

EXAMPLES OF OUR WORK

Environmental Charity: Strategic Change

Leading University: Strategic Leadership Development

Local Authority: Strategic Change

Global Food Company: Team Development

International Travel Business: Leadership Development

Government Department: Post-Merger Cultural Integration



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Environmental Charity: Strategic Change

Need

To develop a new, more engaging leadership culture and an inclusive strategic planning process that connected the whole organisation, using all available knowledge and creativity

Solution

Designed and facilitated a whole organisation approach to strategic thinking and planning. This used top team coaching and facilitation, large group interventions (Open Space and Search Conferences). Trustees, senior managers, employees, Members and Volunteers all had a voice in this process.

Outcome

This resulted in a new purpose statement for the organisation and the development of an aligned strategic plan that was legitimised by the whole organization. The shift in leadership approach that this process required (greater self-organisation, engagement and focus on high performance) has now been embedded in the culture of the organisation.

Leading University: Strategic Leadership Development

Need

To build a leadership culture focused upon collaboration, cross-boundary working and high performance teams.

Solution

Designed and facilitated a strategic leadership programme for a leading university. This involved meeting with key stakeholders to locate the programme as an enabler of corporate strategy and to ensure that the unique culture of the institution was understood and accounted for. The programme took the university as a living human system and sought to identify, explore and plan for a leadership role that would enable the university to keep pace with a complex and fast moving external environment. The programme encouraged a systemic view of the organisation and created opportunities for new conversations and relationships between different Schools and Departments. Action Learning sets were used to extend and embed learning.

Outcome

A series of strategic improvement ideas, linked to the strategic plan and the establishment of a powerful leadership network across the university that actively promotes and enables cross-boundary working.

Local Authority: Strategic Change

Need

To clarify and define how the Early Years and Childcare Service of a local authority could better organise itself and its network of relationships to deliver value within the Every Child Matters framework.

Solution

Designed and facilitated a process to foster a collaborative, multi-agency approach to Children's Services with a local authority. This involved the 'appointment' of a steering group with representatives from each 'agency' and the development of an agreed statement of common purpose and goals. The process allowed the voice of all the stakeholders to be heard such that the purpose, goals and action strands were widely legitimized. In a climate where professional difference had prevented a concerted focus on the needs of children and families a new community began to emerge around outcomes that most could sign up to. The collective knowledge, creativity and potential latent in the various 'parts' were brought together for the good of the whole.

Outcomes

Detailed plans for a new model of organisation were drawn up and presented to the Senior Management Team. These have subsequently informed the establishment of the new Directorate of Children's Services.

Global Food Company: Team Development

Need

To produce efficiencies through the introduction of self-managed team working at a UK site of a global food company.

Solution

Designed and implemented a cultural change programme that transformed ways of working. This enabled a move to self-managed team based working. The key interventions centred on leadership and management development and Top Team coaching.

Outcomes

As a direct result of these changed working methods this manufacturing facility moved from the bottom of its company's global manufacturing 'cost per unit' index to a safe 'mid point'.

International Travel Business: Leadership Development

Need

To improve customer service and reduce staff turnover through high performance leadership and high performing teams.

Solution

Designed and led the implementation of a cross-cultural Leadership and Team development programme for Japan's largest Travel & Financial Services company involving liaison with Japanese Managing Directors (of the various European businesses) and Managers and European staff.

Outcome

The programme helped to reduce staff turnover throughout the European operation, increase efficiency and productivity and significantly improve customer satisfaction ratings.

Small & Medium Sized Businesses: Strategic Leadership

Need

To improve the growth potential of SME's through better leadership and management skills.

Solution

Designed and facilitated an innovative Strategic Leadership Programme for Owner Managers/Directors of small & medium sized enterprises based on coaching and self development. It helped busy owner-managers to take a more strategic and systemic view of their businesses, moving them from a significantly hands on and frequently controlling role to a more strategic and enabling role that allowed greater possibility for business growth.

Outcome

Approximately 80% of those businesses who completed the programme reported making changes to leadership behaviour and/or strategy that had directly contributed to the improved performance of their business.

Housing Association: Top Team Development

Need

To share and clarify strategic thinking and to re-define core strategic priorities.

Solution

Designed and facilitated a Top Team Development programme for a Housing Association. This focused on defining the key adaptive challenges associated with its external environment and reviewing the efficacy of the current strategic plan. The group also analysed, evaluated and celebrated organisational capability with reference to the adaptive challenges identified, particularly seeking out strengths and examples of where things were working well. This enabled a clear definition of key organisational and leadership challenges. The group then defined its own role and added value in responding to these various challenges and opportunities and its current effectiveness in doing this.

Outcomes

A Top Team development plan containing a small number of goals and actions was generated from the process. The group collectively committed to its implementation.

Government Department: Post-Merger Cultural Integration

Need

To bring about the successful creation of a new agency from the merger of five separate organisations.

Solution

Designed and implemented a programme for the simultaneous post-merger cultural integration of five separate organisations to create one new unitary organisation. This involved coaching and facilitation of the executive team, cultural diagnostic work, large group interventions, leadership and team development and development of an innovative employee engagement strategy.

Outcome

The new organisation met and exceeded its key performance goals and targets ahead of plan.

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About Us

Elementa Leadership is a specialist strategic change and leadership consultancy with international cross-sectoral experience.

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