



INNOVA

Case 2: Developing Management Capability post-Restructuring

The Challenge

- This new European business unit of a company part of a major oil company was the result of re-structuring from a country-based structure to a European-wide, matrix structure.
- Senior and middle management needed to develop different ways of working in the new structure and business context.
- This meant working through influencing others with no direct authority, managing a leadership role in an uncertain environment, taking a broader organisational perspective, and developing their confidence and capabilities to manage their continuing development and careers in what was likely to be a transition phase in a rapidly evolving organisation.

The Solution

- Use of an organisational diagnostic survey to help identify changes in management behaviour needed in line with ways of working required in the new structure
- A phased modular cross-functional and geographically mixed development programme for senior and middle managers, consisting of:
 - Two 2 day workshops 4-6 months apart
 - Individual mentoring and coaching (mainly by telephone due to geographic constraints) pre, between and post workshops
 - A self development process running throughout the programme that involved the managers line manager and linked to development of their role and contribution

The Result

- Improved understanding and clarity about the nature of what was required of them in the new business
- The networking resulting from the workshops led to development of collaborative working relationships across the European business
- Greater confidence and capability to continue with their own development on an on-going basis