

Developing a management team through change

The technical department of a global financial business was facing restructuring, refocusing and move to a high response client culture under the leadership of a new director. The management team while positive about the changes had little people management training and no experience of leading people through change. Morale was low, stress was high and three of the team had indicated their intention to leave. The Director need to bring his management team together and get them to lead the department through significant change. deWinton-Williams was engaged to deliver a multi-faceted support programme for the management team.

As a first step deWinton-Williams created a skills framework which set out the skill the management team would need to lead in change. Team members were then profiled against the framework using a combination of manager review and psychometric profiling. Having analysed the whole team and defined key knowledge and skill gaps a support programme was put together which combined team building, leadership training, individual coaching and group training on key people management skills required during change.

In addition we supported the Director through a series of one to one sessions on progress.

Within two months morale was significantly improved and stress indicators were down. Six months later the restructure was completed successfully and the departments KPIs were beginning to be seen as achievable. No-one on the management team resigned.