

# Approaches

Issue 6 | March 2011

## Identifying & realising leadership potential

Capitalising on the success of our hugely successful seminar on 'Leadership in Chaotic Times' we are delighted to announce that we are developing the theme further and welcome Peter Humphreys, VP, SHL to deliver what we know will be a lively and thought provoking seminar.

Peter will give us a practical guide on how to identify crucial leadership talent that makes a practical difference to an organisation's productivity which will give it an edge in 'chaotic times'.

Delegates attending will gain an understanding of how to identify internal leadership expertise and plan for learning & development. Additionally, you will learn how SHL's tools work in recruitment and as a part of Ramsey

Hall's Executive Search Practice. This **must see** seminar will show how your organisation can maximise its 'people potential' during hard times.

SHL is the world leader in objective assessment and Ramsey Hall/The OPG is a proud Premium Solutions Partner.

**The seminar runs from 8am to around 10am and will be held at the Hambledon Suit, The Rose Bowl on 5th April 2011.**



Picture courtesy of the Rose Bowl.

Phil Boyle,  
Managing Director



## Welcome

Since our last Approaches we have been incredibly active with record sized consulting projects, prestigious executive recruitment assignments and continued development of our internal capabilities. On that subject I welcome Jenny Ludford to the team as a Chartered Occupational Psychologist. Our third key appointment in little over 12 months, Jenny joins us from A & DC. I also welcome Debbie Ryder who worked with us previously.

Our consulting teams have been extremely busy with various people & change projects ranging from behavioural change to leadership development and assessment centres as well as ad hoc assessment projects and strategic People & Change consultancy. We have assembled a team of consultants who have practical experience of helping our clients achieve real change through their people for improved 'bottom line' performance.

I have personally been very active recruiting in our core industrial markets with mandates from Managing Directors of FTSE listed manufacturing businesses to the executive board team for The National Composites Centre. Great leaders continue to be in short supply and our job is to not just find the talent needed to drive business but help clients retain, develop, motivate and grow leadership capability, whilst providing transition solutions when people have to leave the business. This brings me on to the subject of our next seminar where we will welcome Peter Humphreys from our Partners SHL. **Read on for details!**



## New appointment bolsters Ramsey Hall's expansion drive



The Ramsey Hall Group has appointed Jenny Ludford as a Chartered Occupational Psychologist. Jenny will help the Group keep pace with its rapid growth and expansion; it has just announced record earnings for the past 12 months, with turnover increasing by 70%.

Jenny previously worked at QinetiQ and A&DC on a number of initiatives for public and private sector clients, including training delivery and personality profiling and assessment.

Jenny said: *"I am delighted to be joining such a respected and successful company. The Ramsey Hall Group is one of the most dynamic and forward-thinking consultancies in the industry and it is very exciting to be in a position where I can help maintain and enhance its standing."* Matthew Davis, Talent Management Practice Leader, said: *"We are pleased to welcome Jenny to the team to help complement our continuing rapid growth. Our success is a tribute to our staff, who are offering the strategic advice and guidance to clients that is helping them thrive in the toughest of economic climates."*

Jenny has recently been awarded her Chartership as an Occupational Psychologist by The British Psychological Society. She is a trained assessor and British Psychological Society Level A and B certified.

### INSIDE THIS ISSUE:

- Ramsey Hall in partnership with BAE/Xchanging. Looking to achieve significant cost savings over the next few months?
- Is health & safety a compliance issue or a cultural imperative?
- Identifying & realising leadership potential.
- How to communicate difficult news.

[www.ramseyhall.com](http://www.ramseyhall.com)

## How to communicate difficult news

Duck and dive; run for cover; put it off till tomorrow; fudge the real issues; try and be the 'nice guy'; phone in sick – it can wait?

**Or**  
Have the confidence, as well as knowledge, to communicate with clarity in a timely and succinct manner.

When delivering difficult news to individuals, or teams, it's all too easy to 'duck the real issues'. Why? Fear. Fear of the impact of the news, fear that you might get it wrong, fear of being perceived heartless; however you look at it, you're afraid about the reaction you might get.

Most managers find it very hard to deliver a difficult message and in trying to avoid the issue the message becomes blurred, confused and possibly contradictory. The effects of this can be far reaching with low morale, a disengaged team and a lack of trust being the obvious symptoms. These symptoms can go further and

become far more entrenched in the organisation, affecting your culture, your values and your reputation as an employer of choice.

Challenging market conditions mean that many organisations have to deliver messages that could include redundancy, restructuring, closure, performance management etc whilst at the same time trying to maintain morale, increase efficiency and create a positive culture that focuses on the future.

The Communications & Engagement team at Ramsey Hall work with organisations and individuals to promote and develop a culture of trust based on open and transparent communications – a strategy that begins with understanding how to deliver a difficult message.

**To find out more or book an appointment with our communications expert, please call Sarah Hornby; Communications Director on 02380 236944.**



# Identifying and developing talent



Copyright of BAE Systems.

