



Teligent Management Team

Use Gazing To Help Develop UK Business With Amazing Results



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It is a truism of modern management thinking, that if a company's management is to deliver a business plan capable of meeting the company's objectives then they must first understand what those objectives are, and secondly, to believe in them. If either of these 'conditions' are not met, then the business plan will fail. One company that was able to meet both conditions is Teligent, whose UK Managing Director brought in Gazing Performance Ltd to help his management team 'take ownership' of their plan and deliver it with impressive results.

What makes Teligent's achievements doubly impressive is that they operate within the UK telecommunications industry, an industry sector that has seen unprecedented turbulence and volatility in recent times, which makes achieving any kind of business plan all the more remarkable.

Listed on the Stockholm Stock Exchange, Teligent offers telecommunications carriers and service providers advanced, comprehensive and flexible solutions in order to increase network usage and revenue streams.

Since its formation in 1990 the company has become a pioneer in both the development of service platforms and the implementation of a wide and growing range of service applications. Its self-imposed mission is to 'add value to network service providers by providing application based solutions on a service development platform'. The company set up its UK office in 1994 to serve the many British and

global players based in the UK. Mark Pilgrim, its UK MD joined the company some years later with a brief to help the company negotiate its way through what had become an increasingly precarious and volatile market. The way Mark saw it, for the company to operate successfully in such market conditions, it had to develop a business plan that the management team could believe in and saw themselves capable of delivering. He said, "I knew that for any kind of plan to work, the existing team had to believe it was their idea so they could articulate the vision to the rest of the workforce and provide the necessary direction."

The telecommunications industry is characterised by big companies attempting to execute global business plans, but these alienate the people that are expected to deliver them. I knew for Teligent to succeed, the management must feel emotionally attached to the plan".

Because of this 'human' dimension, calling in management consultants to help them formulate the plan was not an option and Mark turned instead to Gazing Performance Ltd. Talking about his decision to employ them, Mark says simply, "I trusted them and knew that they would deliver something for the company and the individual".

Gazing recommended their 'Human Performance Model' to help Teligent define its UK strategy. It is based on clearly addressing the 'human' factors that can undermine a person – or team's – performance; in particular, it focuses on the mental processes that underpin a superior performance or an 'under-performance'.



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Gazing team trainer Ian Cochrane describes the company's training courses in this way: "Through our work with high performance athletes and sports teams, we know that- even if the skills are in place -a 'mental toughness' is required for the athlete to reach high levels of performance whilst under pressure. But this mental toughness is not a God-given personal attribute.

It is a transferable skill that can be learnt by anybody. Put simply, we give our delegates the mental tools that will enable them to deliver whilst under pressure". Central to this coaching are simple map-based structures that help the delegate 'navigate' his or her way around a problem.

This flexibility appealed to Mark, who said, "Most training courses deliver big binders that are little use outside of the organisation. Gazing's approach is altogether more pragmatic. **The map represents not just a piece of paper, but a reference point for the future and one that can be used both inside the company and outside in our private lives**".

Based on the Human Performance model, Ian and Mark jointly created a training programme for the six-strong management team and, **within three months, they had achieved their objective**; the management team had increased clarity about the company's objectives; they knew

what was required from them to deliver it, and believed in their ability to do it.

Specifically, the business plan that emerged for the UK Company was based around the four pillars of the business: finance, people and processes, customer satisfaction and employee satisfaction.

Progress has been recorded on all four. Due to commercial considerations, Mark remains understandably tight-lipped about the financial dimension, but will acknowledge that margins have improved. On the People and Processes axis he is more forthcoming, "the company gained 'Investors in People' (IIP) accreditation just eighteen months later".

On the Customer Satisfaction dimension, Mark believes **the training "helped the company define a new customer management process, which has now been implemented"** whilst rising employee satisfaction gave clear evidence that the fourth focal area had also been achieved.

Gazing remains involved with the company, despite having completed the initial training project. Mark describes the relationship as "having bought the philosophy, it's now an ongoing process. The team uses the Gazing maps continuously to plot their progress, both at a strategic level and on a daily basis".