



Developing Optimum Performance in a Senior Management Team Manufacturing Company, UK

Business Challenge

A multinational manufacturing plant, with its parent office in North America, needed a newly formed management team to respond to the opportunities and challenges of growth in the UK. The MD and HR Manager in the UK recognised that the senior team needed to function at an optimal level if they were to lead changes, manage operational challenges and build a business that was fully responsive to customer needs. Whilst they were a high performing team, they needed to improve trust, the efficiency and effectiveness of communication and shared focus on long term results.

Required Outcomes

The following outcomes for the senior team, made up of the Managing Director, Operations Director, Production Manager and the Operations Manager, were:

- Build more trust, and therefore the efficiency of working together
- Develop a better understanding of each other
- Increase their capability to work more effectively and communicate better
- Create individual and team action plans for ongoing personal change and development
- An increase in focus on longer term strategic aims

Our Solution and Approach

A 1 ½ day residential event was designed by Leaderful Action together with the organisation's HR team. Two profiling tools were selected to underpin both self-awareness and provide meaningful choices on how behaviours could be flexed to build levels of teamwork and communication:

- Insights Discovery® for individual and team effectiveness
- EQ-i 2.0 for measuring and developing Emotional Intelligence (EI)

The event took place in the Brecon Beacons in South East Wales where practical challenges and problem solving scenarios were chosen to bring the profiles to life, identify and practice new behaviours. These challenges were both indoor and outside exercises including getting safely through a pitch black one kilometre tunnel and a search and rescue operation held at night! Leaderful Action worked with partners River and Ridge Ltd to ensure suitability and safety on all outdoor challenges.

These practical elements offered shared experiences, but most importantly they were tied closely to the required outcomes and were followed up with facilitator led reviews, very honest conversations and robust action planning.

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Results

- The team became very focussed on a positive result during the challenges, even when faced with bad weather and given the option not to proceed with the night navigation. A strong sense of pride, trust in each other and getting results emerged and this continued in back in the work place.
- Communications improved – an appreciation of different communication styles became apparent and practice in adapting to the styles of others was facilitated. Adaptions identified by the team members included recognising a habit of interrupting, keeping more factual, knowing when to listen and when to get to the point more quickly. The team made commitments to each other and these now underpin their communication at work, leading to more efficient and robust discussions and decision making.
- Building trust within the team – the team started to feel safer disagreeing with each other and started to do this more constructively and openly. This lead to a stronger commitment to the decisions that were reached. This is a skill that they have practiced since when making important decisions on future changes for the business.
- The increased awareness of emotional intelligence and their own unique style improved their leadership capability, gave them greater confidence in their approach and their skills, as well as identifying areas for development.
- The outputs from the day included personal and team action plans and commitments to changes in behaviours and working practices. These have provided tangible actions for the future and a means by which the team can hold each other to account. The subsequent implementation of these plans has also ensured that the positive outcomes from the day continues to impact across the business.

Client Feedback

'Hard to improve on perfection' – Operations Director

'Informative, very worthwhile, well organised and delivered' – Managing Director



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