

“Everybody in our organisation from the Directors downwards is doing the job of the manager one level below them”

azure case study

PERFORMANCE THROUGH INSPIRATION

The Client: An industrial group comprising several manufacturing companies.

The Client Contact: The Group Managing Director.

The Issue: The group had, over an extended period of time, been experiencing a high degree of staff turnover within its technical area. This was impacting on labour costs through additional recruitment, & training costs together with lost productivity and low morale. The group's Managing Director was seeking to recruit more effectively in order to improve retention.

These problems were exacerbated as the group expanded through a sustained period of growth fuelled by acquisition. As the Group's portfolio of companies broadened the Group Managing Director was able to spend less and less time supervising short-term solutions to the problems.

In addition the Group Managing Director was keen to delegate responsibility to his two Senior Production Managers but did not feel comfortable that they were taking the level of ownership required, nor were they sufficiently competent as Senior Managers.

The Azure Solution: An A-E Analysis revealed that a number of employees within the technical area had been in post for a number of years. They continued to perform well and enjoyed their employment.

The analysis indicated that it was appropriate to study the characteristics of both those successful and less so within the Technical area in order to identify those characteristics an ideal candidate may possess.

A suitable psychometric assessment tool was chosen which revealed some very clear messages about the type of employee who would be ideally suited to this technical role.

Further psychometric testing was used as the starting point in working with the two Senior Production Managers. This element of the programme also included extensive self-assessment and 360° feedback from peers as well as subordinates and the Group Managing Director.

Through the analysis it was identified that the most effective solution to the problems facing the Client was to restructure the two Senior Production Managers roles. This was achieved and supported with monthly coaching meetings where progress was discussed and help given to solve related challenges.

Client Feedback: The Client said “I am really impressed with the way you have brought the best out of these Managers. You have achieved results with them that I know I could not have possibly done. I now feel very confident to leave the business “in their hands” and know they will work together effectively. We have also improved our recruitment and induction processes, we are facing up to poor performance issues and through the Managers' implementation of a new production schedule, productivity has improved.