

## Helping a key division plan for future growth

Thism was invited to offer consultancy to a division of one of our clients – SHERQ – the part of the business that dealt with Safety, Health, Environment, Risk and Quality issues. The big question was: with future growth anticipated, what kind of structure and resources would SHERQ require?

We set to work by breaking the project into two sections. Firstly, we sought out information from all relevant sources, conducting interviews with, and distributing tailored questionnaires to, stake-holders from across the organisation – both SHERQ insiders and their colleagues from the wider business. Secondly, we distilled this research into content for a facilitated workshop at which issues were tabled and attendees discussed possible resolutions and future plans.

Using this process and our own existing knowledge of the sector, we formulated a number of recommendations. Some of these concerned structural issues, whilst some more left-field observations related to the internal marketing of the functioning (SHERQ itself, we discovered, was proving to be a rather unmemorable acronym).

A comprehensive list of recommendations and suggestions included ideas about the culture of the division, how it should sit within the wider organisational framework, ideas as to how the best practice evident in its Africa based operations could be shared with other operations, and how the resources should be organised for the future, in terms of numbers of individuals required and desirable skills.