



CASE STUDY FOR CULTURE CHANGE AND MANAGEMENT EFFECTIVENESS - INTERNATIONAL MARINE SERVICES BUSINESS

How 'SPRINT'ing with apt helped change a culture and improved management effectiveness.

This case study shows how Advantage Performance Training Ltd assisted new senior management in changing the culture of a world-renowned marine services business.

Situation

The company was losing market share in its international marine business. A traditional organisation with tremendous technical strengths, it had failed to respond rapidly enough to competition.

Management, technically amongst the best in the industry, were in general long serving, but resistant to change. They considered themselves technical experts, "above the commercial aspects" of the market and that customers needed them more than they needed customers.

The situation had become serious in terms of heavy sustained losses by the operation globally.

Problem

The new Chairman recognised the need to change the management culture of the business and to develop people management skills to match the high technical skills throughout the organisation internationally.

In line with a major restructuring, new vision and values were introduced.

The problem was how to change the culture and behaviour of traditional managers.

Research

Four members of the apt team spent time with various members of the management team and staff to establish the key issues.

Focus groups were carried out at all levels to identify the key competency issues. Employee attitude surveys were conducted concurrently.

An assessment by apt concluded:

Values, Objectives and Performance

1. There was little commitment to new Corporate values and no understanding of how these related to the day to day role of management
2. The business was not results oriented. Objectives were not cascaded to individuals.
3. Whilst the company has an appraisal system, it was not applied. Managers were tolerant of poor performance and failure to deliver to customer expectations
4. Managers did not seem to own "people issues and problems". This stemmed from a lack of confidence and awareness.

Management Style & Practice

5. A gap existed between what managers believed and "staff" feedback in terms of management "style".
6. Too much emphasis on short-term objectives, therefore there was a need for managers to lead and provide "strategic vision" at departmental level.
7. Doing not managing – management was seen as "something else to do" as opposed to the key job role.
8. Seagull Management - Management was seen as "too hands on" in areas of personal professional interest at the same time being seen as remote from the real issues of the team where support and communication is required.
9. Fear of failure was culture driven in some areas– "proactivity might blight a career".
10. Poor communication was seen by many as still an important issue in terms of lack of information, poor timing, insufficient detail and the relevance of the content to their job.

Client Focus

11. There was no clear focus on customer service delivery. This requires managers to manage more proactively and develop staff to do the same.
12. Internal client focus is weak, causing considerable problems for staff delivering services at the front line.

Key objectives were agreed with the board of directors.

INitiative

The company was encouraged to review and reinforce a Personal Performance and Development Process.

The new process involved setting Key Results Areas and Key Performance Indicators for all managers and staff.

Management were encouraged to develop better internal company communications within the various operational teams.



Training

A challenging practical management development programme was developed consisting of six residential two-day modules specifically designed to effect the changes required from the research. The modules were delivered 12 – 16 weeks apart with intervening project work.

The programme covered 240 managers delivered throughout the world. Managers at the more senior levels were grouped together on programmes so that the delivery was more directly related to the issues they faced.

A number of case studies were developed directly relevant to the various areas of the business and key management problems identified in the research.

apt undertook all the venue arrangements and delegate liaison.

The modules covered the following:

Module One – Management and the company's Business

- Self Appraisal and Identification of Personal Type
- Reasons for Success or Failure
- The Process of Management – The apt Management “Wheel”
- The Corporate vision and values - The implications to your management role
- Setting Business Objectives
- Management
- Delegation
- Management Case Study

Module Two – Managers as Team Leaders

- Leadership styles
- Building a high performance team
- Case Study – “The Leadership Challenge”
- Team Roles – Individual Team Styles
- Motivating Employees to Give World Class Performance

Module Three - Managing Yourself Effectively

- Personal Effectiveness and Planning
- Effective or Efficient?
- Taking Decisions under time pressure
- Prioritising Tasks Goals and Objectives
- The rules for effective personal management

Module Four – Managing Communications

- How we communicate
- Interpersonal skills
- Key Influencing Techniques
- Conducting Effective Meetings
- Team Briefings

Module Five - Managing Change, and Problem Solving

- Managing change case study
- The people and organisational barriers
- Decision Making and Problem Solving
- Problem solving Analysis techniques applied to corporate case studies
- Managing Stress

Module Six – Managing the Personal Performance and Development Cycle

- The personal performance and development cycle
- Corporate HR Policies & Relevant Legislation – Their Practical value to the manager
- The Recruitment Process and your Role
- Interview skills
- Practical Applications of Performance Management
- Managing Poor Performance and Developing People
- Counselling for results
- Disciplinary reviews
- Dealing with Grievances
- Practical Exercises and Skills Development Role Playing using CCTV

To ensure the programme was practical and changed behaviour, managers undertook a psychometric evaluation of their management style using several personal and team working tools.

- All delegates had a pre briefing discussion with their immediate manager and set personal learning objectives.
- An **APT E-link** was set up with each delegate for delegate support in between modules.
- For some modules, questionnaires were sent to delegates for completion prior to the module.

Delegates were required to identify projects for improvement within their areas of responsibility between modules and apply the tools and techniques learnt.

So what did the Client get from association with apt?

The results were far greater than expected.

- Management became a more integrated motivated team.
- Managers developed their own visions for their areas of the business, which galvanised the performance of team members and improved the operational efficiency of the business.
- Management style changed, becoming more inclusive enabling more ideas to be implemented to speed the change process.
- Customer service became a focus and internal customers given more support.

Staff surveys conducted subsequently showed greatly improved communication and real change in approach by managers.

All the issues identified by apt were successfully overcome within 20 months.



Comments from managers throughout the organisation

"I have come away with the intent of making a positive change in the way things are run within my team and in my interaction with others in the company."

"You can call your efforts successful - you made a difference."

"A very relevant course to all managers."

"The management methodology was interesting and very informative. I am already putting new ideas into practice."

"It came across that the course was specifically tailored to our business and had serious backing from senior management."

"A good programme, which will be of great use."

"Very useful. Fulfilling much required needs that are evident in the company and in my behaviour."

"Made very relevant to our business. Highly participative and good use of case studies and games."

"A very effective course."

"Thank you very much for the hard work you put into the programme last week. I believe that it went very well and I look forward to seeing the difference that this will make to the company!"