



Wilson & Scott: Manager development enabling business growth



The Challenge

Wilson and Scott are a long-established business in the construction industry, with over 60 years' experience in line marking roads, highways and car parks. The last 10 years have seen them scale rapidly, from a staff of 40 and a turnover of £6million, to 170 employees and a £25million turnover, and plans for further growth.

Whilst a great success story, Wilson and Scott have found some aspects of their rapid growth a real challenge. The expansion of their staff required improved communication, more efficient ways of working and a more inclusive culture, as well as a new layer of managers needing to acquire adept people management skills. Luckily the forward-thinking MD, Cameron Simms, recognised that developing their people managers would be fundamental to the achieving the company's growth strategy.

With Willow and Puddifoot's expertise in people, potential and performance, Wilson and Scott approached us to tackle the situation by developing a bespoke programme addressing management and communication skills on a holistic basis throughout the company.



Our Approach

We first conducted a **needs analysis** exercise, to identify the valuable skills existent within the workforce, and where there were more significant gaps. This helped us shape a bespoke, practical programme for Wilson and Scott, using specially selected building blocks of expertise and course material to build a comprehensive package addressing their needs in a targeted, consultative fashion.

The first building block involved individual **personality profiling** and **1-1 coaching sessions**, to help every employee understand their own communication style and how this affects their interaction with colleagues. A grasp of this is incredibly valuable in creating efficient teams and a healthy workplace culture.

We then ran a series of **experiential workshops** dealing with real-life issues in **managing yourself** (managing emotions, stress and resilience, assertiveness, dealing with conflict, and workload management); **managing people** (how to communicate, how to adapt, asking questions, coaching, giving feedback and recognition); and **managing the business** (overall mission and goals, breaking them down for sub-teams, setting expectations and goals).

For the company's established Contracts Managers, we provided experiential workshops to update their key management skills, coaching them in communication techniques, stress and resilience, and workload management and delegation.





The Results

Wilson and Scott have found our coaching and training transformative in how their staff relate to each other, how the business infrastructure itself operates and how empowered and motivated their workforce now is.

The MD, Cameron Simms, commented; *“This programme has made a fundamental improvement of which Willow & Puddifoot and our entire management team should all be immensely proud. The atmosphere in the business has transformed and we have rediscovered our true identity and ethos as an organisation, it is fabulous to see all staff feeling empowered in their role and I have the utmost confidence that we have a structure in place that will encourage further growth and development of our business and people.”*

100% of participants in the workshops at the company said they would recommend the programme to a friend, and all rated it as either ‘extremely effective’ or ‘very effective’ in equipping them with tools and techniques they would use in their daily work. Feedback comments included:

“Very relevant to my job and day-to-day work/life.”

“The course has put all of us back on track as a team and as individuals, whilst empowering us to become better leaders.”

“A great course; I think our Contracts Managers will get a lot out of this course which will help bridge the ‘Them’ and ‘Us’ scenario with the workforce.”

Many commented on how enjoyable and engaging they had found the workshops, and how at ease they felt in our sessions: *“For someone who normally finds it hard to interact with others in these situations even with our close-knit management team, this was a good experience for me.”*

Having built a trusted relationship with employees at all levels through this process, we are now providing continued support and expertise through ongoing coaching at Wilson and Scott, to fully embed management and communication skills into the outlook of both individual employees and the company as a whole; a commitment already bearing fruit.