

case study | Naim Audio



Background

Joining Naim as HR Director in 2011, Jill Nieuwoudt's focus lay on retaining the heritage of the advanced consumer electronics manufacturing business through an essential whole-organisation change process – aligning the new breed of Naim management with existing leadership whilst growing the business with a refreshed portfolio.

Personal Effectiveness

In a position to invest more into the development of management and leadership across the business, Jill brought in James in 2015 to deliver a Personal Effectiveness workshop for the Senior Leadership Team (SLT).

Exploring the Discovery model during the workshop enhanced self-awareness, enabling individuals to better understand others and therefore adapt communication and behavioural style accordingly, creating more productive and effective working relationships.

Some months after the success of the initial workshop, the Personal Effectiveness programme was run with the newly formed Senior Management Team. The purpose of this intervention was to create a cohesive platform for new and present team members to understand, communicate and know how to develop their relationships.

Client needs

“To ensure a positive and smooth transition through the change process”
“To develop management and leadership capability”
“To create a more cohesive and productive team unit”
“To generate open and honest conversations that will drive us forward”

Discovery Full Circle (DFC)

12 months after the initial workshop, Jill brought James back in to run a DFC workshop. DFC extends the understanding and perception of self to how others might see you through a 360 profile, providing a fresh and rich perspective into your personal approach, style and impact.

It was a critical time for the Leadership and Executive teams. Using DFC as a vehicle for giving and receiving feedback, managing conflict, and challenging perceptions made room for open and honest conversations, enabling them to work through their issues.

Since bringing in The Colour Works **“the team have genuinely built on the colour programme – it has cascaded from the top of the business right down the shop floor”.**

Jim Totczyk, Operations Director, Naim Audio

“It’s something that will take you on more of a journey than you first realise. The outcome has been brilliant. We’ve jelled as a team, we’re very open about our weaknesses.”

Jess Sharp, HR Executive, Naim Audio

“The whole experience for me is so much more than the actual day. You have to look at the day as an investment for the future.”

Jill Nieuwoudt, HR Director, Naim Audio

“It brings unity to the business, a level of understanding and empathy from top to bottom and bottom to top. People know how to approach and get the best out of each other.”

Jim Totczyk, Operations Director

The Results

The organisational impact was immediate. Any cynicism around HR dissipated as the Senior Leaders took what they'd learnt to their teams so that they too could understand more fully how and why they interact as they do on a daily basis.

Naim now use their Discovery profiles during meetings and find that they are more fluid and productive; using the colour energies to identify who they are as individuals and how they can support each other has proven to be indispensable.

The Colour Works has helped shape communication within the workplace having given them a simple, positive language to use, and there is a real understanding of different behavioural preferences and the implications of this both within the company and externally with clients.

There's been a tangible increase in understanding and acceptance which has enabled greater productivity, forgiveness and positivity.



Embedding the Learning

As a close knit team who work in an open office environment, the learning support materials have proven crucial as a constant reminder of the differences and the need to adapt to those who aren't like you.

The agreed ongoing solution continues with a facilitated event, bringing together members of the SMT and MT to deepen relationships, manage expectations between the two tiers and establish an interconnected way of working that will demonstrate consistency to the rest of the organisation through role modelling the behaviours that are expected.

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