



Instalcom Ltd.

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Leadership Management® International, Inc.

client **Case Study**

About Instalcom Ltd.

Established in 1989, Instalcom Ltd. has established itself as a leading infrastructure and utility “design and build” contractor, providing a wide range of civil engineering services. Acquisition in 2002 by O’Connor Utilities Group created a national, multi-utility group supplying civil engineering and utility services from multiple locations throughout the United Kingdom.

Firmly based on years of experience overcoming a range of challenging situations and successfully delivering a variety of projects for numerous clients, Instalcom’s robust and growing reputation for excelling in challenging urban and open environments gives their clients confidence that their project demands will be delivered with sound engineering solutions, technical excellence, and a “can-do” attitude.

Active in multiple utilities sectors including telecommunications, electric, water, gas, and directional drilling, Instalcom’s five divisions seamlessly integrate where appropriate with multi-skilled professional personnel providing transferable skills, offering substantial benefits to customers. The organization readily acknowledges that its strength lies in its people, and that their skills and significant experience are the primary assets in delivering to their clients.

With a work force of 2,350 operatives supported by a Head Office and management team of 130, the company turnover has increased year on year and will exceed £60 million in 2020/21. An in-house plant and transport fleet, designed and equipped to perform all the relevant tasks on any project, gives Instalcom great flexibility to react to changing project requirements and manage workload to ensure timely completion.

Instalcom and the wider O’Connor Utilities Group recognizes the need to recruit, train and provide ongoing development of their people to ensure that they continue to provide a highly qualified and multi-skilled workforce that repeatedly delivers projects successfully on time. Instalcom’s approach to business gives ample evidence that, as an organization, they live by their ethos to exceed the customer’s expectations and assure delivery right first time, on time, and safely.



CHALLENGES

During 2016, Instalcom, and its parent company, O’Connor Utilities Group, identified two specific challenges that the business must resolve if they are to continue to make the progress they have established.

Firstly, the organization has been managed day-to-day by a small group of experienced and highly committed directors who know their industry well, understand the minutia of operating the business, and give good, strong leadership, but, as they look into their organization to identify high potential individuals who could progress into similar roles, they struggled to identify potential new leaders. Further growth in their business depends, in part, upon the available capacity for leadership and management. As their preference is to promote to senior positions from within rather than to recruit externally, they have identified that positive action is needed to provide personal development for team members who were doing well in their current role and might be suitable for further progress.

Secondly, they acknowledged that the basis for progress in the business was the senior management view of an individual’s ability to do their current job well. As an organization focused on civil engineering, that meant that individuals who were hands-on, with excellent technical skills, good at solving problems and good at fire-fighting in challenging situations were most likely to have more work delegated to them and to be promoted. Inevitably, those individuals, while good at succeeding in dynamic, reactive, and, sometimes, chaotic situations, were less skilled at planning, communicating, delegating, motivating colleagues and reliance on wider managerial and leadership qualities.

Instalcom had looked at a range of possible training and development, including degree level course in business administration with a leading UK university, but identified a number of issues including cost and time away from the usual day-to-day business activities. LMI’s personal development material was identified by them as an excellent match to the requirement with the ability to deliver in an affordable way, flexibly and with minimal disruption to their usual working arrangements.

Getting onboard with LMI®

Paul Alderton, Communications Director at Instalcom, attended a local introductory session being presented by LMI Director Karl Gasson. Impressed both with the ideas imparted and the way in which Karl delivered the workshop, Paul invited Karl to Instalcom to discuss in more detail the help LMI could offer the business to support its ambitious growth strategy.

Instalcom recognized that while it had developed a talented and committed workforce, many individuals had been promoted to roles that required management and leadership skills they had not specifically acquired in their earlier, more hands-on jobs.

After the launch of the EPP program to the team, Paul reports beneficial impact on personal performance in many areas. Managers who before the program had difficulty organizing their day are now taking the time to understand the priorities for each day and plan before they start work and have a much more structured approach. They are combining that new, less reactive, planned approach with LMI's conference planner template to minimize disruption for them and for the people they communicate with. Having earned promotion for their exceptional results, additional support was required to ensure successful transition to new managerial roles. Appropriate coaching and learning were essential for Instalcom to continue to promote internally.

