



NEWS



The Development Partnership : Management Consultants : DP NEWS 06 : DECEMBER 2008



A Strategy for the Science Museum

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How to become one of the most admired museums in the world

Editor's Message

Welcome to the Christmas 2008 issue of DP News. In this issue, we focus on some of the successful and rewarding projects we have been doing with our clients in 2008. This year we have seen more than ever the importance of organisations putting robust HR strategies and staff development and engagement high on their agendas.

In the last six months at DP, we have been through some big changes. We were sorry to lose partner, Lindsay Beaton, who is now managing Mere Sands Wood Nature Reserve in Lancashire. Our administrator, Helen Curtis, also left in August.

Our Business Manager, Fariyal Khatri, has chosen Amnesty International for our Christmas charity donation this year. Fariyal has been a member of Amnesty for several years and has been involved in their letter writing campaigns to protect the human rights of prisoners of conscience all over the world.

The Development Partnership wishes you – our clients, associates and staff – a wonderful Christmas period and a Happy New Year!

The new Director of the Science Museum, Professor Chris Rapley, CBE, was set a massive challenge on his appointment as Director of the Science Museum in 2007. It was to make the museum one of the most admired museums in the world. This was a challenge that galvanized Chris and his senior management colleagues and, rather than leaving it to the business planners as many organisations might do, they decided on a collaborative approach to devise a new strategy to attain this goal.

David Vere worked successfully with Chris when he was Director of the British Antarctic Survey, helping facilitate a new Strategy for BAS – *Global Science in an Antarctic Context* – and its subsidiary 5-year Strategy for Science. Chris asked David to work with the Museum in early 2008 with the aim to facilitate their strategy development process and help devise the new strategy.

Over a series of three away day sessions using strategy techniques and real debate, internal sessions with each of the Museum senior management teams, and plenty of hot towels work, their thinking was captured in drafts of the strategy. *Continued over.....*

A Strategy for the Science Museum

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The task involved answering some pretty testing questions: What is the Museum for? What science should we include in the Museum? How will we know if we have been successful? How do we balance offering a great visitor experience whilst ensuring we stimulate and educate people? How can we capture the answers clearly, succinctly and energisingly? The headlines that came out were:

Science Museum: the museum of the future

- * Our purpose is to make sense of the science that shapes our lives
- * We aim to raise curiosity, release creativity and change the future

What is our subject matter?

- * The Museum covers science, engineering, medicine, technology, design and enterprise

Who we are for?

- * The Science Museum is for people of all generations and backgrounds

What is our vision?

- * To be the best place in the world for people to enjoy science

How will we achieve this?

- * An inspirational offer
- * A peerless collection
- * An unmatched experience
- * A beacon of learning
- * A commitment to excellence

DP Focus...

Julia Duncan *Partner*



The last six months has brought its ups and downs. The downs were Lindsay Beaton leaving us to go to the wilds of the beautiful North to be a nature reserve manager. She sends us a blog of her trials and tribulations and seems to have taken to it like a duck to water; which is just as well, as she will have the Canada geese flocking to her waters over the next few months! The upside has been the interesting and varied work with our clients, from development centres with Addleshaw Goddard, where we meet a range of really interesting and motivated lawyers; to running the Level 5 ILM accredited coaching programme, where we have the pleasure of working with gifted and talented managers aspiring to be coaches in their own organisations.

David Vere *Partner*



David has completed his portfolio and management research report for his CIPD Professional Assessment of Competence. The report on employee engagement – *the role of managers and HR* – was compiled through research with the *Fit for Business* organisations and has gone off to be assessed... fingers crossed! David is still sailing and competed in several regatta weekends in the Solent in the autumn. One weekend a 7th overall and a 3rd place from 35 boats; another – lost the spinnaker overboard, which was then spun dry by a passing container ship... it's an up and down game of two halves this sailing malarkey!

Amanda Maclean
Partner



Amanda's been keeping busy with development centres for Addleshaw Goddard, executive coaching for HMPS and CLG, and leadership training for the VLA. Earlier in the year, she worked with UKSport, using 360 feedback to support their International Leadership Programme. To the great amusement of the rest of DP, Amanda had to expand her sporting repertoire from Yoga and Cycling, to include Rugby, Hockey, Swimming, Snowboarding, Boxing, Squash and Football. At least this had the valuable spin-off of shaming her into going to the gym and she can now explain the offside rule in football!

She's also been looking at our internal processes, as she is the partner responsible for Quality issues and is pleased to report that our recent annual ISO inspection was a success, - due in no small part to the efforts put in by Fariyal as Quality Manager.

Amanda is currently focussing on her personal development; it took rather a back seat earlier this year as she was still busy sorting out her new home. She will soon be attending a Masterclass with Ruby Wax at Roffey Park (yes - that Ruby Wax!), as well as going along to the BPS Coaching Conference.

Fit for Business—Planning our Fourth Consortium

A Pragmatic Approach to Strategic HR Capability



Over the last four years, 18 public sector organisations have participated in our innovative 'Fit for Business' action learning programmes. They offer practical ways for HR to make a difference in the way it works with the business. Another consortium is planned for 2009 and we are looking for new organisations to take part.

