

Supporting change at the top

Colin Darroch took over as General Manager of Ethical Generics, a joint venture of Bayer and Schein International, specialising in the sale and distribution of non-proprietary pharmaceutical products, at a time when business performance was disappointing. He needed a quick view of how well his team of people were working and what changes they thought he should introduce, as he needed to move quickly to improve performance. He decided to use teamindex360© as a way of involving all managers and staff, and demonstrate that he genuinely wanted their views before he made any changes.

As a first step his five managers completed the teamindex360© questionnaire and the results were used as a basis of a workshop to discuss the way forward. The results showed that the team was not clear on its strategy and direction. Furthermore, while there were meetings to review and monitor progress, there was little effort on planning. In addition, managers did not always have the information they needed.

One to one management of people seemed good; people were trusted, respected, helped and had clear responsibilities and reporting lines. However, there was little systemic 'group' management, under performance was not confronted and team effort was not focused on the priorities. Colin reflected; ***"this seemed to show that the managers were managing their staff much better than they were managed. I decided to survey all staff to find out if this was true"***.

This showed a strong contrast between managers and staff in working as a team; managers were not involved in decision-making or asked for their ideas but staff were. The managers felt that team effort was not always focused on the priorities but the staff felt it was. Managers did not receive regular coaching and guidance, nor set time aside for training. Staff felt that they were properly trained, and were generally very positive about training and development.

Colin found this extremely useful; ***"it confirmed my suspicions that the managers needed to ensure that they were operating as a team. A great deal would depend on how I worked with and how I managed my managers. teamindex360© was invaluable in showing to the managers that the issues we needed to work on together had been identified by them and that I was not imposing what it wanted"***.

Colin has now started the process of working with the managers to improve their performance as a team. He is using outside consultants to help with this, introduced by Valerie Heritage MD of The Communication Challenge Ltd, who own the sole rights to index360© software. He said; ***"the advantage of teamindex360© is that it is very easy to use and interpret. If you want to take it forward yourself you can. But if you want further help Valerie can introduce specialists, and not leave you with a report to sit on the shelf. I am very pleased with the impetus and insights teamindex360© has provided. It is amazingly good value for money and I have recommended it to business associates in other organisations. I shall also be using it again in Ethical Generics in three months time or so, to review our progress"***.

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