



INNOVA

Case 3: Developing Organisational and Business Awareness in a Technical Function

The Challenge

- The Technology Division of a leading consumer speciality chemicals business identified the need to be more commercially aware and develop its managerial effectiveness as opposed to technical expertise
- Levels of collaboration and teamwork were low and therefore the division recognised it was missing opportunities to add value to the business
- Generally people in this division were very removed from the front line of the business and seen by the business units as being poorly managed and not delivering benefit, despite the wealth of technical resource

The Solution

- A series of cross-functional workshops for staff at supervisory and management levels
- Objectives were to improve levels of collaboration and team work between and within different departments; to raise awareness of changes in the business environment; and to gain wider recognition of the need to be more responsive to business needs and to work in more proactive, flexible ways.
- Follow up team development work with two working teams including all levels in that team down to lab assistant
- Facilitation of a working group on development of a new set of broader capabilities to be used as part of a new assessment and development process

The Result

- The workshops were well received by participants where they felt they had more sense of the bigger context they were working in
- Immediate improved working relationships and motivation, and increased initiative from the Technology function
- Individuals felt the benefit of some personal attention at a time of some tension and pressure from uncertainty