

Ology Client Case Study

Client: Metal Fabrication Business **Location:** Tyne & Wear

Period of Engagement: May 2006 – December 2006

Objective of Engagement:

To help the managing director to identify and implement the changes that were required to improve his performance and that of his managers and so ensure that his business enjoyed sustainable success without repeating its historic pattern of 'boom and bust'.

Details of Engagement:

- One-to-one and team coaching was deployed to both analyse and unravel problems and then identify and implement appropriate solutions.
- A number of coaching sessions were organised that pulled together the management team and facilitated their analysis of the status of the organisation. This identified that the Engineering department was being managed by three people (the MD, Production Manager & Commercial Manager) and was proving to be a substantial drain on their time and thus a distraction from their main priorities
- Each team member was required to define their role in order to identify gaps and overlaps.
- This led to identification of weaknesses in the organisational structure and to the development of a solution
- Staff that were not at the time part of the senior management team were assessed and the conclusions of this assessment led to the promotion of two middle managers to the senior management team
- Role profiles were then redefined so that each member of the senior team had an up-to-date understanding of their role and their priorities in the new structure
- Finally a team coaching session identified the business priorities and goals the team needed to collectively address.

Outcomes:

- The initial analysis identified that the business had not reorganised following the retirement of its founder and MD. Therefore the current MD was covering (as best as he could) two roles
- The new organisational structure and up-to-date role profiles ensure that all of the businesses functions and processes are properly owned.
- Each member of the management team is properly focussed on the priorities in their role that will make a lasting difference. There is less fire-fighting.
- The senior management team now meets as a team and is addressing the major strategic challenges and goals facing the business.
- The MD is now focussed on being an MD rather than an engineering manager who addresses his MD responsibilities in his spare time.
- Therefore the business is controlled and driven by management. Previously the management were controlled and driven by events.
- Update in 2008:
 - The business has remained profitable through the last 12 months
 - The management has gelled well and each member of the team has adapted to their new roles and responsibilities
 - Industrial relations have improved
 - The MD has time available for thinking and planning

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