



NEWS



The Development Partnership : Management Consultants : DP NEWS 04 : DECEMBER 2007



What's Inside?

Development Centres for Legal Services Firm	2
Fit for Business III - an Action Research Consortium	3
Masterclass for HR Business Partners at DCLG	4
Accredited National Coaching & Mentoring Qualification	5
DP's Current Projects	5
PLUS... DP Focus: The DP staff at Christmas	

DP design and deliver Development Centres for a legal services firm

Editor's Message

Welcome to the Christmas 2007 issue of DP News. This year at The Development Partnership, we have decided to do our bit for the environment and produce a Christmas E-newsletter in place of printing and sending cards. Partner, Lindsay Beaton, drew the lucky straw and chose to send our £250 donation to a charity close to her heart, The Lewisham Young Women's Project. Read about the project in this edition.

In this issue, we also report on some of our achievements of 2007, including designing and delivering Development Centres for major legal services firm, Addleshaw Goddard, our new ILM Level 5 Coaching qualification and HR Business Partner Masterclasses for CLG. We hope you enjoy reading this issue and do contact us with your comments or questions about any of the articles.

A big THANK YOU to our clients, associates and staff for another fruitful year. We wish you all a very Merry Christmas season and much success for 2008!

How does an organisation define talent and what are the critical aspects of developing and managing that talent? This is the question we explored with a major legal services firm, Addleshaw Goddard, who have engaged us to deliver a series of bespoke development centres for their experienced lawyers.

The quest for an effective talent management strategy tops the agenda for public and private sector firms as they seek to stay ahead of competitors. The strategic advantage of finding effective answers for how you attract the best people, retain their commitment and motivate them to use their abilities to the full, is currently concentrating the minds of senior executives and their HR teams.

It was exactly this situation which led a major legal services firm to engage us to develop and implement development centres as part of their wider talent management strategy. Our reputation for delivering bespoke development and assessment centres, together with our expertise in supporting the whole process, from design through to implementation and follow-up, gave them the confidence we would deliver high quality results.

What are Development Centres?

Their role and how we've introduced them

A development centre, unlike an assessment centre, is not part of a selection process. They provide a valuable opportunity for individuals to obtain objective feedback on their performance, to identify their potential and to plan for achieving it. A key output from a development centre is a confidential feedback report which contributes to personal development planning, as well as providing the framework and motivation for taking development action.

The Development Partnership specialises in designing bespoke exercises so that they reflect the reality of working life specific to each client. This creates a meaningful benchmark for reviewing potential and for identifying development needs.

For legal services firm, **Addleshaw Goddard**, which has almost 1,300 people working across 3 sites, we are helping to introduce development centres as a key element of their talent management strategy. As well as nurturing the talent of their experienced lawyers, the centres will provide an indication of their potential and support individuals in planning their career progression.

We ran a successful pilot in the autumn and were especially pleased with the feedback we had about the authenticity of the development centre exercises. We have now run a full development centre at each of Addleshaw Goddard's three sites, with positive feedback about the relevance and value of the process from all the delegates. With a roll-out of a further seven centres scheduled, we are now working on creating parallel versions of the exercises to



keep them fresh and to ensure a level playing field for delegates attending a centre later in the year.

A development centre doesn't stop with the main event. The follow-up activities are crucial, including a discussion of individuals' feedback reports and the involvement of mentors who will support and encourage individuals to keep on track with their development activities. These could range from coaching and on-the-job action learning projects to specific skills development workshops.

We're delighted to have been selected for this project and we look forward to sharing further insights once we've conducted a formal evaluation of the impact of the project. If you are interested in finding out more about development centres, or assessment centres, including mini-selection exercises, please contact Amanda Maclean at amandam@the-dp.co.uk or Julia Duncan at juliad@the-dp.co.uk

DP Focus...

Lindsay Beaton
Partner



Lindsay has been a partner with DP for almost 15 years, and this Christmas she asks, "Will this be Willie's last Christmas?"

We have in our family an hereditary practice of taking in the rejected (often for very sound reasons!), the lame, and the terminally decrepit of the animal kingdom. The only pedigrees that ever cross our thresholds come from Battersea and the like. The Pack Leader of the ten dogs in our extended family is a Cairn Terrier, a stray snatched from under the wheels of passing traffic by one of my nieces, 20 years ago. His age is therefore unknown, but he has to

be at least 22 in calendar years (which equal 154 in dog years). So for the past five years we have all said "This will be Willie's Last Christmas". And he is still here! Frail, stiff and no longer up for a fight, but always interested in a stagger to the lamppost at the corner of the street and a morsel of roast chicken.

So at our annual family gathering we will eat our vegetarian roast, serve Willie with his plate of chicken and drink a toast to this indomitable character. Because this will be Willie's Last Christmas.

Fit for Business III - Action Research Consortium

Become a member and improve performance in your organisation



With increasing pressure on the public sector to deliver more with fewer resources, membership of our new action research consortium can help you improve performance in your organisation and show how your HR function adds real value.

