



Web: www.in-a.co.uk
Tel: 01256 316 530
Fax: 01256 316 559

Case Study: Leadership Facilitation
Client: Antalis Promotional Products

Overview: In-a Coaching worked alongside the senior management at Promotional Products to focus on leadership, people development and supporting their managers to achieve the business goals. It was rewarding to experience the business division turnaround from a loss in 2003 to a profit of €1.4m in 2004.

Issues

1. Autocratic leadership resulted in low morale for the employees
2. Fundamental change of the business model without gaining the commitment of the employees
3. Rapid turnover of senior management over two 2 years, resulted in low credibility and trust
4. Customer service declined resulting in loss of customers
5. Teams acted in functional isolation
6. High staff turnover and key staff moved to the competition
7. High absenteeism

Results

1. Transformed corporate culture, behaviour and attitudes
2. Immediate action and implementation due to people focus and maximisation of the existing resources and capabilities
3. Managers were empowered to run their areas & committed to strong business control
4. Alignment of the wide spectrum of multi-cultures and skills.
5. Appreciation of the variety of attributes of team members
6. Employees felt motivated and energised as their views and knowledge made a positive contribution
7. Leaders took ownership for the commitment to change

How the results were achieved

1. Assessment via one-to one meetings with each European Senior Executive to give them the opportunity to raise concerns and fears
2. Team facilitation: off-site meetings where the vision was developed
3. Each concern acknowledged and aired, this enabled different points of view to be appreciated
4. Defined business areas and clear responsibilities to gain commitment
5. Negotiation and compromise established alignment at the deeper level.

Promotional Products operate in seven European countries; In-a Coaching embraced a wide range of cultures and gained credibility in throughout all areas. With an ambitious target it was with utmost importance that the senior executives embraced the vision and delivered the results. In-a Coaching played a key role in the facilitation of the vision. In-a Coaching enabled an awareness and appreciation of view points which allowed the team to move forward aligned to the business goals."

Nino Cassimo, Managing Director