

## **Management development: examples**

For twenty years, CGR Business Psychologists have helped numerous national and international clients achieve business success through effective management. During this time, we have built a reputation for delivering innovative solutions at all managerial and supervisory levels, within organisations as diverse as The Bank of England, Barclays, Canon Europe, Clifford Chance, Deutsche Bank, Ford Motor Company and PricewaterhouseCoopers – to name but a few.

Here are just some examples of the many different solutions that we have provided over the years:-

### **Development centres for a global investment bank**

CGR was invited to contribute to a major component of a change programme designed to enhance the effectiveness of programme and project managers 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 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 business simulation exercise, 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 their full potential.

### **“Survival skills” for new associates in a “magic circle” 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.

### **360 Degree feedback 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 vision and the skills and qualities that leaders would need in order to achieve their objectives.

Once in place, the new leadership competencies were used as the basis for an on-line 360 degree feedback process. CGR managed the distribution and return of the questionnaires, produced individual and group feedback reports, and worked in partnership with the organisation's HR professionals to conduct one-to-one feedback meetings with the participants. Now that the most senior leaders across Europe have been through the process, 360 degree feedback has become embedded in the business.

### **Management development programmes for a worldwide logistics 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.

## Development centres 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.

## Supervisory skills development in the leisure industry

This household name company turned to CGR when it recognised the need to develop the leadership and supervisory skills of its first line managers in both its retail and call centre operations. Working in conjunction with central support and local HR functions, we designed and delivered a modular programme covering all the “essentials” of leadership, staff management and motivation. This included practical and theoretical sessions on goal setting, giving feedback and conducting appraisals, as well as on coaching and building teams.

In a fortuitous but perhaps unusual development, the initiative was cascaded up-wards, as more senior managers became aware of the programme and expressed their desire for “refresher” training in this area.

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