



ORGANISATIONAL DEVELOPMENT
Executive and Business Coaching
Leadership Development
Change Management

*It is not always
the strongest who
survive, nor the
most intelligent,
but those who
adapt and change
the most.*

– Charles Darwin

Introduction

'There is nothing permanent except change.'

Heraclitus, Greek philosopher

That man knew what he was talking about.

Change is one of the few givens in life. It's no good pretending things are not going to change because if they haven't already, they're probably just about to.

To paraphrase somewhat: 'Some are born to change; others have change thrust upon them', and as an owner or manager of a company, you have to deal with the challenge of both.

You may have a vision of your company which can only be achieved through change; or you may face sudden changes in competition, market or customers which just have to be met head on.

To meet any of these challenges, you have to sell the idea of change to your staff, your teams, and your managers.

Organisational Development is a strategy for coping with change.

It deals with change over the medium to long term; that is, change which needs to be sustained over a significant period of time.

Can you say, hand on heart, that your people and your teams are all getting the best results possible for your organisation?

If the answer is 'No', 'Maybe not', or 'I should be so lucky', some of them probably have issues with some of the following:

- company culture
- unclear visions, aims and objectives
- poor communication
- inappropriate leadership styles – theirs and others
- lack of delegation
- fear of change

You may have a clear vision of where you want your company to go; but if the people who can help you achieve that vision have issues like these, it can lead to weak morale, low productivity, reduced quality and ultimately, poor results.

And where will that leave your vision?

Organisational Development

- integrates individuals' needs with the aims and vision of the organisation, and thus
- enhances the effectiveness with which an organisation responds to and benefits from change.

J Mann Associates Ltd. can help your company meet the challenge of change head on.

<i>Criteria for effective change management</i>	<i>Work with J Mann Associates Ltd. on</i>
Effective leadership	Leadership Development
Appropriate and timely training;	Change Management – workshops, in-house training courses, and coaching
• Change Management skills	
• Leadership coaching	Leadership Development – workshops and in-house training courses
• Project and programme management skills	
Two-way communication with employees and their active involvement	Coaching – one-on-one
Linked change agendas within an organisation	Organisational Development

Coaching

Coaching is about enhancing individual learning and development while achieving agreed business goals.

It used to be seen as being only for people who were underperforming, or whose work or behaviour was unsatisfactory. But if we just try to develop our weak areas and ignore the good, we'll simply become average. If we can improve the weak areas as well as develop the good, we can become excellent.

'If we did the things we are capable of doing, we would literally astound ourselves'.
Thomas A. Edison

To achieve your vision, you know some things have to change – but what? And even if you know what, you've still got to work out how, when and who.

You already know the answers; you just might not know you know them. And when you reach a certain position in business, it can be difficult sometimes to talk to peers or staff, and you don't want to take it home to the family.

Coaching can help you find those answers so you can decide which way you want to go, especially if you want to:

- focus on improving performance
- develop new skills for a change in role
- develop a more strategic perspective
- improve interpersonal skills
- develop conflict management skills
- support culture change
- improve management style
- enhance staff motivation
- increase personal development

Think about your own skills:
Communication

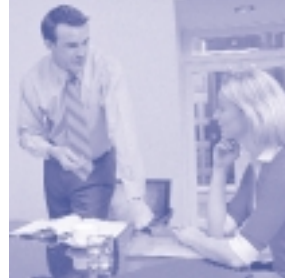
Does everyone else know what your vision is? Have you told them what you want? Have you told them what's expected? Or are they telepathic?

Delegation

A leader needs good strong people and needs to let them run the business. You cannot do everything in a growing business.

Self-awareness

Do you realise the impact you have on other people? Are you assertive – or aggressive? Forceful – or patronising? Able to listen – or not? Perhaps you can “talk to anyone”; but can you LISTEN?



J Mann Associates Ltd. specialises in Coaching owners wanting to focus on business issues, and managers wanting to focus on management development issues. These can include vision and strategy, delegation, time management, confidence building, and listening skills.

Coaching by line managers

- Used by 88% of respondents
- 74% expect this to increase
- 83% deemed it effective/very effective

Coaching by external practitioners

- Used by 64% of respondents
- 36% expect this to increase
- 92% deem it effective/very effective

source: CIPD Training and Development 2005'

'Jacqui Mann asks really good questions, and that was one of the main reasons I decided to work with JMA. Good questions provide the real value of Coaching because it's not directive or prescriptive; it's about working through a process and helping people to find their own answers.'
Hugh Davies,
MD Hugh Davies & Co

Leadership Development

Leadership development in the UK is usually about management development - and they're not the same thing at all.

'Management is efficiency in climbing the ladder of success; leadership determines whether the ladder is leaning against the right wall.'

Stephen R. Covey, author "The 7 habits of Highly Effective People"

Not all managers are leaders; and not all leaders are managers.

Leaders have a strong vision of where they want their organisation to go. Without that vision, a company is working in the dark.

