average score of **7.53 to 8.72** on a 1-10 capability scale – a meaningful increase from an already strong baseline, indicating genuine behavioural development rather than incremental change.

The strongest gains were in coaching (**+40.2%**), **leadership expectations (+19.7%)**, **feedback skills (+17.5%)** and **delegation (+15.6%)**. These improvements directly supported stronger team ownership, better performance conversations and a significant reduction in escalation dependency.

Qualitative feedback highlighted five significant behavioural shifts across the cohort:

1. Greater self-awareness and adaptive leadership

Leaders reported significantly increased awareness of how their style impacts others, with Insights Discovery® strengthening adaptability and more intentional communication.

2. Stronger coaching, empowerment and delegation

A clear shift from directing to coaching, with delegation reframed as a tool for development rather than task offloading.

3. Improved clarity, discipline and reduced escalation

Greater structure in performance conversations, clearer expectations, and better cross-functional working with far fewer escalations.

4. Increased confidence and leadership maturity

Leaders described growing confidence operating at leadership level, including more constructive challenge and stepping beyond their comfort zones.

5. Stronger cross-functional relationships and alignment

Improved connection and collaboration across the senior management team and wider business, with leaders reporting they had built a good team as a result of the programme.



"The data speaks for itself, but the real story is what happened in the room. Julia's facilitation gave our leaders the space to be honest with each other, to challenge and support one another – and that trust didn't stay in the room. We're seeing it in how they lead, how they collaborate, and how they're showing up for their teams. The results were the goal; the leadership community we've built is the bonus."

Rachel Walsh, Chief People Officer, IMSERV

Why Choose Zestfor?

Zestfor delivers bespoke leadership and team development solutions that:

- Build trust and drive cultural transformation
- Empower leaders at every level to embrace change
- Create measurable, sustainable outcomes that align with business goals

For organisations looking to develop leadership capability and build high-performing teams, Zestfor is the trusted partner to inspire and drive lasting change.



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