

## |CASE STUDY: Stahl



### Management Development Programme

Stahl is a global leader in fine chemicals for leather and performance coatings, serving the automotive, fashion and furniture markets. Their global status means their customers enjoy continuity of supply and service around the world. As well as the benefits of an international provider, customers also receive local support from 11 manufacturing sites, and 38 strategically located technical laboratories.

## |THE CHALLENGE

Stahl is **extraordinarily ambitious** and totally focused. It's as a result of this ambition and focus that they first entered into discussions with One Performance. The Stahl leadership team were acutely aware that their future growth strategies would present new and significant demands on their senior managers. Their concern was that these objectives would be constrained by gaps in **leadership skills** and behaviour. They knew they needed to make transformations to the management and subsequent performance of their staff to achieve their goals. For the transformation to be effective, Stahl had to engage their staff in the changes, and radically enhance the capability of their **pipeline of strategic leaders** and managers.

There were some additional challenges that any management development would have to overcome; operational issues would not allow all **50 senior managers** to attend sessions at the same time. Managers would also be travelling from around the globe; from Europe, the Americas, Asia and the Middle East, bringing with them a diverse set of cultural values and business customs. Finally, Stahl were very clear that the developmental inputs should be highly practical, topical and available for immediate use and deployment within each region. Practical application was much more important than clever theory.

## |THE SOLUTION

Drawing on more than **20 years experience** in senior team development, One Performance designed a programme tailored to support Stahl's ambitious growth plans, and transform the way they manage the performance of their people.

The programme consisted of three modules, deployed three times over a period of 18 months. Each module was of three and a half days' duration. This ensured enough time to allow delegates to disengage from the 'day-to-day' and to gain focus and engagement with the content, whilst not impacting too heavily on operational imperatives.

The programme content addressed the **specific needs** of Stahl's managers, identified by a series of online 360° feedback and personality profiling tools. The delivery style ensured very high levels of debate and practical application. The pace of the learning allowed individuals to digest new ideas, refresh their established thinking and then plan the **personal changes** required.

During each and every session, emphasis was placed on beneficial action and **behavioural changes** to be taken back to the workplace.

## |THE OUTCOME

Since delivery of the programme the Stahl Group strategy for growth has seen the organisation literally **double in size**. The Stahl Management Development Programme helped make this possible.

Because of this growth the managers of the business and its functions have needed to grow too, and with visibly enhanced capabilities, many have been selected to perform in new leadership roles with increased responsibilities. This internal leadership pipeline has reduced the need to **recruit externally**, saving considerable time and resource.

However, Stahl will not rest on their laurels and remain spectacularly ambitious; they have now re-commissioned One Performance to deliver further development programmes. After all, Stahl know exactly how to get the **leadership capabilities** that they will need for their future strategic moves!