



## Agility Diagnostic & Executive Coaching

We have been working with a specialist engineering design and manufacturing organisation over several years. Initially contracted to undertake a coaching intervention with one of their Senior Management Team (SMT), this then developed into coaching for a number of other members of the SMT. Following strategic reviews with the Chairman and Managing Director, we were commissioned to complete a diagnostic review to assess the organisation's 'agility' and to determine interventions which could be used to support their ambitious growth targets.

The diagnostic work involved carrying out research (interviews, focus groups and desk-top work) with teams and individuals throughout the business, benchmarked against Berkshire Consultancy's '10 Parameters of Performance'; identifying opportunities for development in 'capacity and capability for growth', 'change', 'performance', 'innovation' and 'decision-making'.

Following data analysis, the findings were then presented together with a series of recommendations to the Chief Executive, MD and SMT. In this workshop key activities were identified and action plans developed; establishing accountability for change clearly with individual members of the SMT.

We are currently working with CMG in 2014 to implement, design and deliver a number of interventions including 1-to-1 coaching with individuals identified as 'high potential' across the business, together with further facilitation of the SMT and the Board to assist in developing their group dynamics and decision-making methodologies.

### Results

- The 5-year business plan is established and is now in the implementation phase. Significant growth has been achieved despite a challenging economic environment.
- 3 out of the 5 members of the SMT have changed role within the business, 2 have been promoted into Board positions.
- A number of the coachees have gained promotion or secured more appropriate roles for themselves within the organisation.

*“The executive coaching was an extremely positive and enlightening experience and every session left me feeling energised and empowered.*

*My coach has a unique talent and ability to uncover root challenges, explore values and identify strengths, and to provide me with the tools and techniques to successfully develop my effectiveness within the organisation.*

*The coaching delivered tangible results - it enabled me to become a more mature leader, to take my career to a new level and to have a much greater level of self-belief. “*

**Rachel Allen – FD**

*“I entered the program with some reservations but am pleased to report that the process worked well for the business at all levels. The Berkshire Agility Diagnostic proved to be an excellent tool to support our growth ambitions and our transition from a small to medium size company”*

**Andy Lobato – MD**

*“The initial phase of information gathering was very useful. It was great to get an independent review of the workforce, systems, process and culture and compare this to the Senior Team’s view. Although, there were some tough messages these were sensitively handled and it was encouraging to see that our views weren’t a million miles apart!*

*There was a good mix of data gathering techniques and interviews; meetings with staff were well chaired and views collated. Berkshire were excellent at interacting with people of all levels across the workforce and demonstrated real skill in working with some of our most challenging people. Their presentation of findings communicated a fair and balanced view and captured those elements that were most relevant and appropriate. They didn’t shy away from giving us difficult messages that were incredibly valuable and needed to be said. Receiving these messages from an independent organisation enabled the critical importance of certain messages to be fully taken on board.*

*A structured process then followed to support us in identifying the real actions that we needed to complete in order to achieve our business objectives – with a solid focus on what was achievable and deliverable. It was a very positive experience and I was impressed by the skill and professionalism of all members of the Berkshire team. I would have no hesitation in recommending Berkshire.”*

**Paul Howrihane – SMT Member**

*“Having been through similar ‘consultancy’ processes in the past, I was a bit anxious about undertaking another exercise of this kind, and doubtful whether we would actually achieve anything. However, I was pleasantly surprised by the new and refreshing approach adopted by the BCL team, and particularly the very positive engagement with all of the stakeholders concerned (Management Team, Staff, etc.).*

*The outcomes from this exercise have enabled the Company to identify and address some core issues, thus helping us achieve a sustainable position for on-going growth and development going forward.”*

**Sue Jones – SMT Member**