Fit for Business III is an action research consortium designed to help you improve HR service quality and increase the impact of your HR function on business performance.

The unique consortium approach, combining shared learning events with consultancy work in each participating organisation, is a powerful way of helping you to keep momentum and deliver on those key projects that will really make the difference to your business. If you are committed to tackling HR service quality and wider performance issues, then being part of this new consortium will help you and your organisation realise key benefits.

The Development Partnership can work with you to:

- Release the potential of managers to improve the way they manage people and performance
- Enable greater employee engagement and commitment to the organisation
- Put in place metrics to assess the contribution of people to business success
- Improve the effectiveness of the HR function in implementing and supporting change, organisational design and development

The programme will provide excellent opportunities for



The DP team with athlete Roger Black, who was a speaker at our Fit for Business II conference in October

organisational and individual participants to exchange experiences, identify common themes, and benefit from consultancy expertise and advice on key issues. Organisations that take part will have the opportunity to share learning and good practice with each other and disseminate this learning for the benefit of public sector organisations more generally.

The consortium is being facilitated by The Development Partnership, with support from the CIPD, IDeA, Cabinet Office and Public Sector People Managers Association (PPMA).

It builds on the success of two previous consortia projects, which led to the publication of two CIPD Research Reports: *Fit for Business: Building a Strategic HR Function* (2005) and *Fit for Business: Transforming HR in the Public Sector* (2007). The key role of the Development Partnership in

facilitating these consortia over the past few years, combined with its wider expertise in HR consultancy, means we are very well placed to support transformation work for public sector HR organisations.

The new Fit for Business III is planned to start in January 2008 and will follow the principles of the last two consortia, working with organisations with a strong desire to increase the impact of HR on business performance. To read the full outline of our new action research consortium and the report of our successful launch at Wembley Stadium of the CIPD Report, *Fit for Business: Transforming HR in the Public Sector* see our website www.development-partnership.co.uk

Alternatively, contact David Vere at davidv@the-dp.co.uk for further details and discussion on how to become a member of the new consortium.

Masterclass for HR Business Partners at DCLG

DP deliver a Consultancy Skills Masterclass for newly appointed Partners



We were asked by the **Department for Communities and Local Government** to design and deliver a Consultancy Skills Masterclass for their newly-appointed HR Business Partners. The brief was to deliver two one-day interactive workshops focusing on the key skills the Business Partners would need.

The challenge was to produce events which met the wide range of needs of the delegates, some of whom were experienced in the role in other organisations in the Civil Service and private sector, whilst others were newly promoted into the post with little previous experience.

The challenge of catering for a range of interests and needs was augmented when other members of the HR team, working in the areas of diversity, learning and development and HR services delivery, opted to join the workshops!

The approach we adopted was therefore to design bespoke events that were fast-paced, with debate and practical exercises, covered a range of topics and skills and enabled the more experienced members of the group to share their experience. We included a mix of 'hard' and 'soft' topics including diagnosing issues; scoping projects; managing risk; stakeholder and customer relationship management; and customer experience management, including looking at the influencing skills needed to work effectively with customers.

In the closing session delegates were invited to reflect on their experience and identify which of the

areas they needed to work on in more depth in their specific roles.

The team threw themselves into the event with gusto and fulfilled the wish of every facilitator – they got out of it what they put in:

“My team members were really - in their words - 'buzzing' after that training”.

“Thank you again for an excellent couple of days, which will have taken our team quite a bit further both in understanding how to work better together on some important specifics, and also in developing personal skills to do this”.

“It's been a very good collaboration for me, and that's down to [DP's] professionalism and real insight”.



DP Focus...

Julia Duncan
Partner



Julia has been a Partner with DP for 5 years now and thoroughly enjoys meeting and working with new and existing clients.

Julia and her family live in the beautiful West Devon market town of Tavistock. Given that Dartmoor is on her doorstep, there are lots of opportunities to explore the moorland with her two dogs. Julia has a passion for body boarding and given the chance, whatever the weather, she will go to one of the beautiful beaches in Devon or Cornwall and surf the waves – wet suit a must of course as it's chilly in the winter!

Both Julia's children have active interests, with Lizzie (11) enjoying hockey, drama and singing, and Jamie (13) having a passion for rugby and cricket! Weekends are packed with activities ensuring the children are doing the right activity at the right time and Julia gets quite hoarse shouting on the touch line in the rugby season! Chris, her husband, is also rugby mad and manages the Tavistock Under 13's rugby team, organising trips at weekends to play other teams in the South West. So with work and family commitments – wouldn't it be great to sit and relax – she should be so lucky!

Accredited Coaching & Mentoring Qualification



DP deliver National Vocational Qualification (NVQ) in partnership with ILM

At The Development Partnership, we ran the first of our accredited ILM Level 5 National Vocational Qualifications (NVQ) in Management Coaching and Mentoring for groups of internal and invited external clients. In keeping with our mission to **deliver creative leadership solutions which catalyse change, release potential and enable individuals, teams and organisations to exceed expectations, together with our four central values of partnership, quality, enjoyment and value for money**, we structured the programme to give leaders, managers and individuals the integral skills and capability to improve performance in the workplace.

