



Case Study: EDME (Manufacturing) Strategy Development

3 Day Intervention for the Senior Management Team

The challenge

Since being established in 1884, EDME has grown from a small family business into a larger specialist manufacturer distributing its food ingredients mainly across the UK and Europe. Operating within a highly competitive market, the senior management team required the tools and techniques to put their cutting edge ideas into place whilst maintaining the company's traditional values.

To do this, they needed to assess the current climate and clarify the future direction of the company, develop a case for a strategic business development plan for the board and enhance team and leadership skills to manage future changes and staff performance towards these goals.

The solution

The People Development Team designed with EDME a three day intervention for the senior management team delivered over a three week period. The first day examined the internal and external environment from which goals, aspirations and key milestones were developed. These then formed the basis of a strategic action plan. The second day focused on the skills, qualities and attributes required of the team to effectively manage staff performance and overcome challenges.

The senior management team then went back into the workplace for a fortnight where they could explore and test the techniques learnt and aspirations set. When the senior team came together for the third day, there was a stronger focus placed on the organisation's culture and the impact and psychology of change. They were empowered through a greater understanding of how to drive a culture which demonstrates their values and beliefs in order to support future organisational development. By the end of the intervention, they felt confident in the steps they needed to take to support and manage change effectively.

Results to date

The senior management team immediately gained a greater clarity of the purpose and direction of the organisation. They identified the organisations capacity to deliver objectives, its areas for development and the environmental challenges and opportunities that lay ahead. The behaviours and leadership skills demonstrated by the managers have developed, enabling them to work more effectively as a team.

Action plans that were developed during the intervention have been progressed to form an organisational development plan which will be presented to the board. From here, more outcomes are expected.