



MANAGEMENT DEVELOPMENT

Client	Major Investment Managers
Project	Management Development Programme
Audience	Senior Leaders
Location	Several UK Locations

THE ORGANISATION

Our client is one of the world's largest independent investment management organisations. With over 5,000 employees in 55 offices worldwide, the company has a significant presence in the institutional and retail markets across North America, Europe and Asia-Pacific.

THE PROJECT CONTEXT

Much of the company's growth has been achieved through the acquisition of a number of small to medium independent companies. A need was identified to bring the resulting disparate group of companies together into a cohesive whole to create a company with a shared vision, culture and leadership style.

THE REQUIREMENT

Our client sought to implement a global leadership programme for its senior leaders to establish shared standards and common views on leadership, and to recognise the talent in its senior management cadre.

The programme also needed to help the company retain high achievers and build a talent pool from which its next generation of leaders could be selected.

For its participants, the Management Development Programme needed to:

- enhance their awareness of their personal leadership strengths and development needs
- develop their understanding of the impact of their leadership style
- increase their understanding of other people's perspectives, expectations and needs
- help them to improve the performance of others
- identify personal development goals, whose achievement would impact on organisational performance.

OUR SOLUTION

Our implemented design for the Management Development Programme was a four phase, 30 week behavioural change programme using MBTI®, 360 degree feedback, FIRO-B®, transformational skills development and a rigorous re-entry process using our ground-breaking 'follow-through' technology to improve practice and support transformational change.

- **Phase 1 (Pre-event):** participants completed MBTI®, FIRO-B® and 360 degree feedback questionnaires and met with their line managers to agree development priorities
- **Phase 2 (Workshop):** a high impact experiential learning residential workshop, drawing on diagnostic tools previously completed, and providing opportunity for facilitated practice of key skills
- **Phase 3 (Re-entry):** participants worked through a structured re-entry process supported by our unique 'follow-through' tool and on-line coaching
- **Phase 4 (360 degree feedback re-survey):** participants re-surveyed their 360 degree feedback process to evaluate the extent of behavioural change.

EVALUATION

The programme used our unique follow-through technology to monitor progress and measure results. At the end of the programme, participants were asked to rate their change in leadership effectiveness: 91% considered themselves 'more effective' and the remaining 9% rated their performance as 'much more effective'. In terms of business impact, 96% of participants said that – as a result of their efforts following the programme – there had been 'some' or 'significant' impact on their business.

Six months after the workshop, participants also repeated the initial 360 degree feedback survey, and assessed five of the reviewed six leadership capability areas as having improved.

**CASE
STUDY**