

Case study

Lakeland Security Systems



“Effective delegation”

INTRODUCTION

This case study illustrates the benefits that a Client gained from our Inspiring Achievement Programme.

Any similarity between the name of the company and people mentioned in this case study and any real person or organisation is purely coincidental.

The data in the case study is from two sources: our Audit and from annual returns filed at Company's House.

This case study contains:

- An introduction to the Client, Lakeland Security Shutters
- A description of what they were unhappy with in their business
- An explanation of what Motivation Matters did to resolve the issues
- The benefits gained from our work with them
- A short explanation of Motivation Matters: who we are and what we deliver

INTRODUCING LAKELAND SECURITY SHUTTERS LIMITED (LSS)

LSS traces its beginning to the early 1950s in the West Midlands. A small metal working workshop began to sell bespoke window shutters for shops and demand grew steadily.

LSS is now the major player in the UK market with a presence in near Europe. The company's sales encompass the public and private sector. LSS continues to manufacture shutters in its new factory while constantly reviewing the outsourcing opportunities for standard products from the newly acceded EU countries.

The children of the founder, and two non-related Directors, form the Board of the business. The business employs 120 people in its factory and distribution centre. It continues to thrive.

LSS is recognised as "a good company to work for". The company places good employment practices at the top of its agenda. They go to great lengths to avoid dismissing people for any reason.

They celebrate their employees in several ways. In their reception, they have a rolling VTR of long service employees' biographies.

The staff are eager to please, happy and confident.

It is a good place to work with excellent staff relations.

The company is an active supporter of local charities and increasingly national trade bodies.

Their first Investors in People (IIP) audit was in 1996 and they continue to hold that accreditation. The auditor noted they were excellent at recognising the value of their staff to the business.

LSS became aware of us through several of our marketing efforts. They spent some time getting to understand our area of expertise and the culture of our company. The Managing Director then invited us to a meeting.

As we sat in the foyer reading their magazine, watching their VTR, we wondered what it was we could do to make them better! What did they want to talk to us about? What did they need?

THEIR PROBLEM

The situation at LSS in summary was:

- LSS had used a business adviser/coach for several years
- People felt well looked after
- The company had family friendly policies
- All the people managers had leadership training
- The company was seeking improvements in several key areas
- They were never content with good enough
- A big effort was being made to improve efficiency
- Margins were under pressure from rising input prices

They had tried the following remedies:

- New senior management recruitment
- Widespread management training
- Investment in systems
- Investment in equipment
- A process improvement focus with internal teams
- Meetings and efficiency drives to improve performance

Despite all these, the Board felt that things were just not good enough. Something else was needed.

During our walk round their site, we observed staff looked happy, were helpful and busy. However, they did not appear as animated, as motivated, as we considered was to be expected.

Now we knew what we could deliver to make things better for LSS. We still had to find out exactly what was needed and create a bespoke intervention to change the people's behaviour.

OUR ACTIONS

LSS was a complex problem. It was well managed and developed in a traditional sense.

To find out the underlying cause we conducted our Audit.

The Audit



MOTIVATION MATTERS
inspiring achievement

BRING OUT THE BEST
IN PEOPLE

Are you inspiring achievement in your people or are you just glad they turn up?
Effectively motivated staff will enhance your business performance and improve your bottom line.
Assess your current staff motivation levels now by taking our simple self-audit test.

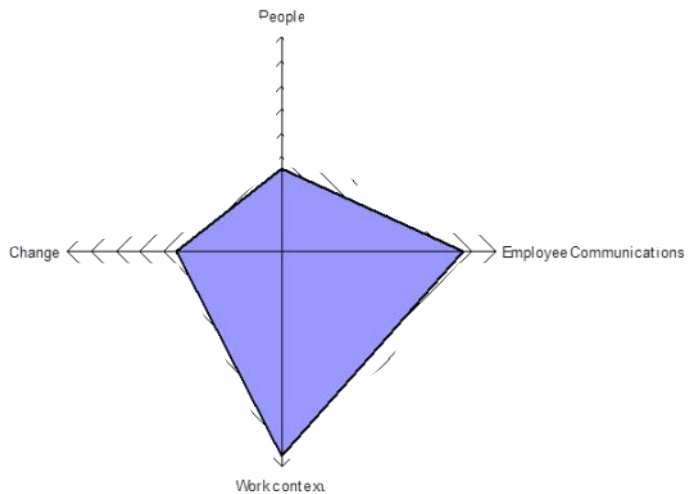


The Audit tests for 44 characteristics measured through responses to 100 multiple-choice questions, some to the staff some to management.

The results of the audit were explained together with a recommendation for a programme of intervention based on our Inspiring Achievement programme.

