



Leadership Development

Client Success Story



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Background

Due to regulatory issues in the US and the UK, our client one of the world's leading insurance brokers and strategic risk advisors, needed to restructure its entire organisation quickly to reduce costs and maximise revenues by transforming from a risk broker to a risk adviser. This involved managing client relationships strategically instead of tactically. Additionally, greater rigour was required in the assessment of managers' competence within the organisation if our client was to meet requirements in the UK.

The Challenge

The implications of these changes for managers were considerable; our client needed their managers to be at the top of their game to embed these changes successfully.

Managers were expected to cope with new matrix management structures, large-scale transformation and the need to grow revenue, whilst operating with reduced head count and virtually no administrative support. In addition, managers would need to make their time count, focusing more on the critical issues.

Our client had identified that their managers were lacking the necessary leadership skills and knowledge to enable this new strategy to be realised.

The challenge was to ensure that 800 managers acquired leadership skills and that processes were in place to assess competence, which the FSA wanted to see significant progress on at the next Arrow visit - all within 4 months.

Huntswood won the 'blind' tender for this work due to our blend of expertise across change management, people development and regulatory compliance.



The Solution

At the outset, Huntswood identified that management buy-in to any proposed approach was critical. We developed a 'Case for Change', which engaged managers through identifying, developing and deploying key messages that were targeted at specific management groups. Our approach was to continually refine our communications based on feedback to ensure key messages hit home. Huntswood tackled the issues around leadership skills and assessing competence through a series of Leadership Skills Workshops and a bespoke Development Centre.

Leadership Skills Workshops

Our client had initially requested that we deliver a series of workshops in accordance with their existing global materials. Our approach was to give managers proven tools rather than padded-out theory. Huntswood worked in partnership with our clients UK operations to identify the key management challenges within the UK, with the aim of giving the workshops greater relevance, focus and practicality.

The Result

The workshops focused on the following areas:

- Coaching & Delegation – realising the potential that exists within people
- Communication Skills and Conflict Management – organisational and interpersonal communication; dealing with difficult situations
- Enhancing Team Performance – essentials of team leadership

Development Centre

Huntswood worked with the client to assess their managers through a development centre programme where managers experienced a series of unique and challenging industry-based exercises played out with professional actors. These exercises were highly realistic, using actors that had exposure to the industry combined with specially designed role plays that were developed in partnership with our client. Managers also received 1-1 coaching, which helped them formulate their development plan. The content of the Leadership Skills Workshops were matched to the competencies assessed in the Development Centre giving managers specific pathways for their development.

The Result

Through putting all their managers through this programme, our client has mitigated significant compliance risk with the Regulator in the UK and the US. Additional benefits driven from this programme are:

- Managers have a consistent 'tool kit' for managing people
- The delivery of effective performance management is now embedded in the culture. People are clear on their roles and responsibilities and routinely receive effective feedback on their performance
- The programme has resulted in a renewed desire for learning and development amongst managers, which has led to a positive impact on staff retention.

Feedback from participants has been overwhelmingly positive:

"The learning is a great value to our future success... I am delighted to promote the value and content"

Managing Director, Business Development

"An excellent and challenging day during which I have learned a great deal. Now I want to complete all three workshops to further develop my skills"

Development Centre participant

In addition, Huntswood's wider client management expertise was recognised:

"We made the right decision in choosing Huntswood. They have taken our existing thinking and really added value, breathing life into our ideas"

Project Board Member

Huntswood's View

Companies who are serious in bringing about long-term sustainable change need to move away from the type of training programmes in which everyone goes through the same experience. Organisations are different, the markets in which they operate are different and people's needs and abilities are different, which means a 'one size fits all' approach to learning is no longer appropriate. Despite large volumes of managers going through this programme, they each had a unique, challenging and impactful experience.

For more information or to discuss your company's approach to leadership development, please call our enquiry line on 0800 583 0794 or email askhuntswood@huntswood.com



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