

THE CHALLENGE

- Organisation has undergone considerable change in the last few years
- Moved from a precarious financial position to one of more stability with potential for growth
- Senior Management Team in need of support and development in order to move the Association forward

THE SOLUTION

- To provide a forum for involvement of the Senior Management Team
- To research background and current perceptions
- To build a Management Development Programme that focuses on business and personal development
- To enable Senior Management Team to identify means of more effective team work

THE BUSINESS BENEFITS

- Clarification of roles and responsibilities
- Development of a stronger, more proactive team with members working more efficiently as a group
- Improved planning, prioritisation and delegation skills
- Improved income generation

INTERVENTIONS USED

- Leadership questionnaire
- BASIS Profile
- Workshop
- 1-1 coaching



SURREY ASSOCIATION FOR VISUAL IMPAIRMENT

Having reached a stable financial position, SAVI teamed up with **FTS** in order to establish ways to facilitate growth and development within the organisation. “A different Consultancy had organised some team-building days for us in the past” explains Lance Clarke, Chief Executive Director, “but the entire workforce had been involved and there was a general feeling that little was learnt and even less was followed up. We joined forces with **FTS** in order to focus specifically on the Management Team.”

FTS conducted the background research with the help of a Leadership questionnaire and BASIS profile. This process identified the focus of energy and activity of the team and individuals. It also established the strengths and areas of potential weaknesses within the team. According to Lance, the delivery and analysis of the personal profile was the “key defining moment of the whole process because people were able to see exactly what their skills and attitudes said about them.”



Lance Clarke with his Management Team at the FTS Training Day using offices provided by Pfizer at the HQ near Leatherhead

These results then formed the basis of a Three Modular Programme, the first section of which was a Team Day. “The Team Day was a great success,” says Lance, “because it encouraged interaction within the team and people were able to explore and understand each other’s roles and responsibilities.”

This was then followed by a Focus on Income Generation Module. “Networking abilities have greatly improved and those individuals who were involved definitely benefited from the third party person-to-person approach” says Lance. The final part was the Workshop on delegation, prioritisation and planning. This proved very helpful and, as Lance explains, “team members were able to develop skills, which they have since been able to put into practice. They are now able to take responsibility for projects and to confront problems head-on.”

Progress has since been reviewed through supervision and appraisal, and by reduced involvement from the Chief Executive at the Team Meetings, leading to greater personal responsibility from the managers. “The Charity Sector is a very difficult and uncertain environment to work in and calls for a wide range of skills. The **FTS** Consultants were able to bring people out of themselves and their sense of humour was really refreshing,” Lance explains. “It was an enjoyable experience and one I would definitely like to do again. I would not hesitate in recommending **FTS** to other charity leaders.”