The Audit produced these high-level results from detailed information of the 44 critical success factors.

Relative management strengths



We made the following recommendations:

- Continue to make staff feel cared for and supported
- Channel management demands and feedback more effectively
- The work itself needed to be the medium of communication

The five-day programme was scheduled over four months with a recommendation for a support package tailing off over the next year.

The programme comprised:

- “Principles and methodology” for this bespoke programme with the Board
- “Managing and Delegating” with the people managers
- “Communicating and Leading” with the people managers
- “Motivating and delegating” with the people managers
- “Review and outstanding issues” with the people managers

There were additional interventions to deal with specific issues:

- To move people along their learning journey
- To maintain behaviour change momentum
- To coach individuals by phone and email as well as site visits

We cautioned that this was a people's behaviour change programme, which takes between six and eighteen months to be fully effective.

The five-day programme comprised workshops where the managers had desktop activities. This allowed them to experience for themselves the effects of the old and new management communication styles.

A typical day comprised:

- Two or three different activities
- A signpost to the key learning topic for the activity
- A discussion to explore feelings and insights
- Side discussions in the breaks to ensure each manager understood the experience

Naturally, people learnt at different speeds. The already excellent people friendly culture, reinforced through open discussion, helped bring everyone up to a good level of understanding.

THE OUTCOME

There are a number of behaviour improvements:

- “You fixed our management problem” says a Director
- The whole site has an electric hum of purposeful activity
- People are bubbling with enthusiasm
- People suggest more ideas and are more innovative
- People try out new ideas rapidly
- People move with more energy
- People managers meet monthly to continue to drive improvements
- The meeting, originally held in their own time in the evening, is called Motivation Matters
- The latest IIP audit comments they have “an insatiable spirit of continuous improvement”

These improvements in behaviour inevitably produce substantial financial results.

- “We made an extra £100K (operating) profit that first year and we can only put that down to you”
- In the next full year following our intervention, reported profits were up 7%
- In the second complete year following our intervention, reported profits were up 37%

The legacy has been a fundamental shift in their ROI and margins. They have a “yes we can” attitude which stands them in good stead in the current (2012) difficult trading conditions.

They continue to grow and invest in new facilities.

ABOUT MOTIVATION MATTERS LIMITED

Vision:

The UK is not alone in Europe in experiencing a steady decline in productivity of its citizens. This has been a backdrop to the UK economy for more than 200 years.

This means our children, and our children's children will live in a low wage second-class country. We want to change that by making our people more effective, more productive through better management.

As our productivity improves, our costs decrease and the UK will be a better place to do business. More business means more jobs, more tax revenue and better public services. We have to earn this outcome.

We recognise that Motivation Matters has to make a profit to be able to deliver these improvements.

We will do all we can to make people more effective through every means.

Corporate Social Responsibility:

We will seek out a charity to donate five days consultancy each year.

Methods:

The methodology is founded on a blend of original research, academic study and management experience all honed in real-world management situations.

The business brings together the founders' 35 years' experience of managing people to be more effective with the ability to design learning situations that deliver real knowledge, effectively and reliably.

The methods include coaching, training, mentoring and bespoke intervention programmes.

Clients:

Our experience ranges from international conglomerates to micro-businesses and start-ups.

Principals:

Anne Walker

- Educationalist, exponent of clear communication and learning activity guru
- President and Past Chair of the North Essex & Suffolk European Union of Women
- Member Eastern Region Committee European Union of Women
- Past Board member of Lowestoft Chamber of Commerce
- Past Suffolk County Council School Governor

Stephen Walker

- Conference speaker and writer on work, staff engagement, change and innovation
- 35 years experience in management and leadership
- Fellow of the Chartered Management Institute

- Past Chairman Eastern Region Chartered Management Institute
- MSc (Management), University of East London
- Prince's Trust Business Mentor
- Essex County Council School Governor, Chair of the Personnel Committee
- European Engineer, FEANI Council registered
- Diploma in Marketing
- Diploma in Accounting & Finance
- Member of The Institution of Engineering and Technology
- Chartered Engineer
- BSc Hons (Electronics)

Motivation Matters also use validated and approved Associates to deliver additional services.

Legal:

Motivation Matters Limited is registered in England and Wales as a Company: number 5295383.

VAT Registration: GB844 727 014

Registered Office:

c/o Walter Wright Chartered Accountants

89 High Street

Hadleigh

Ipswich

Suffolk

IP7 5EA

Contact details:

Telephone: +44 (0) 1787 378851

Email: Enquiry@motivationmatters.co.uk

Website: www.motivationmatters.co.uk

MOTIVATION MATTERS
inspiring achievement