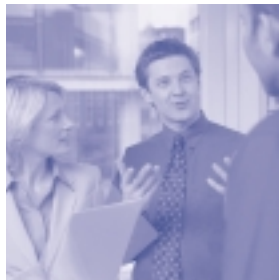
But no matter how powerful that vision, no matter how strong that leader, he or she can't do much alone. Little can be achieved without the support, buy-in and belief of the organisation's people.

Do you sometimes feel there is a step change somewhere out there, which would take you from being just a leader to being an inspiring, visionary leader?

That step change is about becoming a transformational leader. Transformational Leadership was what President Eisenhower meant when he said: *"Leadership is the art of getting someone else to do something you want done because he wants to do it."*

In other words, transformational leaders bring people with them to achieve their vision. Transformational Leadership is all about people, and gets better results because people are taken into consideration. No matter what your style of leadership, you can't do anything without your people. But if you have them on your side, you can achieve absolutely anything.

'A leader is best when people barely know he exists. When his work is done, his aim is fulfilled. They will say - we did this ourselves'
Lao Tse, Chinese philosopher



If you are a business owner, a senior manager, or anyone who manages people, J Mann Associates Ltd. can help you:

- find / define / refine your vision
- identify your current leadership style and how appropriate it is to what you want to do
- raise your self awareness in how your leadership style impacts others
- discover how to get people to follow you, heart and soul.

• **98%** of respondents: "Well-designed leadership development activities can have a positive impact on the organisation's bottom line."

• **91%**: "There is a direct link between investment in leadership development and business performance."

• **65%**: "There is a current shortage of highly effective leaders in UK organisations."

source CIPD Training and Development Survey 2005

Change Management

Research indicates that organisations are undergoing major change approximately once every three years, whilst smaller changes are occurring almost continually.

There are no signs that this pace of change will slow down.

Lots of things cause organisational change, including:

- challenges of growth, especially global markets
- changes in strategy
- technological changes
- competitive pressures
- customer pressure
- the need to learn new organisational behaviour and skills
- mergers and acquisitions, leading to cultural change
- government legislation/ initiatives.
- the results of business and executive coaching
- leadership style and vision

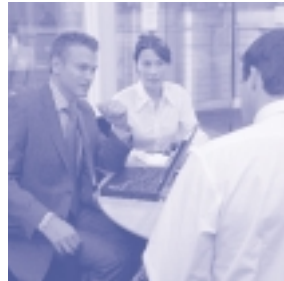
'We must be the change we wish to see'
Mahatma Gandhi

Managing change successfully is a tough challenge for any business. Done badly, it can lead to utter disaster - loss of market position, removal of senior management, loss of stakeholder credibility, loss of key employees.

The trouble is, evidence suggests that most change initiatives fail. For example, recent CIPD research suggested that **fewer than 60% of re-organisations met their stated objectives** which are usually about bottom line improvement. And this is a pretty consistent picture.

But when change is handled well, the results can be increased optimism and business growth. This happens when managers have introduced and managed change to meet organisational objectives, and have done so by gaining the commitment of their people, both during and after implementation.

Tell me and I'll forget, show me and I may remember, involve me and I'll understand
Chinese Proverb



An effective manager of change

anticipates the need for change

as opposed to reacting after the event to the emergency

diagnoses the nature of the change that is required and carefully considers a number of alternatives that might improve organisational functioning

as opposed to taking the fastest way to escape the problem

manages the change process over a period of time so that it is effective and accepted

as opposed to lurching from crisis to crisis.

JMA can help you fly in the face of that 60% trend and become a highly-effective manager of change.

Why use us

While JMA is an Organisational Consultancy, our way of working does not fit what you might feel is the usual definition of consultant. You know the one – ‘lend me your watch and I’ll tell you the time – and I’ll charge you an arm and a leg for your trouble.’

We will work with you to find out what it is that you want for the business, and to find the best ways of achieving it.

At an initial meeting we expect you to do the talking so that we can learn about your aims and objectives; when we both know what it is you really want to do, we’ll work together to find the solution and then implement it.

(And not do the usual trick of consultants, which is to leave you with a report a foot thick and expect you to just get on with what they’ve recommended).

Matrix IT Solutions

The approach that J Mann Associates took to the business consultancy they provided was both pragmatic and very appropriate to our circumstance. They helped us develop solutions which were practical and made a real difference in a very short space of time.
John Cronin Director

JMA will help you achieve your aims by putting into place the skills needed for success, and by working with you towards your own clearly-defined goals.

We won’t tell you how to solve your problems, but we will help you find your own solutions.

We will also work towards the time when you no longer need us, putting into place the structures, processes and skills that will ensure ongoing success.

And as a bonus, JMA can also provide advice on HR issues such as the legality of planned actions, performance management and how to manage redundancy, as well as recruitment and training.

‘If you always do what you have always done, you will always get what you always got’.
Ralph W. Emerson
American essayist and poet



*Jacqui Mann, Managing Director
J Mann Associates Ltd.*

An initial meeting will take no more than **87 minutes** of your time to

- talk about your business
- take a look at your issues
- get an idea of how JMA might help you find the right solutions



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