Supported by the CIPD, Cabinet Office, Improvement and Development Agency (IDeA) and the PPMA, the 'Fit for Business' consortia offer an excellent opportunity for individual HR practitioners to develop their strategic capabilities and enable HR organisations to tackle a current issue in their transformation programme. The consortium involves:

- * Six seminars on leading edge HR practice.
- * A site visit to see good HR and people management in action.
- * Consultancy support for an in-house project to tackle a key HR issue in your organisation.

The consortium programme is tailored to the needs of member organisations, so they gain access to focused personal development opportunities and HR consultancy expertise.

The first two consortia resulted in two *Fit for Business* reports published by the CIPD entitled *Building a Strategic HR Function in the Public Sector* and *Transforming HR in the Public Sector*. The third consortium resulted in a CIPD toolkit on employee engagement and a PPMA Guide on HR Measurement.

Participating organisations in the last consortium were British Transport Police, Cardiff Council, Child Support Agency, Criminal Injuries Compensation Authority, Crown Office and Procurator Fiscal Service, HM Revenue and Customs, Land Registry, London Borough of Richmond upon Thames, National Audit Office and the Royal Borough of Kingston.

DP Focus...

Lynne Butler *Principal Consultant*

At the moment I am working on...

Projects with two organisations that have been part of the recent *Fit for Business Consortium* to improve the strategic impact of HR functions. The first is advising HM Revenue and Customs on how to improve employee engagement by helping them put together an action plan following their staff survey results. We are currently in the final stages of agreeing the design of materials for their new management development programme. The second project involves helping to improve the internal staff consultation process at the Royal Borough of Kingston. This includes developing the role of employee representatives, working with managers, writing guidance and establishing a network to share good practice and learning.



The most rewarding aspect of being a principal consultant is...

Taking a key role in facilitating the *Fit for Business Consortia* with David Vere (we have now run three). I continue to be committed to improving performance and giving HR functions practical help to become more strategic. I enjoy both the design and delivery of learning events and providing consultancy to groups of organisations working on common business issues. Plus there are always new things to learn from running these.

The most challenging aspect of being a principal consultant is...

Balancing my work as a DP Principal Consultant with running my own HR consultancy and coaching business based in Sussex.

When I am not working for DP or other clients I am...

Walking on the South Downs, as I like to be outside in the fresh air and it's very bracing, particularly at this time of year!! Or volunteering for the Prince's Trust in Sussex – using skills picked up as consultant, coach and parent to help young people get their lives back on track. Also, spending time with the family – our two grown up children are both living back home at the moment and we still manage to have very good times together (although we also have our moments).

You know me as a DP principal consultant but in another life...

I would have owned a vineyard. I do sometimes wonder what it would be like to do a completely different job in another country. It would be immensely satisfying to produce good wine, successfully battle with the elements and work in and be part of a rural community somewhere.

Evaluating the Mentors

At Communities and Local Government



The Development Partnership is currently running two mentoring schemes: for Communities and Local Government (CLG) since 2007 and for the Scottish Government since September this year. The aim is to promote the scheme, train the mentors, brief mentees, match mentor-mentee pairs and provide continuing support, information and advice to all participants. As an impartial partner, David Vere was asked to conduct an evaluation of the scheme for CLG, which Lindsay Beaton was involved in setting up.



David's evaluation comprised a questionnaire survey of a sample of mentors and mentees using Survey Monkey (well recommended) and a focus group for participants and stakeholders in the scheme. Some of the key messages from the 77 respondents were:

For Mentors

- * Skills practice in the training – listening & questioning – was essential for effective mentoring.
- * Support to mentors is best provided through the development of a mentors' network, access to experienced mentors, the opportunity to discuss mentoring issues and further opportunities to practice skills.
- * The most valuable aspects of being a mentor are helping others develop, progress their careers or deal with work issues. This was followed by the mentors' own skills development. This is a win: win relationship.

For Mentees

- * A mentoring relationship is seen as an opportunity to develop

skills, progress one's career and get advice from a senior colleague.

- * Mentors are seen to be generally effective in the role – offering effective questioning, active listening, solving problems and suggesting development ideas.
- * Benefits identified from their involvement in a mentoring relationship were: getting help with personal development or career plans, receiving support when needed, tackling work problems, building confidence and being more proactive.

Overall

- * There was a need to ensure that mentors and mentees join a relationship quickly and that matching is effective – if matches are not available then those waiting for a match should be kept informed.
- * The scheme needs to be well publicised so that potential mentors and mentees can be recruited and individuals and managers more generally are aware of its potential benefits to them and to the organisation.

CLG is now planning steps to consolidate the scheme by raising its profile, strengthening support to mentors and mentees, and ensuring prompt and effective pairings and relationships. The value of mentoring was summed up in a couple of comments – best of luck to the second commentator:

"An opportunity to develop my skills by receiving mentoring from a senior member of staff gave me a different and more strategic view on my work activities."

"As new to the civil service I wanted all the help I could get....."

Get in Touch

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