# Case Studies 2026

How ten organisations in ten sectors raised their managers' confidence with World Class Manager®.

| 10 | 10 | 3,164 | 17,254 | 73% → 95% |
|---|---|---|---|---|
| organisations, anonymised | sectors | managers took part | matched start and end ratings | average confidence |

At a glance

## Ten organisations, one pattern

In every one of these organisations, average manager confidence rose by at least 18 points between the start and the end of each module. The pattern holds across the whole archive: all 35 organisations with 15 or more managers in the matched data improved, by 16 to 34 points.

| No. | Sector and region | Managers | Confidence, start to end | Rise | More confident |
|---|---|---|---|---|---|
| 01 | **Financial services** Southern Africa | 795 | 74% → **96%** | **+22** | 99% |
| 02 | **Manufacturing** International | 637 | 71% → **91%** | **+20** | 88% |
| 03 | **Mental health care** United Kingdom | 370 | 76% → **94%** | **+18** | 92% |
| 04 | **Energy and utilities** United States | 292 | 73% → **95%** | **+22** | 96% |
| 05 | **Local government** London, United Kingdom | 287 | 72% → **94%** | **+22** | 98% |
| 06 | **Community pharmacy** United Kingdom | 314 | 71% → **93%** | **+22** | 94% |
| 07 | **Food and fresh produce** International | 166 | 65% → **91%** | **+26** | 99% |
| 08 | **Laboratory diagnostics** United Kingdom | 74 | 64% → **93%** | **+29** | 98% |
| 09 | **Digital publishing** United Kingdom | 76 | 69% → **94%** | **+25** | 95% |
| 10 | **Hospitality** International | 153 | 75% → **95%** | **+20** | 92% |

Organisations are anonymised and shown by sector and region. Managers: everyone with a World Class Manager® record in that organisation. Confidence: matched self-ratings at the start and end of each module, as a percentage of the scale (17,254 pairs, 1,889 managers). More confident: managers whose average end rating is above their average start rating. Self-reported; see the final page for the method.

**Case study 01** · Financial services · Southern Africa

# How a financial services group lifted manager confidence from 74% to 96%

**A financial services group in Southern Africa enrolled 795 managers on World Class Manager® between 2024 and 2026.** Across 9,712 matched start and end ratings from 691 managers, average confidence rose from 74% to 96%, and 99% of those managers ended their modules more confident than they began.

Manager confidence

74% → 96%

average, start to end of each module

795
managers took part

2024–2026
programme years

9,712
matched ratings from 691 managers

24
modules with matched ratings

99%
of managers more confident at the end

+22
points, against +23 for all WCM managers




## Greatest challenges at the start

647 managers

| | |
|---|---|
| Motivating and engaging the team | 28% |
| Difficult conversations | 24% |
| Performance management | 24% |

## Where confidence grew most

start → end

| | |
|---|---|
| Difficult Conversations | 61% → 93% |
| Optimising Your Time | 64% → 95% |
| Great Goal Setting | 69% → 97% |

## In their words

> I am more present. I reflect more and try get more feedback from the team. I talk less and listen more. I support more especially when implementing a change. I have also started delegating more, trusting my employees more..."

Manager, 2025 · on how their management style has changed

"Listening to understand, rather than respond, has helped reduce resistance from team members."

Manager, 2025 · on the impact of their new actions

"Allowing the team to take ownership has boosted the team confidence and blocking time for team reconciliation during month-end has helped reduce last-minute pressure."

Manager, 2025 · on the impact of their new actions

"My Team is more vocal, and they engage with each other. They know that I have my trust in them."

Manager, 2025 · on the impact of their new actions

"Yes, my team has mentioned that I've become more approachable and open to feedback. They've noted an improvement in my ability to delegate and communicate expectations clearly."

Manager, 2025 · asked whether their team had commented on their style

**Base.** 9,712 matched ratings from 691 managers in one anonymised organisation, 2024 to 2026. Each manager rated themselves on a module's core skill at the start and rated their confidence again at the end; both are shown as a percentage of the scale. Challenges: share of managers naming each theme in their own words (647 managers). Self-reported. Quotes are verbatim and unedited, shortened only where marked.

