

## Architecture of Leadership and Management

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Our client was an autonomous medium sized manufacturing business which was part of a larger group. External assessment had confirmed that the organisation had many strengths but it had a disjointed and inconsistent approach to leadership and management which was holding the business back.

We initially worked with the senior team using Fathom's Architecture of Leadership and Management (figure 1) to help them to accurately assess the situation. This allowed them to establish a clear view of the issues and develop an action plan for how these need to be addressed.



Figure 1



The organisation had a strategic ambition to achieve national dominance in the market but it was clear that staff within the business did not relate in any way to this ambition. Also, whilst the prevailing culture was fairly empowering and positive there were some parts of the business where managers were driving performance in ways which were

## Case study

autocratic, controlling and in some cases verging on bullying.

We worked with the senior team using the architecture as a framework to review the existing organisational structure. This led to the strengthening of the strategic aim and a communication strategy was developed and successfully rolled out to ensure that all staff understood the part they needed to play in achieving that ambition.

Once this was done we facilitated 2 events with the senior team to establish exactly what the business required of its leaders and managers at all levels. This was because whilst each manager had a job description which focused on their operational role they did not have any guidance on the behaviours required of them. This had led to the wide ranging and in some cases inappropriate approaches and behaviours being demonstrated.



## Case study

As part of a larger group the business had access to good recruitment, performance management and learning and development approaches. It was therefore relatively easy to work with the HR department to link these holistically to the newly established leadership and management requirements. We then created and delivered a highly successful management development programme across the business to embed these new requirements and give managers the tools and confidence to apply them.

As a result the business now has leaders and managers who consistently deliver good performance in line with a culture which is positive and empowering. Staff at all levels are far more engaged with the ambitions of the business and the part they play within this.

