

CASE STUDY

Developing leadership culture in one of the world's leading professional services organisations



A subsidiary of General Physics (UK) Ltd
www.bathconsultancygroup.com

Challenge

The UK branch of the business was facing internal issues. Whereas other international offices had merged with another business, propelling the organisation to the number 1 or 2 spot globally, the UK firm had not and remained in the number 4 spot. The incoming UK Chairman had been elected on a platform of growth via change in the partner behaviours to better match the corporate values. He also had to deal with a perception from other regions of the firm that the UK business was underperforming.

Solution

Bath Consultancy Group were brought in to run a Partner Leadership Development Programme for all 400+ partners in the UK practice. This would be the first major, systematic piece of partner development that the organisation had ever embarked upon. Although culture change was not a contractualised part of the programme, there was an expectation that the development programme would concentrate heavily on the values. This in turn would lead to improvements in partner recruitment and retention, which would drive growth.

The design called for partners to attend a Foundation Event in cohorts of 24. Each partner had a 1:1 interview with a BCG facilitator prior to the event, to ensure that their personal learning requirements were being met. The event then involved a mixture of plenary learning and small Learning Group coaching, again allowing further individualised

development. Evenings involved further learning at dinner events, where senior leaders from within the firm and major clients were invited to give live opportunities for practicing the learning in a safe environment. The Learning Groups continued to meet over the next few weeks, ensuring that the learning was taken back into the workplace and bedded in, and giving an opportunity for further coaching on significant issues.

Over the next weeks, participants were then offered the opportunity to attend a selection of 1.5-day specialist workshops, again depending upon their personal development needs. These included modules on: Personal Leadership Capacity; High Performing Teams and Client Relationships; and Transformational Coaching. Finally, four cohorts (96 partners) were invited to a Leadership Summit where they were able to compare stories of their successes and build them into viral motivational techniques.

“Wanted to share with you that I put into practice the coaching you all gave regarding my ‘high performing but highly frustrating’ director - and massive success with a big break through yesterday.”

“It really does work.”

“We really need to work out how to get these to staff. Excellent!”

“Bath Consultancy Group has worked closely with us and provided observations of what is and is not happening under day-to-day conditions.”

Participants on the Partner Leadership Development Programme

LEARNINGS

Each partner had a 1:1 interview with a BCG facilitator prior to the event, to ensure that their personal learning requirements were being met.

Outcome

By the time the programme came to a conclusion, over 450 partners had taken part from the now integrated UK and Ireland practices. Bath Consultancy Group was also asked to roll out similar programmes to South Africa and India, as part of the move towards greater integration within the EMEA region.

People Metrics: At the start of the programme in 2006, the organisation was ranked 12th in the Sunday Times 20 Best Big Companies to Work For. Improvement in this was seen as a key recruitment objective. By 2007, they had moved up to 4th place.

Internal metrics also reflected the improvement in morale, with the Global People Survey showing increases in trust (up 10 percent), living the firm's values (up 4 percent) and retaining talented people (up 6 percent).

Fiscal Performance: Another key performance objective was seen as being closing the gap between the organisation and the other Big 4. Again, this was achieved in 2009 when they found itself better placed to weather the recession than its rivals.

Participant Satisfaction: Events were rated by participants on a variety of points, as part of an ongoing quality control regime, and consistently scored highly (with an average rating of over 8/10).

At the Chartered Institute of Personnel and Development conference held in September 2008, the head of partner development in the organisation, spoke about the program's successes. He stated that the partners committing to the program was a success in

itself as this had never been achieved before. Since the program has been running, feedback has been continuously positive. He spoke about the real and sustained change that he has witnessed at a personal level and change at a group (collective) level.



Please contact us on **+44 (0)1225 333737** or email office@bathconsultancygroup.com if you would like to find out more. We would welcome a conversation with you.