**BAE SYSTEMS**

Ramsey Hall Group is delighted to announce a strategic talent management partnership with BAE Systems Surface Ships and Xchanging. Having worked with BAE Systems over a number of years, Ramsey Hall Group has been chosen to provide a comprehensive review of the talent within its Surface Ships Support business. The exercise will support BAE Systems Surface Ships in the delivery of 'Support Operational Excellence', for which Xchanging will provide training and development in the use of the more rigorous methodologies and tools of Six Sigma and its pragmatic integration with Lean methodology.

This is an exciting development programme for BAE Systems and Ramsey Hall, who will be running a series of Capability Development Centres that will identify any individual, team and organisational learning and development requirement that will in turn enable the business to move forward and meet the challenges of the future.

Ramsey Hall is one of the UK's leading Talent Management organisations with offices across the UK as well as a broader international platform. They work with many blue-chip, global businesses and have a reputation for delivering unparalleled results. Expert Business Consultants, from a variety of commercial and academic backgrounds, come together to offer organisations some of the most advanced business solutions for today's competitive climate. Totally focused on achieving practical results and taking the complexity out of challenging situations, it is their ability to drill down further than most consultants in truly understanding business objectives that makes them the partner of choice.

Together with partners SHL (one of the world's leading psychometric assessment organisations for business and individual development purposes), Ramsey Hall and BAE Systems Surface Ships have developed a number of toolkits which will enable BAE Systems to assess potential and target the right interventions for individual development and therefore collective success. SHL, Ramsey Hall and BAE Systems have already pioneered an assessment programme for BAE Systems' Apprenticeship Scheme – the ambition is to create world class apprentices for the future and this tool will help in achieving that ambition.

BAE Systems is now looking to strengthen the talent across the Surface Ships Support business even further. In order to achieve this in a meaningful manner Ramsey Hall Group has run a series of focus groups through its Occupational Psychology Division to identify competencies (skills) for success. Following on from this they have developed a bespoke development programme designed to measure the level of these competencies across the team. The results will be individual development plans that will address future training and development requirements.

The Capability Development Centres will use a selection of SHL online assessment tools, as well as a one-day assessment and evaluation activity programme.

This programme represents a considerable investment on the part of BAE Systems Surface Ships Support. Ramsey Hall Group, together with SHL and Xchanging, is delighted to have been chosen to support the organisation in its continued focus on maintaining operational excellence.

# Looking to achieve significant cost savings over the next few months?

With the continued economic downturn comes renewed pressure to cut cost and achieve efficiencies. Many of our clients have gone down the lean/six sigma route, restructured (often several times) and implemented swinging budget cuts. So what now?

Since the beginning of last year Ramsey Hall has seen a significant rise in the number of clients who have engaged our multi discipline consulting team on business improvement and change projects to help address often long term and deep routed productivity and cost issues. The days of last in, first out and sending people on a course because of some vague suspicion of need are well and truly over.

Our approach is not just to make cuts for their own sake but to address fundamental productivity issues including business strategy, organisational & job redesign and leadership capability assessment & development. Take a recent example, a privately owned business with 100 employees had been struggling to cope with defence programme cuts and had made several people redundant and reduced its workforce by natural wastage. The directors were acutely aware that these cuts had not significantly improved performance or its costs and decided enough was

enough. As Ramsey Hall's Leadership & Organisational Associate Director Mike Cook recalled, *"the client's issues went beyond the need to make cuts, it needed to fundamentally change its operating model to survive"*. This included analysing existing people practices, assessing the executive team to identify learning & development needs using structured interviews and 360 degree feedback in addition to benchmarking the organisation against external success stories.

The findings of the assessments and analysis were presented to the client in the form of an organisational report and gap analysis, as well as individual feedback reports. As the client's Managing Director commented, *"Ramsey Hall is able to work with a broad range of individuals in a style that will not alienate any of them and is able to deliver results quickly"*. The results included low cost solutions such as Ramsey Hall designing new role profiles for the executive team and executive coaching for directors to help them develop leadership and strategic focus. We also facilitated strategy workshops which resulted in radical organisational redesign proposals which addressed people, cost and customer service issues.

## Is health & safety a compliance issue or a cultural imperative?

With the first conviction for corporate manslaughter under The Corporate Manslaughter & Corporate Homicide Act 2007 recently given, employers need to take a close look at whether they have a Safety, Health & Environmental (SHE) culture that promotes excellent behaviour or whether SHE compliance is demanded with people failing to 'buy in' to its importance. All too often employers train staff in SHE and enforce the rules using the threat of disciplinary action, when it is better and more likely to be followed if employees 'buy in' to a positive SHE best practice culture.

Consultants from Ramsey Hall have been working with organisations to design behavioural/human factors assessment & change programmes which can address whether staff are likely to behave in a safety conscious way. We can also identify behavioural change interventions when issues arise. Cost effective, yet revealing, our programmes have included implementing assessment processes which internal recruiters,

learning & development and SHE department professionals, can all use as part of learning & development and accident investigations.

We have also been engaged in change programmes which include diagnosing why SHE best practice is not embedded into client businesses and identifying practical and cost effective improvement activities such as recruitment process redesign and learning & development redesign.

The results: the clients concerned are focused on cultural change and not just compliance using a 'carrot and stick' with all the problems of getting staff to 'buy in'. This will go a long way in helping to encourage employees play their role in reducing accidents in the work place. An aim we all strive to achieve.

For more details contact Matthew Davis on 02380 236944.