The programme is stimulating and challenging, and includes the development of essential knowledge, skills and confidence to perform effectively as coaches and mentors through collaborative learning workshops, reflective learning, and elements of open, distance and online learning. Participants are provided with a comprehensive workbook, which is used throughout the programme, and are required to complete a work-based assignment on a live work project and a coaching diary, where they record reflections on their coaching practice and personal development.

Successful completion of the level 5 qualification also provides eligibility for Associate Membership (AMInstLM) of the Institute of Leadership and Management, which can be upgraded to Member (MInstLM) upon additional qualifications.

Examples of some of the feedback we have had from the participants include:

“The facilitators’ style was informative, challenging yet friendly and supportive. I found the feedback and support during the coaching practice both enlightening and reassuring. There was a good balance for a group that had diverse coaching experience and pitched each subject at just the right level for me”.

“The practical exercises were the real bonus. The approach really got me thinking and reflecting on how I perform as a coach. It was refreshing to be able to exchange ideas and perceptions with others without the usual restrictions imposed by a client/coach relationship and to discover that my values,

beliefs and coaching philosophy are not way off beam”.

“The workbook was invaluable in helping me to structure my thoughts and gather a sense of purpose for the first two days. I found most of the theoretical models useful in helping to develop thoughts about how I work with different clients. The exercises made me think deeply about what I do and how I do it and made me realise that I have a more structured and professional approach to what I do than I had realised”.

“The relevance of the workshops to my work was in a word, essential!”

If you would like to discuss how the Level 5 (or our other Level 3 and Endorsed Award) qualifications can support you to become empowered, competent and energised coaches, managers and leaders, contact Fariyal Khatri at fariyal@the-dp.co.uk

Current DP Projects

- The development of core and specialist competence frameworks and a performance management system for the Office of Rail Regulation
- Training the ILM Level 5 Diploma in Management Coaching and Mentoring for internal and COPFS staff
- Design consultancy, training design and delivery of a mentoring scheme for mentors and facilitators for DCLG
- Assessment Centres for the selection of senior management posts for the Land Registry
- HR Business Partners Skills Review in BERR
- Skills surveys for the Government Offices
- Review of Appraisal and Development Reporting (ADR) system and performance bonus arrangements for DCMS

Lewisham Young Women's Project

DP's choice of charity to support this Christmas

As mentioned in our Editor's Message, this year we have chosen to make a donation to a charity; The Lewisham Young Women's Project, rather than send Christmas cards.

Lewisham Young Women's Project supports the personal and social development of young women in one of London's most deprived boroughs. It runs a number of programmes, some general, some targeted at particular groups. The general work includes work in schools on sexual health education and developing emotional wellbeing, and in training young people to act as mentors to their peers. Work with targeted groups includes supporting young women who are excluded from school, teenage mothers and female young offenders.

The Development Partnership donation will go to fund activities for a group of young women with special needs, who meet weekly at the project and also on one Saturday a month. The aim of these meetings is to help them develop life skills, and to give them the opportunity to hang out and enjoy the social life that their able-bodied peers take for granted. The Project receives funding for the staff at these events but not for resources for on-site activities such as craft or for trips out. Our donation will fund a trip to the sailing centre at Deptford (once the weather is warmer!) or to the riding centre.

If you would like to know more about the Project and especially if you would like to help as a volunteer or join the Management Committee, please give Lindsay Beaton a call.

Get in Touch

The Development Partnership

25 Floral Street
Covent Garden
London
WC2E 9DS

T: 020 7031 8115

F: 020 7031 8112

E: mailbox@the-dp.co.uk

www.development-partnership.co.uk

DP Focus...

Helen Curtis

Administrator



At the beginning of 2007, Helen gained training on MS Excel and her skills have been in constant demand ever since. In fact, Helen seems to be learning more about it all the time without the aid of any more training!

Helen continues to administer the 360 Feedback programmes and has taken on many other projects throughout the year. Sadly, she has also had a few health problems recently but we are glad to see her back up to speed. Helen says she is confident of an interesting and busy 2008.

In her spare time, Helen continues to be the Kent area representative for her Ducati Motorcycling Club, venturing far and wide over the English countryside. In 2007, apart from undergoing a Metropolitan Police Bike Safe course, Helen qualified as an archery instructor and continues to lead a Girlguiding troop of 40 guides, with a little help from others!

Fariyal Khatri

Business Manager



Fariyal is thrilled to be celebrating Christmas and New Year having successfully gained her ILM Diploma in Management Coaching and Mentoring. She is so enthusiastic and passionate about the benefits of coaching in the workplace that in 2008, she plans to use her coaching and business management skills to develop and expand DPs

coaching programmes and services to new market sectors.

Over the Christmas period, she will be embarking on another adventure with her partner, Denis – moving into their first home together – which she is very excited about.