

# Capabilities Overview

## Transformational Management

### Introduction

Our Transformational Management team comprise specialists who thrive on helping you get the best out of your business, through your people and with your people. At ARMSA we believe that people are the key to any organisation and people who are confident and competent deliver consistently and effectively.

At all levels and across all functions we can help make a difference everyday.

### Operational Expertise

With experience spanning thirty years across a wide range of sectors and organisations, we have delivered improved performance in small businesses and global blue chip companies. We specialise in diagnosing complex and plural business problems by providing clarity and focus. We can help your teams translate corporate data into meaningful information and then use it to make effective decisions. Where necessary, we are not afraid to challenge custom and practice when we believe it will improve organisational behaviours and operational performance.

### Financial Acumen

Good financial control is the cornerstone of every successful business, regardless of its size. Whilst our experience includes helping corporate organisations manage their multimillion pound budgets, we can help your teams put control processes in place that are simple and easy to use, that encourage budget holders to use them rather than avoid them! We can help you to improve your cash flow very quickly by managing your stocks and managing your accounts payable/receivable. Let us help you to make sure that everyone in your organisation knows the real value of the numbers on those spreadsheets and financial reports.

### Coaching, Mentoring and Succession Planning

Knowing when to use each of these development techniques is critical, knowing how to use each one is pivotal to the evolution of continuous performance improvement for your organisation. Our team have gained experience at all levels from the shop floor to the Board Room and we do know both the "when and how" and, most likely so do you. Many Senior Managers and Executives do know what their organisation needs but don't have the time to deliver it personally. So allow us the privilege of working with you as you drive your organisation forward, safe in the knowledge that your team are being equipped with both the skills and the confidence to deliver with you.

### Recent Power Sector Experience

**>> Meeting Facilitation |** Worked with the SMT through the leadership team and supervision to introduce a structured meeting management and business acumen. Our brief was to enable an open management style to encourage individual and team contribution with a delivered commitment to clear goals and expectations for each department and operational team.

**>> Strategy Mapping |** Assisted the SMT to develop the Business Strategy and then worked with each SMT member and their teams to facilitate the delivery of their own departmental strategy through to individual KPIs and objectives.

**>> Management Control Process Improvement |** Provided control disciplines in key decision/financial areas including overtime approval and purchasing protocols. Consistency and transparency of our delivered solutions led to a 30% reduction in costs.

### >> Linear Management Systems Analysis and Development |

Identified waste including duplication, areas of weakness in communication and addressed these by producing and implementing new processes. Engaged teams in identifying and rectifying the problems, this meant the changes became owned by them and embedded for the future.

**>> Process Mapping |** Reviewed business processes across a number of departments and activities such as handovers, overtime allocation, planning and work allocation. Through this work we established standardisation across shift teams and drove a significant improvement in quality and consistency of decision making, problem solving and priority setting.

**>> Management Information Reporting Methodologies |** Converted data into information by using existing data and providing simple easy to understand reports, charts, graphs to support planning and decision making. By simplifying processes the teams became engaged in using their own information, they have unlocked its potential and have become more cohesive across shift and function boundaries.

**>> Continuous Improvement |** Drove the Business CI project to exceed the original target, streamlined the functionality and scope of the improvement database, revised the CI criteria and standardised their approach. Ownership and accountability for improvement lies with the leadership team, including performance delivery and budget management.

**>> Mentoring, Coaching, Consultation |** Held individual sessions with supervisors, line managers, SMT members and shop stewards over a wide range of topics including confrontation, delegation, organisation, leadership, decision making, communication and negotiation, individuals now understand their own behaviours as well as those around them. They know how and when to use these skills and they have become individually and collectively more confident enabling them to make a difference every day.

**>> Contract Management |** We standardised the approach to CM by introducing KPI measures for key contracts. We supported this with an education process to equip CMs with the necessary skills to deliver improved performance in all of their contracts. Our work has also extended to the identification and realisation of a 2.5% annualised return on supply chain cost at a coal fired power station.

**>> Shift Pattern Analysis |** Reviewed operations shift patterns and cover arrangements for absence management and training provision. By simplifying the decision process and installing management controls, overtime costs have been reduced by more than 25%.

**>> Ts&Cs Review |** Reviewed pay rates for overtime and shift allowances, together with holiday booking arrangements and flexibility of the "spares rota". Trade Union negotiations are underway to conclude this process.

**>> Inventory Reduction |** Identified stock categories slow to fast moving to concentrate on those where an immediate benefit could be realised then rolled out across all stock areas through a high level of engineering input into stock levels and identification of obsolete stock.