



***Applying the collective expertise of **Spring Board**\* to a newly formed Board of Directors helped create a highly effective team to lead a £50m company and propel the business forward towards its ambitious growth potential.***

## **Background**

Bladeroom Group designs, makes and installs complex modular construction projects worldwide.

The challenge for the organisation was to realise the growth potential of the day-to-day business alongside extensive strategic plans for the organisation in the USA. The Directors of the Holdings Board were keen to focus on global strategic issues, the defence of IP, alliances and potential future structural changes for the growing company. They wanted to hand over the operational and financial aspects of the running the business to a team of six newly created directors who would become shareholder directors of the Company Board. The key areas of focus for the new Board were:

1. Delivering the profitability targets of current and future projects
2. Ensuring overall P&L profitability and positive cash flow generation
3. Planning for, and providing, future growth both in the UK and overseas markets
4. Developing the product and associated processes to increase sales and drive operational efficiency
5. Make recommendations for investments in capital expenditure to increase productivity

## **Challenge **Spring Board**\***

Our mission was to bring the new board together and help them work effectively as individuals as well as a high performing team. The new directors had not worked as a group before with this level of responsibility. They needed to understand themselves and each other much better and to work quickly on the characteristics that could make them successful as a board. The priority was to focus on working *on* the business instead of *in* it.

They also had challenges with being able to delegate effectively, make decisions as a team and how to develop a proper sense of ownership for the business and its future direction. The new board needed to be able to understand their strengths and weaknesses as a group and to be able to identify what needed working on individually and as a team as they took over the business.

Plus, the relatively new and inexperienced sales team needed learn how to present successfully to prospective customers and build up their presentation skills.

## **Team **Spring Board**\***

The issues required the expertise of:

Steve Lobley *Spring* – Leadership Development; Management of Change; Board Facilitation; Emotional Intelligence Analysis

Corine Hines *Converse Coaching* – Myers Briggs Analysis; Coaching

Ann Sherrington *Enabling Selling* – Sales Development Training; Communicating Sales Messages

Geraldine McCullagh *Coaching & Facilitation* – Presence and Confidence Coaching

## Our work together

**Steve** delivered workshops on Strategy Development; Management of Change; The Process of Delegation, Situational Leadership; and attended the Board Meetings to give feedback on group dynamics and their decision-making. He also supported two key members of the Board with One to One mentoring and analysis of their Emotional Intelligence as it applied to their specific leadership challenges.

**Corine** delivered a programme of Leadership Coaching to the Board members to help them work through their challenges, apply the learning from the workshops and successfully transition into their new roles. As part of the process she used Myers Briggs profiling which enabled them to understand how their personality preferences impact on the way they operate individually and within teams.

**Geraldine** provided a specific set of support for two members of the team who needed help with their personal presence and gravitas as well as their presentation and communication skills – they needed help to develop into more senior ‘looking’ and ‘acting’ directors. She also worked with two senior directors on how they might present themselves in high level negotiations as board directors representing the company.

In parallel, **Ann** worked closely with these two senior members enabling them to become comfortable and confident when promoting the business and its activities to key stake holders and contacts. She also provided sales training to the sales team focusing on improving their presentation skills and confidence through a combination of group workshops, one to coaching, videoing and feedback.

## Feedback

### **Jonathan Brindley, General Manager, BladeRoom Group**

*Going from only having to manage my own time and day-to-day activities in a key account sales role to being responsible for the entire business as General Manager there was a steep learning curve I had to go through and continue to develop with Steve's help. Not only did it require me to change my day-to-day activities, but I also had to consider how my interactions with the rest of the business and team needed to change, how to use my personality strengths to my advantage but also focus on improving my weaknesses, become a leader figure both within the business and externally, and completely change and widen the things I pay attention to on a day-to-day basis to include both a longer-term strategic outlook across the whole business as well as the detail of daily operational activities.*

*I have worked very closely with Steve over the last 18-months in this role with him mentoring, advising, coaching and training me to cover all the above. I think it would have been a lot harder, if not impossible without his help.*

### **Andy Godden, Finance Director, BladeRoom Group**

*Steve has worked with a group of newly-appointed directors, assisting with strategic development as well as their effectiveness both in working as a team and individually.*

*In addition to this, senior directors have worked with Steve, Ann Sherrington and Geraldine McCullough. Ann has provided coaching on presentation techniques – whilst the traditional audience is sales, Ann has tailored this where necessary to the different types of situation and audience that Board directors might be exposed to and where effective presentation technique is essential.*

*The coaching provided by Geraldine related to presence, confidence and gravitas and complimented well the sessions provided by Ann. These have helped build self-confidence and, emphasized several preparatory techniques that we have been able to put into practice.*

*Both Ann and Geraldine's sessions have enabled the recipients to approach presentations, key meetings and networking events with increased confidence, both through better preparation beforehand and also modified behaviour during these events.*

*\* The Spring Board is a small collaborative group of coaches, mentors and trainers who work together for the benefit of their clients. We meet regularly, exchange ideas and help each other with problems, find new resources and contacts for each other – all aimed at ensuring that our individual clients get the very best service possible when they work with us. For more information:*

*<http://www.springbusinessmanagement.co.uk/spring-board/>*