**Case study 02** · Manufacturing · International

# How a global manufacturer lifted manager confidence from 71% to 91%

**A global packaging manufacturer enrolled 637 managers on World Class Manager® between 2022 and 2025.** Across 968 matched start and end ratings from 277 managers, average confidence rose from 71% to 91%, and 88% of those managers ended their modules more confident than they began.

Manager confidence

71% → 91%

average, start to end of each module

637
managers took part

2022–2025
programme years

968
matched ratings from 277 managers

15
modules with matched ratings

88%
of managers more confident at the end

+20
points, against +23 for all WCM managers




## Greatest challenges at the start

439 managers

| | |
|---|---|
| Motivating and engaging the team | 24% |
| Time and prioritisation | 24% |
| Communication | 21% |

## Where confidence grew most

start → end

| | |
|---|---|
| Difficult Conversations | 56% → 88% |
| Great Goal Setting | 62% → 94% |
| Optimising Your Time | 64% → 90% |

## In their words

> I have been able to be more empathetic and have seen the positive results. Difficult conversations have been easier and setting goals different. I feel I talk to the team on the floor more and have gained more trust and a better rapport with them."

Manager, 2024 · on how their management style has changed

"Worked on improving my team meetings, more focused, more impactful, and shorter. So far it is working and my team is noticing the change."

Manager, 2023 · on what they now do differently

"The team is working more collectively vs independently. The team is taking more pride in their work."

Manager, 2024 · on the impact of their new actions

"Seeing the team being more outgoing and proactive to issues on the production floor."

Manager, 2023 · on the impact of their new actions

"I'm more calm in listening to people and taking the extra time to build a good relationship. They respect me and my objectives for the team."

Manager, 2024 · on their impact on themselves

**Base.** 968 matched ratings from 277 managers in one anonymised organisation, 2022 to 2025. Each manager rated themselves on a module's core skill at the start and rated their confidence again at the end; both are shown as a percentage of the scale. Challenges: share of managers naming each theme in their own words (439 managers). Self-reported. Quotes are verbatim and unedited, shortened only where marked.

**Case study 03** · Mental health care · United Kingdom

# How a mental health care provider lifted manager confidence from 76% to 94%

**A UK mental health and social care provider enrolled 370 managers on World Class Manager® between 2021 and 2026.** Across 1,185 matched start and end ratings from 194 managers, average confidence rose from 76% to 94%, and 92% of those managers ended their modules more confident than they began.

Manager confidence

76% → 94%

average, start to end of each module

370
managers took part

2021–2026
programme years

1,185
matched ratings from 194 managers

14
modules with matched ratings

92%
of managers more confident at the end

+18
points, against +23 for all WCM managers




## Greatest challenges at the start

239 managers

| | |
|---|---|
| Time and prioritisation | 24% |
| Communication | 22% |
| Motivating and engaging the team | 20% |

## Where confidence grew most

start → end

| | |
|---|---|
| Engaging Your People | 72% → 97% |
| Developing Me, Developing My Team | 71% → 96% |
| Great Goal Setting | 71% → 95% |

## In their words

> I have become a better listener, encouraging my team to provide me with constructive feedback. I have become more of a leader to my team rather than a manager..."

Manager, 2023 · on how their management style has changed

"Since completing the course I am more mindful of how I go into meetings, the impact of my emotions on myself and on others, and the importance of team morale and getting everyone engaged and involved."

Manager, 2025 · on how their management style has changed

"This has helped improve communication within the team and has encouraged staff to take greater ownership of their responsibilities."

Manager, 2026 · on what they now do differently

"Better conversations with my team, ensuring everyone feels empowered to speak up."

Manager, 2024 · on the impact of their new actions

"I can now make meetings more effective and I can manage my time much better."

Manager, 2023 · on how their management style has changed

**Base.** 1,185 matched ratings from 194 managers in one anonymised organisation, 2021 to 2026. Each manager rated themselves on a module's core skill at the start and rated their confidence again at the end; both are shown as a percentage of the scale. Challenges: share of managers naming each theme in their own words (239 managers). Self-reported. Quotes are verbatim and unedited, shortened only where marked.

