TACK TMI
Gi Group Holding

NorDan EMPOWERS ITS NEXT GENERATION OF STRATEGIC LEADERS TO DRIVE FUTURE GROWTH



SOLUTION HIGHLIGHTS AND ACHIEVEMENTS

- **A leadership programme designed to address a specific succession challenge: developing talented senior managers within the UK business to step up into strategic, Board-level thinking and decision-making.**
- **Cross-functional project teams work on three live strategic priorities, delivering board-ready proposals with real commercial impact.**
- **A blended approach combines psychometric assessment, 360-degree feedback, individual coaching and adaptive leadership development, to deliver a significant return on investment for the organisation.**

ABOUT NorDan

NorDan is one of Europe's leading manufacturers of high-performance timber windows, doors and smart accessories. Founded in Norway over 100 years ago, the family-owned business operates across seven countries with 14 factories, 32 regional offices and more than 2,500 employees. Sustainability and low-carbon values are central to everything they make.

THE CHALLENGE

NorDan operates in an industry not typically known for long-term investment in its people. Construction tends to follow a boom-and-bust cycle, hiring rapidly during periods of growth and cutting headcount when conditions tighten. NorDan had always taken a different view, making a deliberate choice to build capability consistently over the long term.

That sustained approach extended to how they engaged with Tack TMI, treating this key supplier as a genuine extension of the business, built on trust and a willingness to figure things out together. Tack TMI's Leadership for Growth programme has been a cornerstone of NorDan's L&D activity over the past ten years, successfully run many times and most recently expanding to include candidates from newly acquired companies. Sales training, time management, psychometric profiling and a Women in Leadership programme for participants across the international group had all formed part of a sustained and evolving partnership.

Over fifteen years the business grew from £28 million to nearly £100 million, and with recent acquisitions is now heading towards £130 million. Sustaining that trajectory required more than strong performance at the top. The

level below the Board needed to raise their game, developing the capability to make strategic decisions independently, rather than routinely deferring upwards. Gillian Irvine, Finance Director at NorDan says,

> **Our goal was to enable these individuals to think and operate more like business leaders within their current and future positions, making better decisions, delegating more effectively and reducing the organisation's dependence on the Board for day-to-day thinking. With nearly a decade of shared history, Tack TMI was the natural partner to help make that shift happen.**



SOLUTION

Designing the Influential Leadership programme

Tack TMI designed a programme with a clear strategic goal to develop this group into a genuine lead team. The challenge wasn't simply succession planning, it was about expanding the capability of existing leaders, helping them step into a Board-level way of thinking. The programme was built around NorDan's upgraded competency framework and performance review process and constructed around entrepreneurship, to give participants the business skills, cross-functional thinking and adaptive leadership behaviours to take on real strategic work with confidence. Gillian explains,

> **This programme wasn't an add-on, it was to be an integral part of their role. The commercial knowledge and capability they developed would be integrated directly into their day-to-day strategy delivery, holding them to account in real time and giving them an opportunity to help drive the growth of the business.**

The company had recently introduced a seven-tier structure below Board level, and every non-statutory director and senior manager within that framework was brought into the programme. The initial participants spanned finance, technical, customer service and operations.

Learning through live business challenges

The programme centred on three real strategic priorities identified by the Board:

- Growing residential market share
- Reducing operational errors across the supply chain
- Driving business improvement through digitalisation

The three projects were selected through discussion between NorDan's leadership. The work had to add genuine strategic value, while giving participants the time to work on the business that day-to-day pressures rarely allow. Reducing operational errors was also a key area of focus, as in a business like NorDan, it affects every function.

Participants developed their real strategic projects during the workshops, and were challenged on their thinking, approach and the behaviours needed to make progress. Teams were given tools, frameworks and structured questions to help them build credible strategies for each challenge.



> **This programme energised the next generation of leaders. It recognises their role in the journey, where they are not just waiting for someone else to make decisions or lead them. They are the leaders. We gave them the structure and foundation to be successful in that role, and you can already see it happening.**
>
> Gillian Irvine, Finance Director, NorDan

Participants worked in cross-functional project teams, bringing together different roles, personalities and working styles. This diversity created stronger debate, better ideas and valuable new relationships across the business, strengthened further by the residential format.

Programme structure

Delivered over six months, the programme combined three two-day workshops with psychometric assessment, 360-degree feedback aligned to NorDan's competency framework, and individual and team coaching.

The adaptive leadership focus helped leaders create conditions where teams solve problems themselves. Alongside this, participants developed practical commercial skills including stakeholder management, business case development and persuasive investment proposals.

Self-awareness impact

A strong emphasis on emotional intelligence ran throughout the programme. Participants gained insight into their own behavioural profile across areas including empathy and assertiveness, supported by a personalised development plan. The programme also explored the realities of leading a multigenerational workforce and how different groups respond to change.

Outcomes

Each project team presented a fully developed strategic proposal to the Board, and all three received backing. The residential growth and operational efficiency projects are already delivering early results, with progress visible in the residential market. The operational errors project has generated further momentum, with an additional investment to grow internal capability and culture now under review.

Despite the demanding and sometimes exhausting days, participant feedback and engagement remained consistently strong. The work hasn't stopped at the programme's end; participants are now carrying their projects forward into everyday business. Gillian highlights,

> **"Perhaps equally important is what happened to the group itself. People from different offices, functions and personalities, who hadn't always had cause to work closely together, are now a far more connected team, with stronger relationships across the business to show for it."**



BENEFITS

Faster, more confident decision-making. As NorDan grows through acquisitions, the business needs leaders who can make decisions independently rather than deferring upwards. The programme gave that cohort the tools and confidence to delegate effectively, think strategically and focus on what matters most.

A stronger succession pipeline. Three of the participants have already been promoted since the programme, including one now on the Board and two appointed to regional director roles. The business has been able to reshape its structure because the programme produced leaders genuinely ready to step up.

Growth readiness for the next phase. With a plateau year creating space to invest, NorDan has used the programme to build the leadership capacity needed to accelerate again. The goal was clear: more decision-makers at the next level down, so those at the very top can focus on driving strategy rather than managing operations.

Real commercial impact. The three strategic projects delivered evidence-based plans with tangible potential for cost reduction and profit growth. Because learning happened in the flow of real work, the outcomes are being implemented as part of everyday business strategy.

An energised future leadership culture. The programme gave participants a sense of ownership and identity as leaders. The result is a more connected and confident cohort, already firing up the next generation below them and helping carry the business forward.

WORKING WITH Tack TMI

> **"We've always treated Tack TMI as a genuine extension of our business, built on trust and a willingness to figure things out together. Working collaboratively to design the Influential Leadership programme, they helped us identify exactly what we needed, and build something that is delivering real results."**

Gillian Irvine, Finance Director, NorDan



