



EMERGING LEADERS

Client	Property Investment Consultancy
Project	Talent Development Centres
Audience	High Potentials
Location	London

THE ORGANISATION

A Fortune 500 and S&P 500 company headquartered in Los Angeles, our client is the world's largest commercial real estate services and investment firm, employing over 37,000 people in 300 offices globally. Within the UK (part of the EMEA business), it has 1,600 staff in 12 offices. They provide strategic advice and execution for property sales and leasing; tenant representation, corporate services; facilities, property and project management; appraisal and valuation; development services; investment management; energy and sustainability services, and research and consulting.

THE REQUIREMENT

The UK and European business division developed and launched their Talent Strategy, focused on ensuring future corporate longevity by: 'building' rather than 'buying' talent; ensuring a robust pipeline of successors and leaders; enabling employees to have the career they want within the organisation, and having a clear and attractive Employee Value Proposition.

Recognising that their success depended on the skills and expertise of their people, and in particular their knowledge, professional reputation and ability to build winning client partnerships, attracting talent was a top priority. Growth, particularly in Europe, made talent development – and, in particular, identification by line managers, application of development plans, and transitioning L&D from operational training to supporting the benefits of more informal development - an important opportunity.

THE SOLUTION

We created a focused talent development process that culminated in participants having an informed individual development plan and embarking on a development programme aligned to our client's High Potential Differentiators. The key elements of the talent development process included:

- Identification of high-potentials by senior business leaders
- Launch of the talent development process at a networking event, led by the CEO
- Completion of an internal 360 feedback questionnaire and the Learning Styles and Hogan Development Survey psychometric assessments
- A one-day Development Centre, designed and facilitated by ASK®
- Individual 90 minute facilitated feedback sessions to identify key strengths and areas for development and create an Individual Development Plan (IDP) for line manager and HR Business Partner sign-off; each candidate received a 360 and psychometric feedback, and assessment ratings and comments in line with the HP Differentiators.

EVALUATION

We shared organisational development themes with our client and were retained to facilitate the process for the following year. Feedback from the development centre and the individual feedback sessions enabled us to adjust the exercises to ensure they remained fit for our client's purpose and market relevance.