**Case study 04** · Energy and utilities · United States

# How a US energy utility lifted manager confidence from 73% to 95%

**An energy utility in the United States enrolled 292 managers on World Class Manager® between 2020 and 2024.** Across 1,511 matched start and end ratings from 193 managers, average confidence rose from 73% to 95%, and 96% of those managers ended their modules more confident than they began.

Manager confidence

73% → 95%

average, start to end of each module

292
managers took part

2020–2024
programme years

1,511
matched ratings from 193 managers

11
modules with matched ratings

96%
of managers more confident at the end

+22
points, against +23 for all WCM managers




## What success would look like

156 managers

| | |
|---|---|
| Goal setting | 31% |
| Motivating and engaging the team | 30% |
| Communication | 25% |

## Where confidence grew most

start → end

| | |
|---|---|
| Developing Me, Developing My Team | 66% → 97% |
| Inspiring Appraisals | 68% → 94% |
| Optimising Your Time | 67% → 93% |

## In their words

> "Interactions with my team members have become more conversational then they had been prior to me taking these courses. I think I have improved my listening skills and there is better communication between me & each person on the team."

Manager, 2021 · on their impact on the team

"The meetings are so much better, not rushed, team is more relaxed and have time to be engaged. Way more productive this way."

Manager, 2022 · on the impact of their new actions

"Employee appraisals and general feedback have improved and are more organized. Also, opportunities for advancement for my team have been realized."

Manager, 2021 · on their impact on the team

"More streamlined meetings with timely starts & mostly early finishes; more engaged team members"

Manager, 2023 · on the impact of their new actions

"My team seems to be working with more confidence and support the business better"

Manager, 2023 · on the impact of their new actions

**Base.** 1,511 matched ratings from 193 managers in one anonymised organisation, 2020 to 2024. Each manager rated themselves on a module's core skill at the start and rated their confidence again at the end; both are shown as a percentage of the scale. Challenges: share of managers naming each theme in their own words (156 managers). Self-reported. Quotes are verbatim and unedited, shortened only where marked.

**Case study 05** · Local government · London, United Kingdom

# How a London borough council lifted manager confidence from 72% to 94%

**A London borough council enrolled 287 managers on World Class Manager® between 2018 and 2026.** Across 1,390 matched start and end ratings from 163 managers, average confidence rose from 72% to 94%, and 98% of those managers ended their modules more confident than they began.

Manager confidence

72% → 94%

average, start to end of each module

287
managers took part

2018–2026
programme years

1,390
matched ratings from 163 managers

24
modules with matched ratings

98%
of managers more confident at the end

+22
points, against +23 for all WCM managers




## Greatest challenges at the start

179 managers

| | |
|---|---|
| Time and prioritisation | 30% |
| Motivating and engaging the team | 25% |
| Communication | 17% |

## Where confidence grew most

start → end

| | |
|---|---|
| Developing Me, Developing My Team | 63% → 97% |
| Great Goal Setting | 68% → 95% |
| Optimising Your Time | 67% → 94% |

## In their words

> I am more confident that the way I manage impacts my team in a positive way. I understand how to deliver inspiring appraisals, hold better meetings and how to deliver engaging presentations."

Manager, 2023 · on their impact on themselves

"Meetings feel more interesting and engaged and attendee's leave feeling energised and committed to projects."

Manager, 2024 · on the impact of their new actions

"Aligning team meetings with more strategic goals - has made such meetings more engaging, make more "sense" and motivated team and myself."

Manager, 2026 · on what they now do differently

"I have obtained a new position because of the skills learnt"

Manager, 2025 · on their impact on themselves

"Staff more motivated and open when feedback has been given"

Manager, 2025 · on the impact of their new actions

**Base.** 1,390 matched ratings from 163 managers in one anonymised organisation, 2018 to 2026. Each manager rated themselves on a module's core skill at the start and rated their confidence again at the end; both are shown as a percentage of the scale. Challenges: share of managers naming each theme in their own words (179 managers). Self-reported. Quotes are verbatim and unedited, shortened only where marked.

