

Case Study: – a Top Ten Company.

The Position

The company is rapidly growing and employs over 500 people; it provides service support to both government departments and commercial business.

The Managing Director has mapped out the future for the company which needed to be shared with the Board of Directors and the Senior Management Team [collectively The Team] who will manage its implementation. The strategic requirements went beyond the normal financial measures to include corporate values and operational focus.

Ascot Associates Ltd was invited to align The Team with the vision developed by the MD and Chairman. The process used two proprietary business analyses which mapped each Team Member's profile against the MD's vision; in so doing, it identified the personal developmental needs for each Team Member and the actions needed to get there.

The Process

The process was managed as three separate elements:

- Discussion with the Managing Director and Chairman about how to tailor the process and how to present the results to be consistent with their normal way of working. The meeting was held off site to allow preparation and forethought ahead of the main meeting
- Each member of The Team completed e-mailed questionnaires to identify their personal position and expectations with regard to operational focus and corporate values. A personal profile was prepared for each.
- The MD and The Team came together; moderated by Ascot Associates Ltd; to discuss, agree and create the strategic plan. Additionally, in the process, complex management issues were brought to the table and more easily resolved within the overall strategic framework.

"I'm glad the Chairman talked me into doing this"

Top-level Outputs

- The Team can fully support the strategic intent because of a clearer understanding of the vision and goals for the company.
- Progress will be faster because corporate energy will be better directed to attain specific, focused strategic results.
- Common values have been established to support communications and to strengthen the brand
- Early intervention in a cross-department issue prevented a potentially significant loss of future business continuity

Key Benefits

The Team are now absolutely clear about the non-financial and financial elements leading to the strategic goal, and can more readily plan the use and deployment of resources to meet globally agreed targets whilst having the confidence to suppress activities that could lead away from the future vision.

Actions Arising

- To formalise the action points generated at the meeting into an action plan involving others within the company
- Use the action plan to communicate personal responsibilities throughout the company
- Establish e-mail groups to monitor and report progress

Conclusions and Outcomes

- The strategic focus is clearly understood by all
- The Team are better aligned with the vision for the company, has fully 'bought-in' to the strategic plan and are now more strongly committed to achieving it
- Decision-making is more clearly focused
- Genuine progress was made in identifying and resolving issues that didn't fit any one specific department and where responsibilities had been difficult to assign
- The MD has greater freedom of action as decisions can now be safely made lower down the organisation

To find out more, please contact:

Ascot Associates Ltd

www.ascot-interactive.com

01753 554 656