

Empowering frontline managers 3GHR Case Study | ASICS

How ASICS empowers frontline managers through their management development journey

Making the Leadership Team More Effective

ASICS is a globally recognised sports brand. Undisputedly the leading running shoe brand for enthusiasts and professional athletes alike, their mission is to become the number one brand for sports enthusiasts.



Melinda Brooks-Bray, HR Director for ASICS EMEA, explains, *"to achieve this mission, we need our management team at all levels and across all functions to be working together as effectively as possible."*

ASICS have three levels of leadership and management development:

- Top leadership group - the management team running the EMEA organisation
- Senior management level - more seasoned operational managers
- Frontline managers – this is first time they have managed people

Supporting New Managers was a Priority

ASICS wanted to coach their first line managers through their transition to management. They chose to work with 3GHR using the Circle™ programme. Melinda explains, *"each new manager works with a coach over a 5-6 month period and that coach gives them initial feedback. They can talk openly about their current management journey. They also attend training modules, where they typically meet for two days at a time with the coach/trainer."*

"We were looking for a development solution that would bring together different aspects of learning and be highly practical. The programme we co-developed with 3GHR combines coaching, face-to-face workshops, practice with professional actors and theory. By working over a 5-6 month period, it has strengthened networks across our business and is adding value by strengthening relationships where previously we observed silos and distance. It has become our core foundation programme for new managers."



3GHR

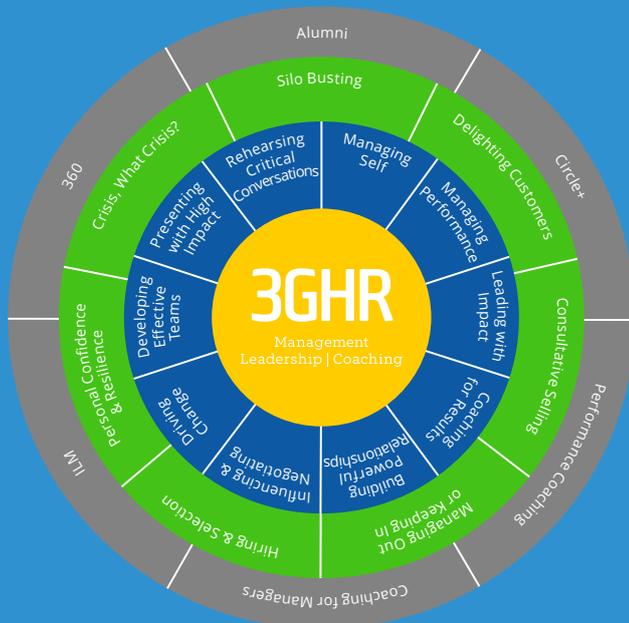
Management
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The 3GHR Circle™ Framework

Circle™ is a comprehensive suite of practical 'hands on' one day modules. Participants receive a learning framework that empowers them to make real and important choices that directly impact their performance in the workplace. This framework allows us to quickly and cost-effectively develop fully customised programmes for all our clients.



NEW Espresso Modules. In 2018, 3GHR have made many modules available as intensive 2-hour Espresso modules, which we can deliver virtually or face-to-face.

Top Tier Management Requires a More Bespoke Approach

Melinda explained that the requirements for top level management are different. *“For the very senior management it’s more concentrated on how we are running the business together and dependent on whether we need to address behavioural issues or how we collaborate as a top team.”*

For this, ASICS approach their needs based on the requirement at the time and they will comfortably use any of 3GHR’s trainers for specific needs and coaching. *“I had a recent programme which I left to Scott to design. We had a few key objectives within our HR business partnering programme and I knew there were going to be some delicate issues. I hadn’t had a lot of time to brief Scott in advance. I felt very confident that he really understands our business and he would deal with them in a way that was constructive, but also support the people that were being trained, without causing any longer term problems.”*

The 3GHR Approach:

“It’s a very collaborative process. One of the things I love about 3GHR is that you brainstorm and co-create the best design for your organisation.”

Melinda Brooks-Bray, ASICS

Melinda describes working with 3GHR as having an extension to the team. This has changed managers’ performance: *“I think what it has done very well for us is to open people’s minds up to what good practices are. It has given the management teams a chance to experiment and see where their own abilities are and understand and find out what they know and what they don’t know. This creates a fantastic platform for further development.”*

Where we see the real shift is in the collaboration that’s happening across the business, between different departments and across different countries there’s a much closer bond.”

One of the big benefits has been opening up the connections between different parts of the organisation.



Could 3GHR’s tailored learning help your business? Contact us to request a free chemistry session.

Let’s start a conversation.



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