

case study | CMA Recruitment

Background

Established in 1980, CMA Recruitment Group has offices in Southampton, Portsmouth, Bournemouth and Basingstoke and has built an enviable reputation and track record as the South's leading independent Accountancy & Finance, Executive, Practice and HR consultancy, with a diverse client portfolio covering Hampshire, Dorset, Wiltshire, Berkshire, Surrey and Sussex.

Operating through these four specialist divisions, CMA utilises a business partner methodology, which is both consultative and engaging, enabling the delivery of a unique recruitment service based on the values of integrity, professionalism and the desire to exceed expectations.



Client needs

“For our leadership team of strong personalities to start pulling together and working collaboratively as a team.”

The issue

Over the previous 24 months, there had been considerable changes at the top of the organisation. Chairman and Founder Peter Clarke had started the process of handing over the reins to a young and experienced Executive Board; his son, Nick, had joined the company at Board level having trained in the financial services sector with EY, Barclays Capital and the Blackstone Group; new appointments had been made to the wider leadership team.

Neil Phillips, Operations Director, met with Giles to describe the upheaval these changes had caused. Although motivation levels were high, it was felt that significant improvements could be made to how the wider leadership team worked together – greater participation at meetings, clearer outcomes, greater initiative and firmer, more obvious implementation of the company's growth plans.

The Solution

The Colour Works designed a 3-workshop leadership team development plan delivered over 4 months that would help them overcome their performance blockers and unleash their full potential.

Stage 1 - Personal Impact

A one-day workshop introducing the colourful Insights model of behaviours and their own, unique Discovery profile. Everyone's eyes were opened to how different we all are, how everyone contributes to the organisation's purpose but in a different way and how, in order to ensure we get the best from each other, we may have to adapt our style to better meet others' needs. By sharing critical personal information about strengths and weaknesses, communication preferences and motivation, everyone started to understand each other better and the process of building greater trust was initiated.

Stages 2 & 3 - Team Performance

All team members having completed the Team Performance Indicator, the resulting report exposed both areas of existing high performance and some potential blockers and de-motivators.

With the benefit of greater understanding and trust, plus the common language of colour, at the second workshop the team was able to speak honestly about some of their frustrations and identify practical solutions, responsibilities and timeframes.

By the time the team came together for the third workshop 2 months later, they already felt that significant improvements had been made to how they operated and this was evidenced by the results of the second TPI (see left).

Testimonial

“Giles led us expertly and seamlessly through the 3-day development programme – opening our thoughts up on Day 1 with the introduction to the colours and profiles, getting us to reflect on our own style and discuss how we interacted with each other; keeping our feet to the fire on Day 2 by reporting back on changes we'd made in the interim, then drilling down into our TPI responses and agreeing team actions in specific areas; and finally focusing our attention on Day 3 on a vision of where we want to be as a team and mapping out the way forward. We have grown massively both as individuals and as a team and are well-placed to outperform our own ambitious growth plans. We always seek to exceed our customers' expectations. The Colour Works exceeded ours!”
NEIL PHILLIPS, OPERATIONS DIRECTOR