

Leadership & Management Development

Client:	Foodstuffs manufacturer
Sector:	Food and Beverages
Project:	Raising the Bar
Themes:	Managing People
Audience:	First line managers (FLMs)
Locations:	UK
Duration:	2005

The Organisation

Our client is a wholly owned subsidiary of one of the world's largest foodstuff manufacturers, founded in the US in 1869. It has eight manufacturing sites in Europe, employing some 3000 people. In the UK there are three manufacturing sites, with combined sales of £250m per year. The company owns a number of well-known market leading brands, which it exports throughout the world.

The Project Context

A highly profitable market leader in its chosen sector, the company rigorously supports quality and continuous improvement but was facing a major threat from Far East companies who could manufacture and ship to the UK at very competitive prices.

The Requirement

Our client realised that there was a limit to the extent that they could improve processes and technology, and that the key to success lay in releasing the potential of their people.

Their first line managers (FLMs) were experienced and technically competent, but needed to develop the people skills required to achieve the organisation's required business benefits.





The Solution

Working in partnership with our client's project team, ASK proposed a structured and robust five stage solution that would enable participants to:

- apply techniques and behaviours to improve their effectiveness in managing people and engage them to gain their commitment to the company's goals and vision
- develop a performance culture by applying the skills of giving feedback, coaching and challenging under-performance.

In addition, ASK provided project management, dedicated follow-through technology to drive the application of learning, and client-branded participant manuals.

Participants initially completed a BarOn EQI instrument and dedicated 360 degree questionnaire, with facilitated 1:1 feedback to help them increase their self-awareness and identify their strengths and development needs.

Participants met with their line managers before the programme modules to discuss development needs and agree key issues, and to share feedback from the 360 degree and BarOn EQI exercises.

Further line manager meetings were held after each programme module to agree how the learning would be applied (in line with participants' detailed action plans) and identify any support that may be needed.

Line managers attended a coaching programme to enable them to provide coaching to support participants in achieving their plans, and Action Learning Sets were established to share best practice, work on developing business solutions and provide peer feedback and support. ASK Elephant® was used to record progress made in achieving personal goals and support delegates on their return to the workplace.

Evaluation

The programme was delivered in early 2005 for some 40 FLMs. On a five point scale, average Level 1 evaluation for both programme modules was 4.2.

Using ASK Elephant®, 50% of participants took action to update their action plans, more than double the number one would typically expect from 'traditional' programmes.

Delegate quotes

"The whole team is now totally motivated, and I feel a great sense of achievement from this. I believe that this FLM training course has been one of the most beneficial course that I have completed, and that it shows now in the performance of both the team and myself."

"Have learnt to be more confident when working with the general manager and also communicate clearly what is expected to my management team to receive the results I expect."

"To be assertive is not to be aggressive and over confrontational. Using a calm but firm and fair approach get far better results and strengthens relationships."