

The objective

To raise the capability of its managers and global directors to develop CIMA culture and deliver its strategy.

The approach

Bespoke leadership programme encompassing 360 degree feedback workshops and telephone coaching centred around CIMA's four competency areas.

The business impact

Global directors and managers have confidence to deal with difficult issues leading to improvements in underperforming teams, increased efficiency, better working relationships, more collaboration and ownership to solve problems and reduced absences.

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TLC Builds Confidence to Improve Performance in CIMA (Global)

The Chartered Institute of Management Accountants (CIMA) is the world's largest global professional body of management accountants. They approached TLC to help them up-skill thirteen overseas directors and forty of their managers, many of whom had received no formal management training to date. "TLC's mix of organisational development expertise and psychology training was very attractive; we felt they could offer us something bespoke and practical which focused on developing individuals' emotional intelligence," says Angela Nolan, HR Business Partner.

The programme, made up of 360 degree feedback, four workshops and four one to one telephone coaching sessions, has been very successful. Most significantly for CIMA, it has equipped its global managers with the skills and tools to have constructive conversations in an adult way, and to be able to resolve issues in a timely and proactive manner.

"Like most organisations, there were pockets of performance and attendance issues, but it wasn't long before we noticed changes in behaviour, in particular an increased level of collaboration, and a greater confidence and willingness to resolve differences of opinion using the positive behaviours of Transactional Analysis. This has certainly had an impact on organisational performance" says Angela. As a result, everyone is working more efficiently, absences are down, the underperformance issues have been managed professionally and CIMA has increased its student and member targets.

The feedback from overseas directors and managers has been very positive. "Morale has definitely increased. They felt they'd been selected for something special and they recognise it has made a difference in the way they work and engage with colleagues. Even I thought, wow, we're getting such great feedback from the managers!" Angela recounts. Informal, supportive relationships have been formed, helping communication and facilitating a better understanding of each other. There is an increased willingness to take risks and try out new ways of working and people are more responsive to challenge and feedback. Many managers have also used the coaching model successfully in their own teams.

CIMA place great value on the relationship that developed with TLC, and are keen to work with them again. "We felt we were really working with them," says Angela. "They listened to our issues and offered workable solutions. The small details, such as asking the CEO to launch the global programme, had a really positive impact, and resulted in the objectives not only being achieved, but embedded and sustained beyond its year long roll out."

About TLC:

Established by directors Colin Newbold and Nicky Pharoah in 1991, TLC specialises in organisational talent development and helps to align individuals, teams, organisations and cultures behind the business strategy. The shifting economic landscape has forced our clients into organisational restructuring for cultural and commercial reasons and we're helping by up-skilling line managers. TLC is where shift happens...helping to shift organisations from where they are now to where they want to be. TLC shift workers (our facilitators and coaches) are operationally experienced leaders with a psychology background and expertise in organisational development. This enables them to diagnose and get to the root cause of the specific issues affecting both professional and business success, as well as equipping them to deal with any behaviour that comes up during the course of their delivery.

Specific deliverables include talent assessment and development; leadership, management and team development; culture change and change management; communication skills; sales development; individual and group coaching, while our online subsidiary offers organisational feedback tools such as 360 and employee engagement.

TLC are based in Tunbridge Wells and have worked with an impressive portfolio of clients ranging from well known brands to public sector organisations. Examples include Telefonica O2, E.ON, Southern Railway, Diageo, Catalyst Housing Ltd and Kent County Council.