

## MANAGEMENT DEVELOPMENT

### Customer Description

This work was carried out for a medium sized [approximately 80 staff] professional services organisation, which provides engineering and project management services for capital projects.

### Symptoms

Appraisal under a competence based system showed that several experienced managers lacked basic skills and had little formal training. Even where training had been provided, there was scant evidence of it having been put into practice.

As many people in the organisation took on supervisory roles on an interim basis, it was decided to spread aspects of the development programme to a wider range of individuals than would have been expected from their normal roles. This meant that where there was a doubt on the relevance of the training to the individual, we included them in the programme.

### Services Provided

Having assessed strengths and weaknesses a programme of formal training was developed. This was largely based on conventional management topics, but special care was taken to develop case studies and role-plays which were overtly relevant to the situations the managers found themselves in, as there was significant initial scepticism about the value of the training.

Where possible, the training events were structured to allow reflection on performance and to provide a forum for discussion of the company's structure and competitive positioning. This approach allowed many topics to be surfaced and enabled frank discussions of individual roles, management styles and the company's expectations.

Emphasis was focused on line managers acting as coaches, supporters and trainers to maximise the performance of their teams.

Individual coaching and mentoring sessions to check on application and resolve any ongoing difficulties supported the training programme.

## Outcomes

Management performance became a matter of debate, with feedback on performance at all levels becoming available. The attitude of staff at several levels was surveyed as part of the programme and this gave valuable insights into the style of senior managers.

The performance and behaviour required from managers became clearer and as a result, a subsequent reorganisation was achieved smoothly with some people recognising that they were better suited for a senior technical role. Line and senior managers were then able to focus their attention on the areas of concern.

Some clarity of understanding of the balance between management and leadership was instilled and communication with staff was improved. The decision to include a wider range of candidates, lead to demand from lower levels for improved management performance.

## DEVELOPMENT PROGRAMME

Time Management	Enhanced Communication
Presentation	Developing Consultancy Skills
Leadership	Personal Selling
Team Building	Customer Care
Problem Solving	Trainer Training*
Effective Meetings	Systems and Systemic Thinking
Coaching and Counselling	Appraisals / Performance Management

\* *Selected individuals only*

The programme was designed for repeat presentation of certain modules to operational staff

Some modules delivered in partnership with other consultants based on our design.