



# Join the Dots

Recruiting & developing **extraordinary** people

## Case Study

**CEME** (Centre for engineering and manufacturing excellence)



## Engagement : Ownership : Performance

### Developing personal impact and management team results

**“Many thanks for such an enthralling and lucrative day’s development. Everyone really enjoyed the day and we are all now focused on individual engagement and encouragement and team development and enhancement. It will be on our weekly team and individual meetings schedules and remain a key driver for the rest of the year”.**

*Eamonn Cole*

*Conference Centre Director*

*CEME*



CEME Conference Centre is part of CEME - the 'Centre for Engineering and Manufacturing Excellence', which is a not for profit company operating a world class education and business park in the London Thames Gateway. The venue based in Rainham is unique in linking education to business, helping to improve the skills and prospects of local people enabling them to find employment within the manufacturing,

**Join the Dots Recruitment and Training Limited**

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engineering and technology sectors and increasing the economic contribution of local businesses.

A significant part of the business lies within conference centre facilities, with the CEME Conference Centre being a gold accredited purpose-built, ultra-modern events and conference venue.

This modern contemporary building offers innovative, stylish, flexible and highly competitive solutions for all event and meetings requirements from a high-tech 120 seat auditorium to flexible meeting and conference rooms and exhibition space for up to 600 delegates.

Supported by an experienced events team dedicated to the highest standards of quality and service at very competitive prices, CEME conference centre is accredited in meetings' at the highest gold standard with the Meetings Industry Association (MIA) – the only venue in Essex or East London to achieve Gold and is a 'World Host' venue for the delivery of exceptional customer service and members of 'Conference Centres of Excellence'

The management team responsible for the conference centre is headed up by Eamonn Cole, Conference Centre Director who has developed the business to be 'best in class', but which needs to drive the conference management team to challenge standards and performance to a higher level both individually and collectively.

### **Development issues**

- Need for greater self-awareness and to understand personal impact of management actions.
- Need to understand the role of taking RAA (responsibility, accountability and authority) as a leader and manager ie owning your part of the business and understanding how it affects other activity.
- Need for greater ownership and prioritisation of actions that develop business not 'busyness'.
- Need to work as a collaborative group.

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## **Development undertaken**

Following on from a needs analysis between Eamonn Cole (Conference Centre Director, CEME) and Martin Rafe (Leadership and Talent Development Director, Join the Dots) the team undertook a personal impact and team development process.

Initially all team members took part in completing a behavioural profile looking specifically at 'what' behaviourally makes them tick and what ticks them off!

The purpose of this process was to open up awareness of how exactly individual team members behaviourally viewed the world that they operate within, their frustrations, motivators, challenges, how they may react to other different profiles, and what they need to be aware of in terms of communication, relationship management and therefore results. This was a 1:1 process across a 1.5 hour session

Following the 1:1 sessions the management undertook a one day team development workshop that included action learning, interactive debate and targeted breakout sessions that covered the 'how' not the 'what' of what the team did, and the opportunities to develop both individual and collaborative results.

The day finished with a series of 'snowballs' – where the team identified specific practical opportunities for them to take back into the business. The session will become an 'agenda' item with further individual coaching development and follow up sessions in process.

## **The results**

The programme was a great springboard for managers during a challenging time of business development, and gave managers lots to drive on with from a motivation, confidence and leadership skill viewpoint.

The programme significantly helped to bring down silo working and unleashed the ability of managers to see the bigger 'business' picture.

Specifically managers developed skills, so as to be able to manage with both greater resilience, confidence and decisiveness, dealing proactively with people and operational challenges.

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