

<p><b>Business Challenge</b></p>
<p>In the years preceding the COVID-19 pandemic, Arup’s Heathrow client account grew year on year, with a peak income during the Expansion programme in 2019. Since the pandemic, the account has been steadily building again in line with passenger numbers returning to the airport and capital investment increasing.</p> <p>I am the Key Account Manager for our Heathrow account and I am tasked with growing the account across all areas of our business. My challenge is to ensure that by continuing to provide quality work across many services, building relationships and empowering my team to we see a step change in our income and market share amongst our direct competitors across all programmes of work at Heathrow.</p>
<p><b>Influence of IFLP on my business challenge</b></p>
<p>When I first took on the role of key account manager, I have been very focussed on it being my responsibility to carry out the lion share of engagement with the client, with managing the account and keeping everyone updated with our different activities and sharing progress updates from Heathrow on the next opportunities. I attend a Joint Leadership Group as the only Arup person and have at times felt quite pressured / isolated.</p> <p>During the very first IFLP workshop we discussed the Kouzes and Posner 5 steps. All of these completely resonated with me and I have started to see the challenge of the Account management in a completely different light. I need to inspire the vision of the account to others, enable people to forge ahead and delegate engagement activities to others, I would like to empower the team around me to build the account, to encourage everyone’s hearts to work together with delegated responsibility.</p> <p>As well as the excellent talks and discussions we have had with a range of speakers on the theory of leadership, the main benefit and surprise element of the course for me was the focus on ourselves. If we don’t take care of ourselves (sleep, nutrition, exercise, space to think, organisation etc etc) then we are in no fit state to make an impact as a leader. I have loved this element of the course and think it has made a profound impact on me and my life (not just in my career and on my business challenge).</p>
<p><b>How do I plan to keep progress going / measures of success</b></p>
<p>One of the first sessions we spoke about our business challenges, we were advised to make success criteria that are measurable and achievable. The main measure of success for the account is clearly income, although another of mine has been senior engagement and visibility of the account to the Arup Board.</p> <p>I have already set in place some actions which are starting to become a habit, but I am very conscious that the fire will need to be fuelled and I plan to keep checking in with my notes to keep the theories fresh and alive. Finally, I have made some wonderful friends and am very keen that we have regular Series 6 alumni catch ups and our Action Learning Group NACHA sessions. We had some powerful sharing moments which I will remember for ever.</p>
<p><b>Highlights</b></p>
<p>From my arrival at Henley Business School on the very first day I have had so many light bulb moments, it is hard to pick, but I think the three speakers I would like to highlight who really changed my ways of thinking were Ash Wallace, Philip Bond and Sarah Winckless with all the amazing insights she gave us in group settings, but also in the personal coaching and talks outside of the classroom. I am truly grateful thank you.</p>

