

- **Are you reorganising and want to take your managers with you through the process?**
- **Do you want to support your managers in anticipation of potential redundancies?**
- **Do you want to help your staff prepare for more senior posts and plan for succession?**

Looking at restructuring;

SOLACE Enterprises is very experienced in helping groups of managers through change. We have a tailored **Managing Transition Service** (part of our **Career Matters** service), which supports employers and managers in handling the issues that arise.

We:

- Support managers in thinking through their strengths and their career options – and how they 'fit in' to new structures and priorities
- Work with managers in preparing for new roles
- Help managers prepare for assessment and interview
- Coach staff who are redeployed into new jobs and provide outplacement for managers facing redundancy or retirement
- Work with groups of managers in the new structure on some of the issues that they have in common – for example looking at culture change

We have experienced mentors and coaches to help with career direction, former senior managers to help with preparing for new roles, recruitment specialists to help with preparing for selection, and outplacement specialists to help those who move on. Our training and development programmes are at your disposal once the restructuring has been completed. We can also supply interim managers if you need them.

Benefits for the Employer

The service has significant advantages to the employer, including:

- Helping managers stay effective and maintaining morale
- Retaining good people through change rather than losing them
- Moving on to new structures more effectively
- Helping embed a change in 'the way things are done'
- Enhancing the reputation of the organisation as an employer

Benefits for Managers

We can help managers:

- Think through what is best for them and keep control
- Maintain their effectiveness in the face of uncertainty
- Embrace new roles, responsibilities and ways of working

We also:

- Provide coaching for the first 6 – 12 months in a new job.
- Provide practical outplacement help for up to 12 months if a manager or the employer feels the time has come to move on.



Managing Transition

We call this service 'Managing Transition' because restructuring and recruitment are a means to an end – and many or most of the people who are with you at the beginning of the process will be with you at the end. They are critical to delivering the new behaviours and performance you want to see in future. Handling people well, explaining purpose and providing the tools to do the new jobs are critical success factors. We strongly recommend that employers consider this early in the process and treat managing transition as a project in its own right – and not as an add - on at the end of a restructuring exercise.

Looking at Succession Planning:

SOLACE Enterprises delivers high-level leadership and management development programmes. We are a leading recruitment and search company providing employers with senior talent. We combine that expertise with our **Career Matters** service to tailor Talent Management Programmes aimed at helping employers deal with succession planning problems, and to bring managers forward into more senior or demanding roles in the organisation.

We help employers:

- Retain a talented and highly motivated workforce
- Build organisational capacity by having pools of talented people capable of working flexibly in key areas, including project work
- Ensure they are in a good position to fill key posts internally where possible to reduce the lead - time for filling vacancies and to improve business continuity

Generic management programmes develop skills for the present job and in part for the future job but on the whole they do not discriminate sufficiently in developing those with genuine potential to be future managers.

Creating a culture in which people with talent and ambition can be stretched and where they perform to their potential needs a stronger talent focus. Development programmes for these people need to take on board a wider range of learning contexts and expose managers to new pressures and external experience.

The content of our programmes are innovative and challenging. It can include (not an exhaustive list):

- Higher-level leadership training and development module
- 'Aiming to be a Director' and 'Aiming to be a CEO' courses
- Internal secondments, project work, deputising (which gives talented people exposure)
- Coaching and mentoring
- Cross agency experience via external secondment
- Exposure to the political environment
- Practice in the assessment and interview demands at the most senior levels

Further information on our approach to talent management is found elsewhere on this website.



Here are the most frequently asked questions about the service for employers:

I am a CEX or HR manager thinking of using the service:

- Q. How does this fit into our other HR and management activities?
- A. 1) We work very closely with the employer, usually via a project team and corporate HR. Our service is not a substitute for the basic OD and HR disciplines, but adds considerable value to them. If you need support on these, for example on designing and developing a general competency framework, an appraisal and personal development planning process, or policies and procedures for assimilation and restructuring then we can help with these through our developing leaders and recruitment specialisms.
- 2) If you have those things more or less in place Career Matters is a powerful tool for the more senior managers because it gives one to one tailored support and develops managers' wider external awareness.
- Q. Can you meet the needs of a cohort of managers, or management teams as well as an individual manager's needs?
- A. Yes. We have provided talent and transition programmes to cohorts of managers, and provided mentoring and coaching support to senior teams collectively and individually.
- Q. What are your top strengths?
- A. 1) The quality of our mentoring and coaching within an organisation with strong public sector credentials.
- 2) Our ability to combine career, recruitment and leadership development expertise into a seamless service for our clients.

If you would like to make contact with us in confidence please email careermatters@solaceenterprises.com or ring **0845 601 0649** with your contact details and we will arrange for one of our associates to speak to you.