**Case study 06** · Community pharmacy · United Kingdom

# How a community pharmacy group lifted manager confidence from 71% to 93%

**A UK community pharmacy group enrolled 314 managers on World Class Manager® between 2020 and 2026.** Across 880 matched start and end ratings from 140 managers, average confidence rose from 71% to 93%, and 94% of those managers ended their modules more confident than they began.

Manager confidence

71% → 93%

average, start to end of each module

314
managers took part

2020–2026
programme years

880
matched ratings from 140 managers

24
modules with matched ratings

94%
of managers more confident at the end

+22
points, against +23 for all WCM managers




## Greatest challenges at the start

118 managers

| | |
|---|---|
| Time and prioritisation | **28%** |
| Motivating and engaging the team | **23%** |
| Managing conflict | **18%** |

## Where confidence grew most

start → end

| | |
|---|---|
| Difficult Conversations | 53% → **89%** |
| Developing Me, Developing My Team | 62% → **94%** |
| Great Goal Setting | 65% → **95%** |

## In their words

> I believe I have made the working environment better for my team. I listen to what they say and take on board feedback and act upon it so they can see results and we know we are making a change."

Manager, 2022 · on their impact on the team

"They are currently feeling more valued, considered and respected. They know that if there is a conflict, I will be able to manage it so they consider that I am a person who they can trust in."

Manager, 2023 · on the impact of their new actions

"A team that is not afraid to speak up as they know that they will be listened to and taken seriously."

Manager, 2024 · on the impact of their new actions

"I feel more organised, meaning my time is more productive. My team are clear on what is expected and they feel listened to and valued."

Manager, 2024 · on the impact of their new actions

"I have been more motivated and seen an improvement in both business outputs and colleagues behaviours."

Manager, 2022 · on the impact of their new actions

**Base.** 880 matched ratings from 140 managers in one anonymised organisation, 2020 to 2026. Each manager rated themselves on a module's core skill at the start and rated their confidence again at the end; both are shown as a percentage of the scale. Challenges: share of managers naming each theme in their own words (118 managers). Self-reported. Quotes are verbatim and unedited, shortened only where marked.

**Case study 07** · Food and fresh produce · International

# How a fresh produce group lifted manager confidence from 65% to 91%

**An international fresh produce group enrolled 166 managers on World Class Manager® between 2023 and 2026.** Across 734 matched start and end ratings from 99 managers, average confidence rose from 65% to 91%, and 99% of those managers ended their modules more confident than they began.

Manager confidence

65% → 91%

average, start to end of each module

166
managers took part

734
matched ratings from 99 managers

99%
of managers more confident at the end

2023–2026
programme years

12
modules with matched ratings

+26
points, against +23 for all WCM managers




## Greatest challenges at the start

140 managers

| | |
|---|---|
| Time and prioritisation | 39% |
| Communication | 32% |
| Motivating and engaging the team | 29% |

## Where confidence grew most

start → end

| | |
|---|---|
| Developing Me, Developing My Team | 54% → 92% |
| Great Goal Setting | 58% → 93% |
| Difficult Conversations | 53% → 87% |

## In their words

> "I am much more confident and feel less like an imposter. I know how to better communicate with my team and manage up to my manager."

Manager, 2025 · on how their management style has changed

"I did struggle with time and priorities for myself and team, this has taken a different shape now and we are all much more effective and impactful."

Manager, 2024 · on what they now do differently

"My ability to remain calm and structured has helped create a more open environment during training sessions and incident reviews."

Manager, 2025 · on their impact on the team

"I have seen the team improve on their own performances as I am able to manage my time better and spend more time assisting and supporting their development."

Manager, 2024 · asked whether their team had commented on their style

"My team has noticed that I am more approachable and open to listening. They have said that I communicate more clearly, provide better support, and take more time to understand their views and needs."

Manager, 2026 · asked whether their team had commented on their style

**Base.** 734 matched ratings from 99 managers in one anonymised organisation, 2023 to 2026. Each manager rated themselves on a module's core skill at the start and rated their confidence again at the end; both are shown as a percentage of the scale. Challenges: share of managers naming each theme in their own words (140 managers). Self-reported. Quotes are verbatim and unedited, shortened only where marked.

