

# Case Study

*ABC Valves (UK) Ltd*

## **Problem**

The company was keen to develop and support members of the management team in order to help them achieve improved business results, better customer service and better-motivated employees.

## **Approach**

Working with a cross-functional management team, comprising seven managers from Production, Procurement, Engineering, After-Sales, and Process Improvement we broke the programme down into two phases.

Phase one of the project was to gauge the current levels of performance.

- Developed an 180° appraisal and self assessment questionnaire. The questionnaire was completed by the participant's direct manager and four members of their team. This gave us a very clear picture of the participant's perception of their current performance levels which we compared to the perceptions of their manager and team.
- Administered a self-assessment using Myers-Briggs Type Indicator (MBTI).
- Encouraged the participants to discuss with their senior manager a set of business and personal development objectives.

The results of the questionnaires and MBTI were analysed and presented to each participant during a series of on-to-one coaching and feedback meetings.

Phase two of the project combined a series of practical training workshops with further one-to-one coaching and feedback meetings., including:

- Handling People with Confidence
- Performance Improvement Plans
- Effective Informal Discipline
- Managing the Team

Participants undertook a number of individual development exercises during the course of the project. Each participant completed a Personal Action Plan for each of these exercises, encouraging them to apply the Plan-Do-Check-Act learning cycle. One-to-one coaching meetings were conducted on a confidential basis whereas the Personal Action Plans were shared and reviewed with each participants immediate Manager.

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### Approach (cont'd)

The personal action plans were designed to achieve relevant business objectives more effectively by encouraging the participants to apply their new-found self-awareness, knowledge and skills to specific tasks and projects.

At the end of the programme participants presented person statements to a forum consisting of the seven participants and the Managers to whom they report.

### Outcomes

Overall, the participants unanimously reported that they each benefited from taking part in the programme and that they found the assessment feedback and the individual one-to-one coaching sessions of particular value.

- Improved Team working between individuals which has greatly helped in their day-to-day interactions
- Dramatically increased self-awareness amongst the group and a strong desire to work on their development needs
- Direct and immediate business benefit

through the adoption of work-based projects during the course

- Clear realisation about the importance of personal development as well as business objectives

### Results

The Company's owners, directors and managers now share a common understanding of the future direction for the business. The organisation structure defines current roles and responsibilities and provides opportunities for staff development. The management team is better focused and the managers are beginning to work more closely together. There is a move away from the former paternalistic culture to one of shared corporate responsibility.

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### Nicholson Consultancy Ltd

Pinetree Centre  
Durham Road  
Birtley  
Co Durham  
DH3 2TD

Direct Line: 0191 492 8210  
Email: [ch@nicholsonconsultancy.com](mailto:ch@nicholsonconsultancy.com)  
Web: [www.nicholsonconsultancy.com](http://www.nicholsonconsultancy.com)