The Instalcom team had experienced a series of intensive team-building courses and short-term skills development coaching sessions in the past, but there had not been any sustained support focused on helping its managers learn how to become more efficient within their roles and achieve senior positions within the organization



Paul Alderton
Communications Director

“Many of our team were skeptical at the outset. They were prepared to push back and question Karl and the LMI approach. Karl embraced the challenge and won over even our most doubtful individuals who now understand the benefits of such a tailored program.”

As a business, succession planning is a key part of our growth strategy and we are confident Karl and the LMI program are preparing our managers to continue the next chapter of the Instalcom success story.”

SOLUTIONS

The *Effective Personal Productivity*® program focuses on helping individuals streamline their individual workloads by teaching them how to more effectively manage their time, focus on core objectives, and oversee ongoing projects effectively.

Instalcom is now much better at controlling priorities, ensuring they use the growing expertise of the team to provide better results for clients and the business.

Not only are these new personal leadership skills improving the performance of the team, but they are also allowing the individual managers to enjoy greater personal success as the business continues to nurture the talent within and build a team of more effective leaders, ready to rise to the top.

Instalcom is not just an advocate of the customized development programs, but also the unique LMI approach in general. The flexibility and accessibility of important learning material makes understanding the information a lot easier, especially for those with busy schedules.

For businesses who value the expertise of its existing workforce over the need to spend money finding talent from outside of the company, the program can help develop and shape important leadership skills and traits.

Instalcom's business thrives within a fast-paced environment, and therefore it needs leaders who can keep cool under pressure and use their experience and judgment to complete tasks efficiently without consuming valuable time.

To date Instalcom has put 55 of its management team through the EPP program tailored to the needs of the business, with a commitment to extend the range of programs undertaken at all levels across the company.

Instalcom is committed to continuing its success with LMI and provides a strong example to other potential LMI clients of the deep and lasting changes LMI's development material offers people and the organizations they work with.

What they say about their LMI® experience

Amber-Rose Crossley, Instalcom's HR Manager, says her expectations were simple when she was invited to join the program. "Initially I was pleased to have been selected by the company directors to be put forward for something like this," she says. "It showed me they were invested in my personal development. My initial aim was to come out with effective goal setting practices." However, once the program started, she found that there was a wide variety of approaches to learning and that the course contained "something for everyone." She particularly benefited from the concept of spaced repetition.

Amber-Rose says the course benefited her in both her personal and professional activities with the work on organizing her activities and goal setting being particularly beneficial. She says that, before the program, she was failing to set goals in all areas of her life, but since starting the EPP she has been helped to work out what she wants from life and to set new goals, including learning to paint, which she finds is helping her to relax and maximize the benefit of her time away from work. In her working life, she has enrolled on a Level 7 Human Resources diploma (the equivalent of a degree), which she had been holding back from and lacked the self-belief that she could complete it. Successfully working her way through the LMI EPP program has helped change her self-image and has given her the confidence that she can succeed when she uses all of her talents.



“It definitely had an impact on me personally and professionally. I think the general organization and goal setting has been quite finally believed by me. I wasn't setting life goals or professional goals previously. Whereas I am now and it really has helped me to figure out what I want to do and what I want to be.”

Amber-Rose Crossley | HR Manager

Mick Carry, a senior manager in the business, took part in the first EPP group at O'Connor Utilities, and, at first, was vocally against taking part in the program, protesting both to his managing director and to Paul Alderton that he had "better things to do." Mick was persuaded to stick with the program and he reports that, by Lesson 2, the program "clicked" with him and he began to see enormous benefits. Mick relates how he had a fractious and aggressive relationship with his team and a chaotic working environment.

The EPP program helped Mick realize that he could trust his team and he learned to delegate more. In Mick's own words, since he completed the program, his team "is working 60% more smoothly" than before the program and he has completely changed his mindset toward work. He now plans much more thoughtfully and discusses those plans with his team, listening, and adapting plans based on feedback. The impact on his home life has been remarkable, too, with less stress and more time for family. He sums up the impact of the program as "life changing" at work and at home. Mick now has members of his team assigned to the EPP program and acts as their mentor while they work through the program.



Mick Carry
Senior Manager



Nick Howes
Managing Director
LMI® UK



Karl Gasson
Director
LMI® UK

“It is gratifying to work with businesses like Instalcom that are committed to enhancing the skills of their existing team, in preference to bringing in untested skills from outside the business. The EPP has quickly shown what is possible with planning, better time management, new delegation skills, and a sense of empowerment.”

Karl Gasson | Director