

THE **MANUFACTURING** PLAYBOOK FOR L&D LEADERS

7 Practical Ways to Build Leadership Capability

With insights from:

- *Debbie Fish (Hotel Chocolat)*
- *Clare Sutton (Ibstock)*
- *Carl Yadav (Samworth Brothers)*
- *Carly Bradshaw (Instep UK)*



01

Build Change-Ready Leaders

Manufacturing environments are evolving fast. Leaders need the ability to communicate change, coach through uncertainty, and stabilise their teams.

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Future leaders need to lead their teams through change, not just manage processes.

– Debbie Fish, L&D Manager, Hotel Chocolat

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02

Prioritise First-Line Leadership Development

This group influences culture more than any other layer.



“

“They manage the majority of people in the business... they set the tone.”

*— Carly Bradshaw,
Associate Trainer, Instep UK*

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03

Make Learning Practical, Not Theoretical

Front-line managers need skills they can use tomorrow.

“Gone are the days of a week-long conference and a nice buffet lunch... real learning is practical and shared.”

— Clare Sutton, L&D Lead,
Ibstock



04

Create a Culture of Continuous Improvement

CI works when everyone is aligned and speaking the same language.



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“The language and mindset in our teams has transformed.”

*Carl Yadav, Production Manager,
Samworth Brothers*

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05

Treat Confidence as a KPI

Confidence unlocks communication,
decision-making and team motivation.

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“The biggest change we see from leadership programmes is confidence - and confidence impacts performance.”

*– Debbie Fish, L&D
Manager, Hotel Chocolat*

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06

Support Leaders AND Their Managers

Development accelerates when line managers attend or support too.



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“It wasn’t just me learning - my senior manager was learning with us.”

*Carl Yadav, Production Manager,
Samworth Brothers*

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07

Take Everyone on the Change Journey

Change fails when people don't understand WHY it's happening.

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“We forget to take people on the journey, and that creates nervousness.”

*– Debbie Fish, L&D
Manager, Hotel Chocolat*

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personalised for people.



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