



Recruiting the Top Crew for Business

An introduction to leadership

A Merry Marine Case Study

Tirebuck Career Solutions is a growing independent recruitment consultancy based in the Midlands. Over the past 6 years, Karen Tirebuck, the MD has successfully grown the business and now employs over 20 professionals in the business.



Karen has established a number of team leaders who, as well as being very experienced consultants are employed to help lead and manage the business. As part of the continuing development of the individuals in the leadership team, Karen wanted to run a team event that served several purposes.

- For the team to have a common understanding of leadership
- For the team to explore concepts in leadership and the differences between management and leadership.
- For the team to start thinking about their own leadership qualities and what they might need to do to develop.
- To look at the attributes needed for leading to deliver high performance.
- To help interworking in the leadership team
- To have a rewarding and fun team event that was different from the norm
- To provide a recognition event for the hard work put in by the team

Merry Marine was engaged to provide a classroom based introduction to leadership, followed up by a two day sailing event to reinforce leadership concepts and highlight the impact of the leaders' personal styles.

The half-day leadership workshop provided an **introduction to leadership**, exploring the concept of leadership and the behaviours and practices required. It looked at factors required for **leading high performance teams**, including motivational factors that

encourage high performance in people and teams, how situational leadership can work with different individuals and circumstances and the importance of



developing a shared vision, common values and goal setting. To help **Raising Self Awareness**, the team completed a personality profile - for this team, the Apter Motivational Style Profile was chosen to provide insight into the importance of different motivations within the individual's business life, indicating where the employee might need to change to become both more effective and fulfilled at work. The team also explored concepts in **team development**, including the blending of individual and team skills and how teams are best developed for maximum effectiveness.



The sailing event took place in the Solent over a weekend in July where there was the great combination of sunshine and a good breeze.

For the four team leaders and Karen, whose sailing experience ranged from nil to dinghy sailing many years ago to crewing on a flotilla holiday, we chose a new 38' Dufour 385 as the platform for their event.

The team met late Friday afternoon and started getting used to their new environment for the weekend. Before settling down to dinner on board the boat, We took each individual through a sailing task - this was the start of the development experience - before the weekend was out, they had the objective of teaching that task to the rest of their colleagues.

Breakfast on Saturday morning was followed by the usual safety briefing before setting out for basic instruction on how to sail the boat. As they were learning the ropes, the team were able to make clear linkages to the leadership concepts that were

introduced during the workshop session. In this very immediate and real environment, they were surprised at just how starkly they were able to make analogies with the business environment.



As the day progressed, the team were introduced to new elements - navigation, tides, wind and other nautical subjects. They were also encouraged to teach their skill from the previous day to the rest of the crew. All the time, as well as enjoying the sailing, the team were comparing the sailing task to managing their business.

After a review of the day's activity and learning points and a briefing on tomorrow's activity, the evening's R&R consisted of a visit to the 'On the Rocks' restaurant at Yarmouth, Isle of Wight, where you cook your own food at your table on a block of hot volcanic rock.



On Sunday, the team were able to put their new found sailing skills to use during Merry

Marine's original *Flashlight Challenge*[™] activity. This is a sailing exercise in which points are scored en-route to a given final destination. We set complex "business" rules, from which the team decide the route to take and success is achieved by simulating the business processes of:

- Setting a shared vision
- Setting Strategy
- Having clear objectives and goals
- Having role clarity
- Planning well
- Managing effectively
- Strong Teamwork
- Clear Communications
- Monitoring progress and success criteria
- Adapting tactics (and sometimes strategy) to cater for unplanned events and conditions.

During the challenge, the team were encouraged to observe and experiment with behaviours and leadership concepts. This reinforced the event as a most valuable development exercise whilst at the same time learning new nautical skills and having a great time.

"This management event has transformed the way we tackle the development and training of our staff at Tirebuck and has certainly given us lots of food for thought. One of my most startling revelations was that you can't necessarily assume that if you tell someone how to do something, they have understood."

Karen Tirebuck
MD, Tirebuck Career Solutions



Tirebuck Career Solutions is a Midlands based Independent Recruitment Consultancy with 7 specialist divisions, specialising in the recruitment of Finance, HR, Executive PA, Sales & Marketing, Legal, Temporary and Commercial staff.

www.tirebuck.co.uk

Merry Marine provides leadership and team development services and specialises in using offshore sailing as a real and challenging environment to reinforce concepts in leadership and management. In conjunction with associated business psychologists and organisational development specialists, we also provide a full range of organisational and people development services.



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