



Case Study – Global business services organisation

Situation

Our client is a market leading global business process outsourcing organisation. In order to continue to match market demands and changes, the U.K. business undertook a major organisational redesign programme, resulting in the formation of a new leadership team and promotion of a new business leader for the Software Implementation Professional Service Group.

Requirement

Deliver a focused organisational redesign change programme. As part of this, identify and build a cohesive senior leadership team who exhibit consistent and collaborative behaviours and enable the new leader to establish strong, effective leadership whilst forming and driving a clear business vision/strategy across the new organisation.

Approach

Organisational Redesign – A blueprint for the new organisation was developed for approval. This encompassed new and changed roles, operating processes, supporting technology, third party partnerships and operating measures/KPI's. Part of this redesign included helping to identify multi-level behaviours (core, selectable, leadership). Once approval was granted, a change programme was implemented which included recruitment, identification of skills gaps, creation of personal development plans, plus targeted team and leadership coaching.

Coaching & Mentoring – The coaching and mentoring provided covered a number of key areas:

- Providing behavioural assessment coaching to enable managers to recruit high-calibre resources – this ensured that individuals were not only recruited based upon skills, knowledge & experience, but also considered their behaviours ensuring a strong cultural fit.
- Assessing the new leadership team to identify how they would operate collaboratively, team dynamics, behaviours and leadership knowledge and approach. Collective coaching sessions (including observing and sitting in on leadership meetings) were undertaken in addition to providing individual personal development coaching.
- Providing personal coaching and mentoring to the new business leader covering a range of areas including:
 - Vision creating and linking business activities to strategy
 - Developing an authentic leadership style
 - Communicating at multiple levels
 - Active listening and questioning techniques
 - Coaching subordinates and peers
 - Business measurement, metrics and KPI's
 - Dealing with conflict effectively
 - Providing change leadership
 - Successful thinking styles and approaches