**Case study 08** · Laboratory diagnostics · United Kingdom

# How a laboratory diagnostics business lifted manager confidence from 64% to 93%

**A laboratory diagnostics business enrolled 74 managers on World Class Manager® between 2022 and 2026.** Across 402 matched start and end ratings from 52 managers, average confidence rose from 64% to 93%, and 98% of those managers ended their modules more confident than they began.

Manager confidence

64% → 93%

average, start to end of each module

74
managers took part

2022–2026
programme years

402
matched ratings from 52 managers

12
modules with matched ratings

98%
of managers more confident at the end

+29
points, against +23 for all WCM managers




## Greatest challenges at the start

60 managers

| | |
|---|---|
| Time and prioritisation | 33% |
| Motivating and engaging the team | 27% |
| Communication | 25% |

## Where confidence grew most

start → end

| | |
|---|---|
| Being A Strategic Leader | 45% → 86% |
| Great Goal Setting | 59% → 97% |
| Better Meetings, Better Results | 60% → 93% |

## In their words

> I have had a senior manager advise that I seem a lot calmer and focused. They have also noticed that I listen more and am not so quick to speak."

Manager, 2022 · asked whether their team had commented on their style

"The day feels much more structured and I feel that I am much less stressed and able to think more clearly."

Manager, 2022 · on the impact of their new actions

"My confidence in meetings has increased and my participation has meant raising of issues that will help improve service delivery."

Manager, 2025 · on the impact of their new actions

"My staff feel more engaged and feel listened to having had a conversation outside of the busy work environment where they can express concerns."

Manager, 2025 · on the impact of their new actions

"More confident in providing a safe space for my team to have open and honest conversations with me."

Manager, 2026 · on their impact on themselves

**Base.** 402 matched ratings from 52 managers in one anonymised organisation, 2022 to 2026. Each manager rated themselves on a module's core skill at the start and rated their confidence again at the end; both are shown as a percentage of the scale. Challenges: share of managers naming each theme in their own words (60 managers). Self-reported. Quotes are verbatim and unedited, shortened only where marked.

**Case study 09** · Digital publishing · United Kingdom

# How a digital publisher lifted manager confidence from 69% to 94%

**A UK digital publisher enrolled 76 managers on World Class Manager® between 2020 and 2025.** Across 309 matched start and end ratings from 41 managers, average confidence rose from 69% to 94%, and 95% of those managers ended their modules more confident than they began.

Manager confidence

69% → 94%

average, start to end of each module

76
managers took part

2020–2025
programme years

309
matched ratings from 41 managers

24
modules with matched ratings

95%
of managers more confident at the end

+25
points, against +23 for all WCM managers




## Greatest challenges at the start

25 managers

| | |
|---|---|
| Time and prioritisation | 28% |
| Motivating and engaging the team | 28% |
| Communication | 28% |

## Where confidence grew most

start → end

| | |
|---|---|
| Inspiring Appraisals | 64% → 93% |
| Great Goal Setting | 67% → 94% |
| 21st Century Management | 70% → 97% |

## In their words

> "Morale has been boosted, and there's a feeling of trust that wasn't present in the past. I've also noticed a team member growing her skillset in a positive way..."

Manager, 2020 · on the impact of their new actions

"I feel more focused and less overwhelmed after planning my time regularly, and thinking about tasks within the urgent/important matrix."

Manager, 2020 · on the impact of their new actions

"I've felt more confident in how to give constructive feedback."

Manager, 2021 · on the impact of their new actions

"Acknowledging and recognising hard work and achievement is done frequently and instantly provides a morale boost"

Manager, 2020 · on their impact on the team

"More aware of management skills and creating a positive team culture, giving feedback and delegating task for team development."

Manager, 2023 · on how their management style has changed

**Base.** 309 matched ratings from 41 managers in one anonymised organisation, 2020 to 2025. Each manager rated themselves on a module's core skill at the start and rated their confidence again at the end; both are shown as a percentage of the scale. Challenges: share of managers naming each theme in their own words (25 managers). Self-reported. Quotes are verbatim and unedited, shortened only where marked.

