



LEADING EDGE

Create Partnerships. Develop People. Deliver Results

working with



Building on Success with the UK's largest automotive manufacturing business

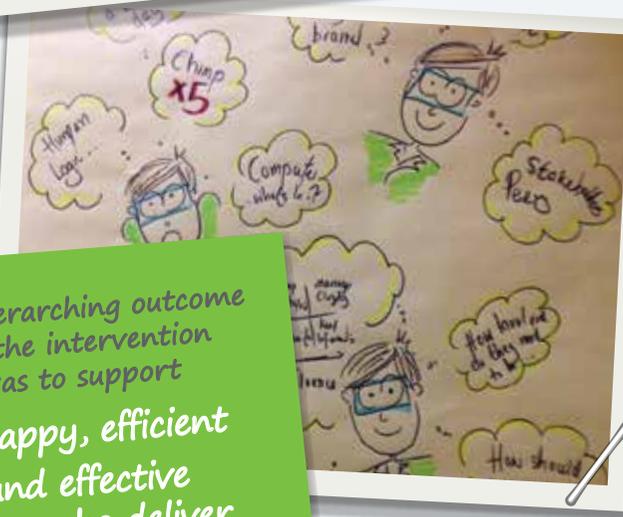
Jaguar Land Rover is the iconic British car brand which; under the ownership of Tata Motors Limited; has ambitious plans for global growth. At the heart of the UK based business, the Cost Engineering team has been identified as critical to providing JLR with competitive advantage necessary to support achievement of these plans.

The team grew throughout 2014 from 10 to a team of 30 – and in many ways became 'victims of their own successes'. Increased demands for support throughout the business meant consistency was under threat, and whilst team members were proud and motivated by their success, many felt their work life balance was suffering, and raised concerns around maintaining wellbeing.



Leading Edge's approach to aiding that step up was grounded in the following principles

- a culture of growth (rather than fixed) mindset
- increased awareness of others perspective builds a platform for influence
- by enhancing personal ability to present, individuals can deliver impactful messages



The overarching outcome for the intervention was to support

“ A happy, efficient and effective team who deliver business results ”

In July 2014, Kevin Maher, Director of Cost Engineering, approached Leading Edge for support for the team to

- maintain great stakeholder relationships
- influence strategically in a culture of growth
- rebalance for wellbeing and build resilience

Kevin Says

- I wanted to create very dynamic, astute and quick moving leadership behaviour skills development in a period of transformation more akin to retail than traditional manufacturing
- the Leadership team needed to increase their influential skills and stakeholder awareness in promoting lower cost and supporting the business better – this needed professional bespoke support.
- I knew Leading Edge would design and deliver personable and enjoyable training

What did Leading Edge design and deliver for the Cost Engineering team?

Following an initial investment in 2014, focused on personal presentation skills, we created “**Building on Success**” – a programme of four interventions for the whole team, with additional personalised support for identified individuals.

Commencing on 19th October 2015, the programmes schedule runs until 23rd February 2016, supporting 34 delegates in total.

- **Event 1** – an evening launch of the programme, to paint the vision and the shape of the programme, including a Team Activity – the Pit Stop Challenge
- **Building on Success Workshop 1 (2 days)** – “It’s all about me.....” , “and Us”
- **Building on Success Workshop 2 (2 days)** – “Influencing and Leadership”
- **Building on Success Workshop 3 (2 days)** – “The Art of Resilience & Achieving”

Insights Discovery was also accessed as a tool to raise self-awareness, and awareness of the preferences of others.

Senior team members received individual coaching opportunities, and an additional workshop on Power Presentation Skills.

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How did we create this impact?

Great solutions start with great relationships

Partnership is key to our success at Leading Edge. Working with the Kevin directly enabled us to identify the different formats needed to support their ambitious growth plans, and the appropriate levels of intervention and cascade to ensure the whole business 'bought' the plan. This understanding provides the crucial foundation for developing a sustainable, effective, transformational solution.

Creative solutions which work

We worked with Kevin to create a bespoke programme, tailored to the shift in behaviour, skills and attitudes that the team needed to undertake. We wanted the programme to have impact from the start, so worked alongside our partners at M&MR to integrate the PitStop Challenge into the programme as a launch event

Being able to dance takes more than just learning the steps:

At the core of the programme was the need to tackle live business issues and concerns, while raising the bar on the individual and team credibility and competence in the business. This 'facing-in' to challenges throughout the workshop means that conflict that surfaced real-time was facilitated in the learning environment, using Insights Discovery as a tool to recognise preference differences, and create sustainable resolution.

You don't win a match by staring at the scoreboard:

Great business performance was already in evidence, which allowed the team to choose to invest in their development at the pivotal time – enabling them to clarify their future vision while glancing, rather than staring, at the scoreboard (the results).

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What's been the impact so far?

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“We've seen an immediate impact as a result of the programme – from our own perspectives and from the wider business. There's less silo working, and a sense of alignment to a clear vision and purpose for the team”

Kevin Maher,
Director of Cost Engineering,
Jaguar Land Rover

“The first workshop enabled us to take time out to focus on our remit as a group and agree a clear communicable description of what we do.”
A delegate on Workshop 1

“The Goldfish Bowl activity gave us a real opportunity to discuss how we can affect real business challenges.”
A delegate on Workshop 2