

Senior Leadership Team Dynamics & Vision Alignment: Kier Services' Recipe for Success following an Acquisition

The Situation

The Executive MD of Kier Services had ambitious growth plans following an acquisition. He was keen on maintaining strong business performance through high team effectiveness and wanted three things: honesty, openness, and trust. This was especially important during the integration phase. He knew he needed strong team alignment and support to effectively tackle key business challenges, which included refining the division's purpose and strategy to reach their growth target.

"The high quality interventions by Connectwell were critical in enabling us to meet our half year targets, not just in growth but across the scorecard. Given the huge amount of change in the organisation this was a spectacular achievement."

Vikki Hawes, HR Director

Our Solution: Start from the Inside Out by Building a High Performing Team

- Scoping & Design:** We worked closely with the MD and HR Director to define the key team development priorities for the year. We then designed a series of workshops that focused on a) Becoming a High Performing Team, and b) Action-Centred Leadership. The focus was a blend of development topics and activities grounded in the realities of the business context. The priority was initially placed on getting the group dynamics right through implementing our High Performing Team principles in order for the group to effectively and collectively tackle business problems.
- Delivery:** We delivered 4 full-day sessions over the course of 6 months to build the team's foundations, followed by collaborative working for improving integration, and purpose and vision alignment to reach their targets.

The Results: Impact & Value Add

- ✓ Stronger quality relationships amongst the Senior Leadership Team as a result of greater trust, openness in communication, and alignment, having a direct impact on their effectiveness in tackling key business challenges.
- ✓ Strengthened leadership capability as a result of higher self-awareness and improved ability to adapt.
- ✓ Detailed action-plan ready for implementation which focused on people and processes within the business.
- ✓ In September 2015, 9 months following our work, Kier's preliminary results for 2015 showed a revenue of £3.4bn, up 14%, reflecting strong organic growth in all divisions. The Services division, in particular, achieved outstanding results:
 - ✓ Revenue growth of 13%, stable margin of 4.7%, 90% of work secured for 2016, and successfully securing two major contracts.
 - ✓ Another acquisition of Mouchel, which is on track to deliver £4m in 2016, making Kier the sector leader in the UK highways management and maintenance.

Coaching



Vision & Strategy



Leadership Development



Did you know that team members who trust each other are more likely to share and acquire knowledge, and communicate openly and effectively? ([John D. Politis, 2003](#))