



CASE STUDY – STRATEGY DEVELOPMENT DAY

Obsidian provided a framework and facilitated a strategy development day for Directors and senior managers of British Board of Agrément (BBA).

BBA was aware of Obsidian's development work, specifically with other companies in the construction industry. Obsidian was invited to make a presentation to BBA, following which they were selected to facilitate and support BBA's strategic development, including a residential workshop.

"The assignment was well organised, facilitators kept control well. The team showed great spirit and good horizontal thinking which was encouraging." Greg Cooper, Managing Director BBA

"I found it most useful to get to know the team better and see the tremendous resource BBA has in its people." Digby Harper, Chairman, BBA

"It gave a focussed way forward for all BBA and its staff." Senior Manager, BBA

"An open and participative was environment created." Participant

Our Client

The British Board of Agrément (BBA) is the UK's major authority offering approval of construction products, systems and installers headquartered in Watford, Hertfordshire.

Supporting Agrément Certificate product approval work BBA undertakes testing, factory and site inspections. BBA also offers management and environmental systems certification against the ISO 9000 and ISO 14000 series and product testing to European and other Standards. BBA holds UKAS accreditation for a wide range of their services.



Issue presented

The Directors wanted to develop, with the senior management team, a shared vision for the scale that BBA will achieve in the future. They also wanted to fully understand through facilitated discussions several key issues that their business would be facing and to have agreed strategies for preparing and dealing with them.





Obsidian's approach

Obsidian Consulting is a management consultancy ideally matched to mid-sized, established companies such as BBA. It offers performance improvement through development of both processes and people.

Three consultants from Obsidian were involved in the development of the project from the early stages and also facilitated the actual event.

Obsidian's contribution



Obsidian Consulting has undertaken many away day and strategy development projects in the last 10 years. Its partners have all held senior management positions before becoming consultants and are all experts in facilitation.

Obsidian worked with the BBA to plan activities to maximise the involvement of all participants during the limited amount of time available. Obsidian's lead consultant facilitated an evening session to stimulate thinking around strategic choices for BBA. The session included the presentation and use of financial and marketing strategy models and successfully brought out concern and enthusiasm of participants regarding the future potential scale of the business and galvanised the group around an agreed ambitious vision.

The evening session prepared the team for exercises the following day when in three groups key strategic issues were discussed. Smaller groups were created and asked a selection of pre-prepared questions. Facilitation support from the Obsidian team was critical in keeping the debates focussed, timely and most importantly ensuring everyone was able to contribute and have their voice heard and that the information was accurately and effectively captured.

Feedback was given to the whole group after each session by a syndicate group member, providing opportunities for individuals to demonstrate and practise their presentation skills and to be seen by their colleagues in a new light.

As the final part of the assignment, a report including all the findings from the facilitated workshops was prepared by Obsidian and submitted to the Directors of BBA to inform their new Business Plan.

