

Ology Client Case Study

Client: Secondary Packaging Manufacturer

Location: Northumberland

Period of Engagement: July 2006 to Feb 2007

Objective of Engagement:

To coach a junior manager who had been promoted to a senior management position to help him make the transition successfully. This manager had been with the business for a number of years and had risen from the shop floor without much in the way of formal development. His elevation to a senior management position reflected his potential but he was now lacking in the skills and experience to successfully make the transition without support.

Details of Engagement:

A programme of coaching involving a bi-weekly 2 hour face-to-face meetings with the manager was deemed to be the right format of intervention. The manager was provided with appropriate supporting reading material by Ology.

The goals of the coaching programme were identified as:

- To clarify the expectations and requirements of the new role
- To develop his leadership skills so he was able to properly lead his direct and indirect reports, as well as provide leadership across the business
- To develop management processes to ensure that his personal and departmental responsibilities were properly controlled
- To improve his delegation and prioritisation skills

Outcomes:

- The manager developed a clear understanding of his role, his responsibilities, his priorities and the issues and subjects that he must give attention to in order to succeed in the role. The programme also helped the manager develop an understanding of how he should approach the role from an attitudinal point of view
- The manager developed an understanding of leadership and developed his own interpretation of leadership to form his own style and approach. This involved developing the manager's understanding of his strengths and limitations and building his self-belief.
- A structure of KPI's and review processes were developed and implemented that ensured that the departmental activities remained under control
- In developing the manager's understanding of his role it became clear what tasks he should delegate and his skill in delegating was successfully developed.

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