

Fast growing, new start – organisational pressure case study

Background:

The company was in the biotechnology sector, fast growing in terms of number of people it was taking on, the demands of investors and wish to get products to market quickly. Although there was a positive and excited air around the business, there were signs of problems with morale and the management team were struggling in many respects.

Symptoms:

More projects being delayed or missing deadlines.
Absence increasing, both short and long-term.
Top management team not providing leadership.
Managers were doing too much of the work and putting in long hours.
Lack of delegation – increase in people looking to leave company.

Causes:

Lack of good management and leadership from the top.
Too much change happening too fast – no time of consolidation.
Rapid promotion of people was resulting in too many trying to manage or supervise without the appropriate skills.

Actions:

Developed and delivered a “Managing Pressure in Changing Times” workshop for top managers and then next level.
Follow-up coaching and support with their action plans.
Introduced some fundamental management skills training.
Encouraged better planning and control techniques from top down.
Company allowed visiting “at your desk” massage to come weekly, plus organised corporate membership of a local gym for all staff.

Results:

Absence rates dropped 15%
Long hours culture shifted with more managers getting people to leave on time, or closer to it.
Staff satisfaction survey showed improvement in morale, attitude towards company and management, better work-life balance
More projects were meeting mileposts and deadlines (35% improvement.)