



## Newsletter

July 2011

### Hello and Welcome

### In this Issue

Many thanks to **Kara Bishop CE, of St Wilfrid's Hospice**, for writing the **Guest Client** slot. Kara shares her experiences of us working with their Board and delivering a coaching project.

**News.** Malcolm shares his news on being appointed as a Non-Executive Director and gives a brief outline of the role.

**Case Study.** We share the creation and delivery of a successful Executive Development Programme at Thursfields Solicitors.

This newsletter shows the breadth and depth of our organisation development skills and, more importantly what our clients think of us! Using this approach I would like to share with you, word for word, the feedback we have received from our clients so you can share those experiences and gain an insight into what we do and how we work.

We are always on the look out for new business with current and new clients and welcome the opportunity to talk together - do **contact us**. I look forward to talking with you. Best wishes,

**Diane Walton. Managing Partner**

**Kara Bishop -  
CE St Wilfrid's Hospice  
Guest Client**

**News!  
Non-Exec. Director  
Appointment**

**Case Study-  
Thursfields Executive  
Programme**



## Guest Client

**Kara Bishop  
Chief Executive St Wilfrid's Hospice**

St Wilfrid's hospice is a registered charity providing specialist care for patients with complex needs as they near the end of their life. We serve a population of 230,000 in East Sussex. The NHS funds just 15% of the care and a further £3 million a year is raised from financial gifts and our own enterprise activity. To meet growing demand from an ageing population we are planning a new hospice building which will double our capacity. We have acquired a site in the heart of Eastbourne, obtained planning approval and will start construction in autumn 2011.

*'In recognising the governance, leadership and financial challenges ahead we started working with Malcolm*

initially as a facilitator and trainer working with the whole Board of Trustees and for the last year as a coach.

*Malcolm's superb clarity, insight and gentle yet forthright manner has enabled us to confront blind spots and deal with difficult issues. He has provided us with an invaluable external perspective and with an invitation he has been willing to put on the facilitator, trainer or consultant hat all of which added extra value to the coaching contract.*

*Key to the success of the coaching work was the initial work done in establishing the coaching contract and in particular identifying and articulating the benefits to the organisation. The key areas of focus were on business planning, leadership style and management structure. There have been tangible improvements in our business planning with a much stronger focus on what our stakeholders want and need from us. We now have in place a more robust monitoring system of key performance indicators related to each aspect of our balanced scorecard. During our last coaching session we analysed the capabilities we needed in our management team in order to address our growth challenges. This encouraged a 'seismic shift' in our thinking and resulted in a significant change to our management structure. Our work with Malcolm is evolving again for the coming year.'*

Kara Bishop  
Chief Executive – St Wilfrids Hospice

How good do you and your organisation want to be? **Contact us** to meet up for a discussion.

---



**News!**

## Non-Executive Director Appointment

We are delighted to share with you our news that **Malcolm** has been appointed as a Non-Executive Director of **Fenmarc Produce Ltd** from September. Richard Anderson, Managing Director of Fenmarc Produce Ltd, announced the news to the business as:

*'Malcolm is an expert in organisational development, strategy and company direction. He has over 25 years' experience working with many organisations and their Board teams in the produce sector and importantly in other sectors too. Malcolm will offer the Board support, challenge and direction as we set out from here to deliver an ambitious plan for profitable growth underpinned by a great culture that provides opportunities for colleagues to shine and develop'.*

A Non-Executive Director in law has the same responsibilities for the current and future sustainability and growth of the business as the other Executive Directors. As the name suggests Non Exec's do not have any executive functional or department responsibility in the business so they can stand back from the day to day detail of running the business and take a wider, longer term view and approach to decision making. This 'engaged distance' allows the Non-Executive to both challenge and support the Board in its critical role of:

- F** Foresight (establishing vision, mission and values)
- O** Oversight (of management - delivering the strategy)
- R** Responsibility (to shareholders and other stakeholders)
- S** Strategic thinking (deciding on strategy and structures)

(Source: IOD Standards for the Board))

Malcolm says:

*'I can bring many of the core skills of an effective Board consultant to my Non-Executive role. Fenmarc is a dynamic business and I am very excited about being closely involved with the team in the growth of the business'*

**Contact us** to discuss your Board and Director development needs.

---



## Case Study

### The Thursfields Executive Development Programme (EDP)

#### The Business Background and Context

- Thursfields Solicitors LLP. Established over 120 years, based in the Midlands
- Fairstead supported a major business re-organisation for 2 years before this programme was initiated
- The business needs to develop senior lawyers as the next generation of leaders
- Highly competitive legal marketplace and becoming more competitive

#### The Business Need

Fairstead carried out a learning needs analysis with Partners and senior lawyers which identified:

- A need for next generation Partners with 'whole business' perspective and knowledge
- Future leaders need to be business people and lawyers
- Need to build confidence to deal with bigger cross department issues
- Need to build experience working and learning from other Partners across the business

#### The Solution

- The EDP was advertised internally to senior lawyers, creating 15 applicants, who were interviewed and 9 were awarded a place on the EDP
- 6 x 1 day modules were delivered approx. 4 weeks apart
- Topics covered included: Becoming a business leader, marketing, finance, leading myself, business planning, leading action
- At the start of each module delegates delivered a formal presentation on how they had implemented their learning at work from the previous module
- Mid-way through the programme the delegates took on a 'whole business' project sponsored by a Partner over a 6 month duration

#### Outcomes

The programme finished in June – outcomes to date are:

- Delegates are ideally placed to take on the post of 'Department Manager' previously only held by Partners
- Three project groups are rolling their project out to all staff across the business
- Marketing activity has doubled
- 25% growth in self-confidence as measured by the delegates
- Fee recovery has increased

**Contact us** to discuss your team development needs.

---

## **Business is all about People!**

We believe business is all about people! So from the very first contact we work in partnership to gain a real understanding of your business and aspirations for change. We will work with you to design, deliver and stay with you to implement changes that work and make a difference.

Please contact us to ask any questions and discuss how we can work together to develop your people and your business.

**Malcolm Walton. Consulting Partner**

T: 01449 780 363

E: [malcolm@fairstead-development.co.uk](mailto:malcolm@fairstead-development.co.uk)