



# CASE STUDY

**EASA Group**

**October 2019**

## **The Challenge**

We are a leading manufacturer of accessible showering solutions for the elderly and those with reduced mobility. Over the past few years we have experienced significant growth. This growth has generated some excellent managerial promotion opportunities for staff in operational and clerical roles. This, in turn, has also led to some challenges including a culture of interdepartmental conflict, quality and delivery issues for customers, internal capacity problems, and limited growth ability.

In order to overcome these challenges, we have been through a period of restructuring to help us move away from a structure that had allowed a culture of conflict to develop. We looked at our skills base and redistributed people into positions that were more suited to their ambitions and our needs within the business. We needed to embed the new structure and ensure our management team were skilled to lead the whole business forward with a positive culture focusing on one team with a hunger for continuous improvement.

Key to this was to look at a nine to twelve month management development programme for our six department managers. Finding the right training partner who was flexible and knowledgeable was very important to us as our managers had some common, and also differing, development needs.

## **The Solution**

Cosensa were easy to work with from the start. They have a very helpful team and training was easy to book. We were keen to have a programme aimed at the team of managers to help with their basic skills in leadership and management. It was important they understood the traits under both those headings, and why in their roles both aspects are important to drive the business. Cosensa offered us a programme structure which enabled a fundamental course in leadership and management to be delivered in-house. It covered all these areas and allowed us to be within the business, learning together and understanding each other better. For the rest of the programme we have utilised their open course structure.

This has allowed us to send managers on courses individually where needed, which ensured we had cover in the business at all times, and it also meant managers could attend courses targeted to their individual needs.

To date the courses our managers have completed include:

- The Proficient Supervisor and Manager
- Coaching Skills for Leaders and Managers
- Performance Management
- Managing the Sales Force
- Professional Field Sales
- Negotiation Skills for Buyers

**“Cosensa offered us a programme structure which enabled a fundamental course in leadership and management to be delivered in-house”**

## The Outcome

We have had excellent feedback from our managers. Their feedback has cemented the fact we chose the right partner, who offered the exact courses, with the correct content for the development needs we had. We have a management team who have the skills to lead their teams to work as one business, with the goal of delivering what our customers' needs are at the highest level.

The communication within the business has changed immensely and all areas are fully informed of our goals and how they impact them. The managers have also developed a culture of responsibility and accountability in ways that are appropriate to their own teams. We have set ambitious sales targets for our year ahead and have done so with the confidence we have a management team which is well equipped to drive us forward as one team to achieve this.

## Testimony

We have found Cosensa extremely flexible. For example, if delegates needed to change dates, they were happy to support us. We have also enjoyed being able to choose from a wide range of dates available on their open course calendar. The bookings team are very friendly and so helpful. The course facilitators have great knowledge and practical experience. The course content has been excellent. We would recommend Cosensa as an excellent choice as a training partner.

**Claire Bradley**  
**Commercial Director**

