

## Ology Client Case Study

**Client:** IT Systems Developer

**Location:** Gosforth

**Period of Engagement:** July 2006 - Ongoing

### Objective of Engagement:

To develop a number of individuals in the business so that they can take on more senior management roles and facilitate the retirement of the executive directors of the business

### Details of Engagement:

- The project began by assessing the competitive environment in which the business operated and identifying the nature and severity of the challenges the business would experience in the next five years or so.
- This environmental analysis was used to determine the characteristics of the people who would be needed to lead the business in the future. The difference between the existing executive directors and the new generation of managers was noted.
- A transitional organisational structure was developed that created a number of 'Acting Head of Department' position for people interested in advancing their management career within Imass. These new roles would give successful applicants a greater level of responsibility than they had previously experienced.
- A number of strategically important projects were defined that would create further development opportunities for the people ultimately chosen to lead each project.
- An assessment process then reviewed the hard and soft-skills of each of the 19 people who expressed an interest either in the 'Acting Head of' or project management roles. Ology provided and interpreted behavioural and other profiles of each candidate and conducted a two hour management and leadership skills interview for each candidate. This led toward appointment of 11 persons into developmental positions
- Each of the 11 successful candidates then benefited from a programme of executive coaching aimed at developing their management and leadership skills. At the time of writing the coaching is ongoing.
- Ology has provided a level of project management and coordination through out the project in addition to full participation in all of the steps detailed above.

### Outcomes:

- Development of a clear understanding of the challenges the competitive environment will present.
- Development of a clear understanding of the required characteristics of future managers.
- Development and implementation of a transitional organisational structure.
- Documented outcomes of a comprehensive assessment processes and new insights regarding candidate capabilities.
- Most candidates have responded well to the coaching intervention and the challenges presented by their role. They are developing well and will most likely succeed in their new roles. Some candidates floundered: the limits of their potential have been defined.
- Update in 2008:
  - The transitional organisational structure has become a permanent structure.
  - The MD has retired and his successor has been promoted from within the business.
  - One of the initial candidates has now been promoted to fill the role vacated by the new MD
  - A further 7 people in the business have now benefitted from executive coaching and have moved into more senior roles to support the now rapid growth of the business.

### *Ology: The Science of Success*

T: 0191 3744770 M: 07932 715095 E: [chrisbaxter@ologybusiness.com](mailto:chrisbaxter@ologybusiness.com) W: [www.ologybusiness.com/chrisbaxter](http://www.ologybusiness.com/chrisbaxter)

An Ology Franchise owned and operated by Mach Business Development Limited

70 St Barnabas, Bournmoor, Co. Durham DH4 6EU. Registered No: 5356503