**Case study 10** · Hospitality · International

# How a luxury hotel group lifted manager confidence from 75% to 95%

**An international luxury hotel group enrolled 153 managers on World Class Manager® between 2019 and 2026.** Across 163 matched start and end ratings from 39 managers, average confidence rose from 75% to 95%, and 92% of those managers ended their modules more confident than they began.

Manager confidence

75% → 95%

average, start to end of each module

153
managers took part

2019–2026
programme years

163
matched ratings from 39 managers

23
modules with matched ratings

92%
of managers more confident at the end

+20
points, against +23 for all WCM managers




## Greatest challenges at the start

99 managers

| | |
|---|---|
| Motivating and engaging the team | 28% |
| Communication | 26% |
| Delegation | 17% |

## Where confidence grew most

start → end

| | |
|---|---|
| Emotionally Intelligent Leadership | 75% → 98% |
| Managing Conflict | 74% → 97% |
| Managing Change | 80% → 95% |

## In their words

> "I'm more confident delegating tasks, and I feel like it has definitely improved the productivity of my department"

Manager, 2023 · on what they now do differently

"...I am more people focused now, which lead to a more family like atmosphere within the team..."

Manager, 2024 · on their impact on the team

"More understanding when really taking time to listen. This is great with finding a way together with the team to solve challenges."

Manager, 2022 · on the impact of their new actions

"The attention to detail is much better and the staff want to engage more both internally and externally"

Manager, 2021 · on the impact of their new actions

"Good motivator for team members as morale increases and people just enjoy working together more when they are able to communicate more freely and not feel overlooked."

Manager, 2021 · on the impact of their new actions

**Base.** 163 matched ratings from 39 managers in one anonymised organisation, 2019 to 2026. Each manager rated themselves on a module's core skill at the start and rated their confidence again at the end; both are shown as a percentage of the scale. Challenges: share of managers naming each theme in their own words (99 managers). Self-reported. Quotes are verbatim and unedited, shortened only where marked.

How we measured

# One score, the same way, every time

Every figure in these case studies comes from managers' own records in the World Class Manager® archive: 28,460 matched start and end ratings from 3,397 managers in 177 organisations, 2017 to 2026. The ten organisations were chosen for their spread of sectors and the size of their matched data, not for their results.

01

### Rate at the start

Each module opens with a self-rating on its core skill, for example how often a manager challenges bad behaviour or reviews how they spend their time.

02

### Learn, reflect, act

Managers work through the module, answer reflection questions in their own words and commit to actions with their own team.

03

### Rate at the end

The module review asks how confident they now feel in the same skill. Start and end ratings are matched for the same manager and module.

## Questions people ask

**What is World Class Manager®?**

World Class Manager® is a CPD-accredited management development programme from the Global Growth Institute. Managers work through online modules in two series, Foundations and Advanced, answering reflection questions and committing to actions with their own teams. It has reached more than 250,000 managers in over 50 countries.

**How is the confidence score measured?**

At the start of each module, every manager rates themselves on the module's core skill. At the end of the module, they rate their confidence again. Both ratings are turned into a percentage of the top of the scale, matched for the same manager and module, and averaged. The score is self-reported: it shows how managers rate themselves, not business outcomes.

**Are these results typical?**

Yes. Across all 177 organisations in the matched data (28,460 ratings from 3,397 managers), average confidence rose from 71% to 94%. Every one of the 35 organisations with 15 or more managers in the matched data saw a rise, of between 16 and 34 points.

**Why are the organisations not named?**

World Class Manager® records are pseudonymised and client data is confidential. Each case study names the sector and region only. Quotes are verbatim, with no names, and are shortened only where marked.

Find out more

**See what World Class Manager® could do for your managers**

Scan the code or visit **worldclassmanager.com**

**About the evidence.** Pseudonymised World Class Manager® records. Confidence scores set each manager's rating at the end of a module against a matching self-rating at the start, each shown as a percentage of its scale (1 to 5, or 1 to 10), averaged over all matched pairs. Challenges are coded from managers' own words at the start of the programme. Quotes are verbatim, keep the original spelling, carry no names and are shortened only where marked with an ellipsis. Self-reported: the figures show how managers rate themselves, not business outcomes. Organisations are anonymised by sector and region.