

## **CGR's International capability**

For many organisations, one of the challenges of building an international capability is maintaining a consistent, seamless operation. These challenges apply equally to client and service management as they do to human resources management processes within the organisation. With twenty years' global consulting experience, CGR Business Psychologists have helped numerous clients to navigate the complexities of managing across borders and cultures. During this time we have built a reputation for delivering innovative solutions to meet our clients' needs around the world.

Our chartered psychologists have worked with organisations across Western, Central and Eastern Europe, The United States and Asia-Pacific, working with some of the world's largest multinationals, including Canon Europe, Deutsche Bank, Ford, JPMorgan Chase, Philips Electronics, PricewaterhouseCoopers and UBS – to name but a few.

Detailed below are some examples of the services that we have provided over the years.

### **Management development at a global logistics and distribution company**

In conjunction with one of the UK's most renowned business schools, CGR's team designed and delivered the "Communication" module of the school's Management Science Diploma programme for this company. Operating in the global logistics market, regional and country managers need well-developed communication skills to manage the considerable challenges of a world-wide, cross-cultural organisation. Delivered to over ninety of their senior managers across four continents, the communication module combined theoretical concepts with practical, behavioural skills development.

### **European leadership competencies for a leading electronics manufacturer**

As part of a major restructuring of its European operation, this organisation realised a need to fast track its top one hundred leaders in order to boost the leadership of the newly formed organisation. To do this, they recognised that there was no clear definition of the skills and qualities that these leaders would need in this new entity. We therefore conducted an in depth analysis of the organisation's strategic objectives and the skills and qualities that leaders would need in order to achieve these.

Once in place, the Leadership Competencies were used as the basis for an on-line 360-degree feedback process that the leaders across Europe all went through. CGR managed the distribution of the questionnaires, processing of responses and production of reports. We also worked in partnership with the organisation's HR professionals to conduct one-to-one feedback meetings with the participants.

### **Senior programme manager development for a global investment bank**

CGR was invited to contribute to a major component of a change programme, designed to enhance programme and project management skills across the business. We first worked with the bank's subject matter experts and external technical skills training providers to define the skills and qualities of the exemplary senior programme managers and to define the management performance standards to which the bank was aspiring. Using these competencies as assessment criteria, we then designed a three-day assessment and development event, during which internal senior managers and CGR consultants act as assessor-coaches, providing detailed constructive feedback to participants. Run four times a year in the UK and the US, this programme provided the bank with an audit of skills and potential within the programme management population, while providing programme managers with tailored individual development plans to guide them towards achieving their full potential.

Due to the success of the development event, the bank plans to roll-out this process to their wider population of senior IT managers.

## Harmonisation of selection and development process

With over sixty offices across the both hemispheres, this law firm asked us to assist them with one of their most ambitious world-wide HR management initiatives: the development of a global framework that would define both the career path of all lawyers at all levels across the firm and the competencies needed by the lawyers themselves. This project ran out of Sydney, and a total of thirty-eight territories were surveyed during the research stage. This project has since been made the subject of a Harvard Business Review Case Study, available to download at [www.hbsp.harvard.edu](http://www.hbsp.harvard.edu) – entering Baker & McKenzie in “search” will take you to the article.

Following the success of the project, we were asked to develop a selection toolkit that offices around the world could apply consistently and simply to improve the quality and accuracy of their hiring decisions. Representatives from five of the firm’s offices and four continents worked with us to ensure that the results were culturally and legally acceptable to all potential users of the end product.

## Pan-European development for new associates in top five global law firm

CGR worked with this firm to design the communications and introductory management training modules for a two-day induction programme for new associates across Europe. This programme was designed to equip new associates with “survival” skills to ease the transition from academic life to the real world of an international law firm. The programme, including the communications and management skills modules, was accredited by The Law Society for continuous professional development credits.

## Senior associate development for a “big four” accountancy firm

For the last nine years we have worked in partnership with our client to design and deliver a pioneering development centre for high potential senior associates aspiring to partnership. The centre is designed to set them on the path to developing the skills they will need if they are to succeed to the Partner level. Participants on the centres go through a series of realistic exercises that simulate the typical lifecycle of a client project from analysis of the client’s situation and needs, to managing staff assigned to the project. The centres take place across European territories, with the firm’s Senior Partners and CGR psychologists acting as observers and providing in-depth one-to-one feedback.

## Upward feedback for partners of a top five global law firm

Having designed a tailor-made multi-rater (“360 degree”) feedback process for providing upward feedback to Partners in their London office, CGR extended this programme to Partners in Europe and the Far East. We continue to support the overseas offices by assisting with initial internal communications and project co-ordination, as well as providing individual feedback by video-link if required. We also distribute and process both the questionnaires and the individual and practice group feedback reports, thus reassuring all participants that the service is entirely confidential.

## Global competency framework for a “big four” accountancy firm

Following a major merger, CGR was invited by the newly formed firm to provide expert guidance to help to define the career path framework and core competencies for the professionals from entry level associates to Partner. Taking a pragmatic approach, we advised the firm to preserve the good work that already existed within the former two firms and therefore applied our knowledge and experience to extract the best from both former frameworks. CGR was the only external member of the international working party assigned to this project.

This was a particularly satisfying project as, ten years earlier, CGR had researched and developed one of these firm’s Pan-European frameworks for all four of their business streams. This project was one part of their long-term strategy to take them from one of the Top Ten to one of the largest firms. We like to think that our work contributed to achievement of this strategic objective.

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