



Building a Strong Team of Leaders 3GHR Case Study | TalkTalk Technology

How TalkTalk Technology transformed the effectiveness of its senior management team and developed the next generation of managers for the future



For Jason Boyle, HR Director at TalkTalk Technology, the management objective was a simple one: to strengthen the senior team so they were operating at their optimum level.

"We're not a standard plc at all," explained Jason, "if you think who we are, we have to be different in almost every way. We're the UK's 4th largest telecoms provider and that means our role is very much to disrupt the market, to challenge the status quo, to shake things up, to drive competition and deliver value. So our culture mirrors this. We tend to be fast changing, flexible and innovative. I was worried that if a training organisation didn't get that and didn't understand how we operate there was no way they could be successful."

Making the Leadership Team More Effective

Yet it was crucial that TalkTalk's management training programme was a success. *"The 800 or so people I manage form the technology side of the business. We provide the IT systems and network that underpin everything that TalkTalk provides. Without us, there's no product, no service. These are key personnel, important people and that means the senior management team must lead them in an effective way."*

"At the same time, I wanted to engage our next generation of leaders, whatever level they were currently working at", explained Jason. "I wanted them to feel they could contribute and be involved. Getting today's management team operating at optimum level was just the start. Preparing the next tier of managers to shape the future was vital too."

This was a complex project, and its success was driven by a combination of factors. Jason agrees that the 3GHR approach made a significant contribution. The two companies have now been working together for several years. *"3GHR made the big difference because they made the effort to understand us right from the start. They didn't try to just roll out all the standard stuff any consultancy might use on any company. They were flexible and they adapted to us. And because they understood us, the trust was there to enable us to be honest together. They could challenge us, and we'd listen because we knew they understood us, our business and the challenges we faced. They could make 'on the spot' honest interventions that really made us look at ourselves. They helped us see how we could organise ourselves better, communicate and collaborate better."*

The TalkTalk Challenge

- To support our senior leaders to excel
- To help us deliver strategy more effectively
- To engage our next generation of managers
- To address team dynamics and how we collaborate

We Mean it When we say 'Don't Impose, Empower'

From the 3GHR perspective, this highly customised approach to management training is an essential belief.

Scott Chambers explains, *"An important brand pillar of ours is 'don't impose, empower'. It means we get people to change how they behave at work and so improve business performance by understanding them and helping them so they want to change. It's a very different approach to simply popping up and telling them they need to change now."*

"With TalkTalk we could see a lot of the issues revolved around team dynamics and how the senior managers worked together and engaged with the next layer of managers."



The 3GHR Approach

Changing behaviour and improving business performance needs to start by understanding individuals and what makes them tick. You have to empower them to want to change. Trying to impose some top down standard training won't work. Changing behaviour starts with changing minds

Scott Chambers



The Role of Coaching

Teams are made up of individuals, they are not just an organisational arrangement. So as well as supporting the leaders with management training, each participant benefited from customised coaching around their role. This focused on more effective ways of working together, based on insight into each other's beliefs and behaviours, and how this related to delivering strategy.

Jason Boyle explains, *"In particular we concentrated on closing the gap between the senior level and lower tiers of managers. This is now being extremely successful as everyone begins to feel they can contribute and collaborate. This camaraderie makes for a very strong team."*

"It's that which builds business success and shapes an equally successful future", confirms 3GHR's Scott Chambers.

"Or, as we say at 3GHR: 'Empowered people make a more powerful business'."

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

Let's start a conversation.



3GHR

Management
Leadership | Coaching

www.3ghr.com | +44 344 5432 121 | enquiries@3ghr.com

3GHR Ltd., 10 Diddenham Court, Bloomfieldhatch Lane, Reading, RG7 1JQ. Company No. 04161921 © 2018 3GHR Ltd.