

Harris Lacey and Swain

CONSILIUM

MANAGEMENT CONSULTANCY



A CASE STUDY IN THE TRANSITION FROM STRUGGLING TO THRIVING

'I FEEL MORE ENERGETIC, PERFORMANCE DRIVEN AND IN MYSELF, I HAVE THIS BIG SMILE AND CONFIDENCE TO SAY, I'M GOING TO SUCCEED'

National
Windscreens



The link between mental toughness and high performance is often referenced in the ever changing and demanding world in which we live.

The AQR International Mental Toughness Questionnaire (MTQ) is widely regarded as a reliable psychometric measure of Mental Toughness. The results for mental toughness and its factors are shown on a sten scale from 1 to 10 with a global norm of 5.5.

Individuals who indicate towards the lower end of the scale (typically 1 to 3) are sometimes described as “mentally sensitive” whereas those who indicate higher on the scale (typically 8 to 10) might be described as “mentally tough”.

In general, and in the absence of self-awareness, the mentally tough are more likely to “thrive” in situations where the mentally sensitive may “struggle”.

In July 2020 we were delighted to commence a leadership programme with the Charles Pugh Group.



Andrew Exon



BESPOKE PROGRAMMES

As one of the founding members of the National Windscreens network, Charles Pugh was incorporated in 1917. With repair centres across the UK stretching from the Highlands of Scotland to the outskirts of London they are also the biggest independent supplier of automotive glass in the UK with customers globally.

We were selected to deliver the programme to 25 members of their senior leadership team. The culture of their business is one of promotion from within, with people often starting their employment in junior roles and moving through supervisory, management and ultimately to director roles.

Many of the leaders of the business have progressed through the ranks, and they see this as a great opportunity to build on their diverse experience in the industry. The business recognised however that their people need continual development in order to maintain their competitive advantage and deliver optimised performance.

Our approach is to deliver bespoke programmes that recognise that every client has different needs. Within Charles Pugh these were customer satisfaction, measured using the Net Promoter Score (NPS) and a focus on reducing waste. The NPS was already deemed to be world class, however the business's aspiration was to move to another level in terms of delivering an exceptional customer experience.

One particular individual had joined the business from an organisation that had not provided a positive environment for them. Having joined the Charles Pugh Group less than six months earlier, the "am I good enough for this role" kicked in, the potential imposter syndrome.



IMPOSTER SYNDROME

The person started the programme and their MTQ Plus presented Sten scores for overall mental toughness of four, for life control of one and for confidence in abilities of two. This further compounded this individual's feelings and underlined that they were not in a great place, to the point where they felt that the programme itself had identified issues about their mental approach to events.

Coaching with the individual commenced with a focus on examining this mental approach through their MTQ Plus results. After the first session the person recognised that their feelings could be explained through the elements of the MTQ Plus and that, working through those, would help them to manage potential negative feelings.

In addition, the support that was provided by the managing director, in the form of verbal encouragement and supportive emails had a very positive impact. The regional director was also key to providing a safe and secure working environment in which the individual could develop and start to thrive. In our opinion, this illustrates why "top level" commitment is fundamental in delivering change.

The individual's approach started to change, moving from an often-negative outlook to a more positive one. The coaching helped them on their journey by providing someone to listen and challenge their thoughts and approaches. They listened and took it all onboard supported by data.





EMPLOYEE OF THE YEAR

For the individual, the results were profound. Six months after joining the programme, this individual won employee of the year. After contracting Covid-19 and losing loved family members to the pandemic, they were amazed at the level of support provided by the company. Culturally this was in contrast with the environment the individual had previously experienced and clearly demonstrated how the individual was valued by their new employer.

The results of the MTQ Plus re-assessment underlined the change that had been experienced and a journey that we had been privileged to be a part of. The individual's overall level mental toughness had increased from Sten four to eight, life control had increased from one to seven and all other areas of the MTQ Plus had increased between one and six Stens.

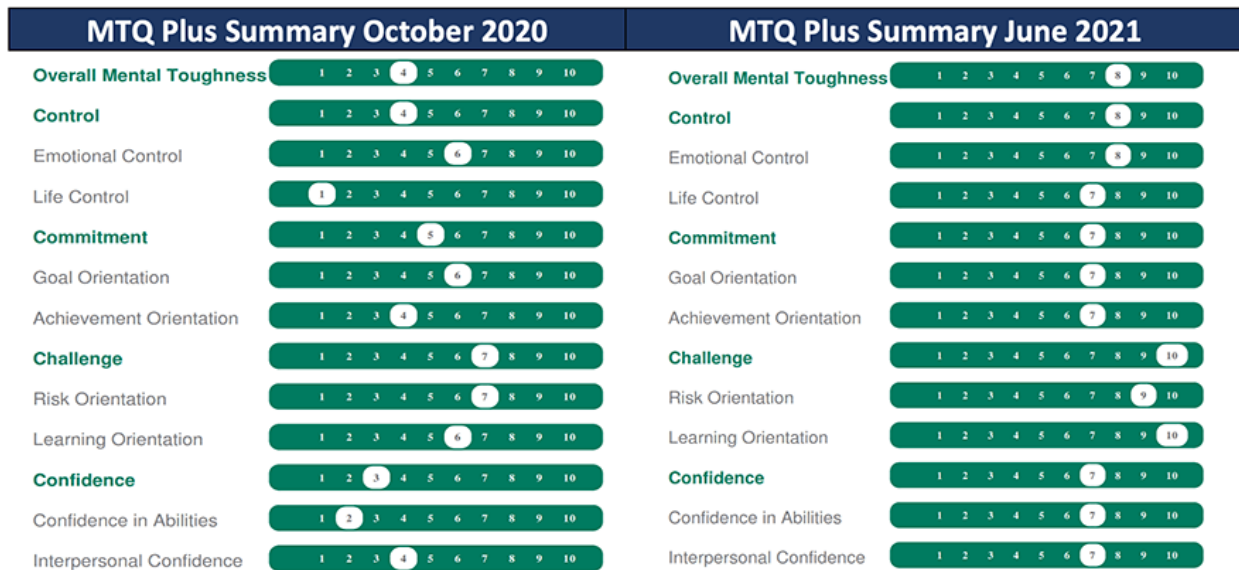
This person had gone from being someone who felt an imposter to someone who is a valued and high performing leader within the business. Their target now is to be a director in ten years, and most importantly, the business is confident this individual has the capability to do it.

I WILL SUCCEED

The final words are from one of the participants.

I feel more energetic, performance driven and in myself, I have this big smile and confidence to say, I'm going to succeed, yes there will be blips along the road, but with the senior management team and my team behind me, I will succeed.

Below is an extract of the development report for the individual discussed.
What a change from struggling to thriving



Talk to us today

If you have any queries about the services we offer or would like to know how we can help you and your business, please do not hesitate to contact us.



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