

Management Methods

Renault Management Way



The Challenge

In 2011 Renault, on a worldwide basis, embarked on a management initiative designed to engender a more people-centric management approach. The desire to create a more 'human' management style was driven by staff feedback which, whilst very positive, expressed a wish to see a more human side to the managers within the entire Renault group of companies. With this need in mind, a suite of awareness and training programmes was developed centrally within Renault, and Renault-Nissan Consulting was selected to deliver the UK version of the programme through a series of workshops involving all managers within the UK group. The main challenge, and not unique to Renault in any respect, was the need to move away from a management approach linked purely to the 'task'. In order to ensure that staff motivation, retention and efficiency is maintained, a broader set of management skills was required and the ability for managers to adjust their style and approach in response to their team members needed.

The Solution

Whilst a centrally produced set of workshop materials were used for the deployment, the delivery style employed was tailored to the target audience and involved:

- A 2 day awareness workshop to create an enthusiasm and 'buy-in' to the new way of management
- A series of team exercises and roleplay scenarios to train the target audience in the techniques involved in 3 distinct management styles; leader, coach & pathfinder
- The development of meaningful action plans for each delegate, reviewed with their line manager after the workshop and forming the basis of ongoing manager development

The Results

- ✓ **Whilst no specific financial results have been derived from this programme to date, satisfaction with workshop delivery exceeds 95%**
- ✓ **Team members are feeding back on improved management approaches and general buy-in to the programme and its key messages has been outstanding**
- ✓ **A series of further development programmes will be deployed following the initial awareness and exercise based workshops, which will focus on specific management techniques and tools to ensure the 'spirit' of Renault Management Way transfers into meaningful and sustainable changes in behaviour**

Key Success

- **A more 'human' approach to management behaviours and styles**
- **Enhanced team member job satisfaction through this more people-oriented approach**
- **Managers better equipped to deliver Renault's ambitious targets**