



NEWS

The Development Partnership : Management Consultants : DP NEWS 05 : May 2008



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Change Management for Citizens Advice

DP supports Citizens Advice with major programme of change

Citizens Advice is the national coordinating body for all Citizens Advice bureaux across England and Wales. It provides quality assurance, information, support and training to all bureaux. The central organisation has initiated a major programme of change involving re-organising its structure, reshaping its services to bureaux, using new technology-based information delivery services and relocating many of its regional offices. The change is wide-ranging and fast-moving, and everyone in the organisation is affected.

The Development Partnership has been working with Citizens Advice since 2004 on management development and teambuilding events, so we were familiar with the organisation and had worked with many of its staff. When the change programme was initiated we were asked to provide programme support in a number of areas, a key one of which was to design and deliver workshops to support people in the organisation in managing change and in helping their colleagues deal with change. The main audience for the programme was managers, but the organisation also identified individuals who play

pivotal roles in coordinating team activities in this geographically dispersed organisation, where many people are out on the road. Although these individuals are not in line management roles, they have the respect of and influence their colleagues and are ideally placed to support change.

We produced a two-day workshop, designed to meet the needs of any staff member below Board level (a separate version of the workshop was designed for the Board, to include the specific issues related to leading change).

The workshop began with delegates reflecting on their personal experience of change and using this to develop an understanding of the process of change and the emotions that accompany it. This reflection and learning was then applied to practical change tools, such as supporting colleagues in moving through the change curve; identifying barriers to change and risks in change programmes; managing stakeholders in change; developing a positive approach to change using Appreciative Inquiry; and producing plans for change projects in their own workplaces. *Continued over..*



Editor's Message

Welcome to the May 2008 issue of DP News.

In this issue, we focus on some of the projects we have been doing with a number of our clients, with whom we have developed successful, longstanding and rewarding relationships. As David Vere reiterates in our DP Focus on "A Day in the life of..." all our consultants feel an immense sense of satisfaction and fulfilment on achieving successful outcomes for our clients.

We hope you enjoy reading about the value of maintaining long-term client relationships and do let us know if you have any comments or questions.

Current DP Projects

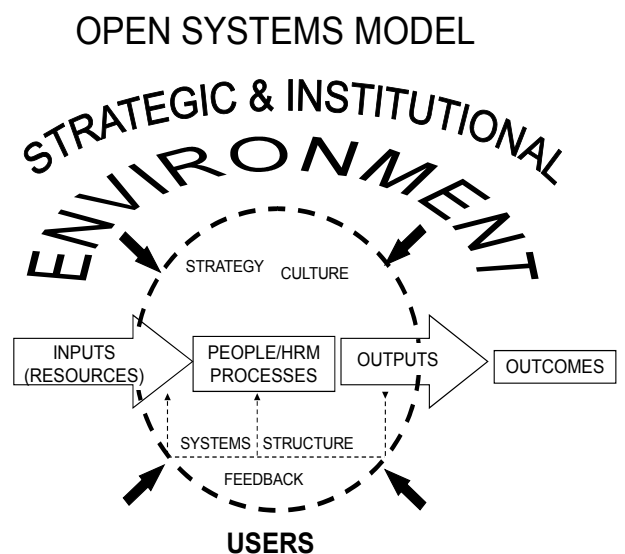
- Training the Institute of Leadership and Management (ILM) Level 5 Certificate in Coaching and Mentoring in Management for the "super coaches" project in Communities and Local Government.
- Endorsed ILM Coaching Award for Forensic Science Service supervisors and managers.
- Assessment Centres for the selection of senior management posts for the Land Registry.
- Fit for Business consortium, working with ten organisations that are focusing largely on employee engagement and human capital measurement themes. The consortium members are: 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 Kingston, London Borough of Richmond and National Audit Office.
- Designing and running Development Centres across three locations for Addleshaw Goddard.
- A 360 degree feedback project for teams in Scottish Government and UK Sport.

Change Management for Citizens Advice, *continued from Page 1...*

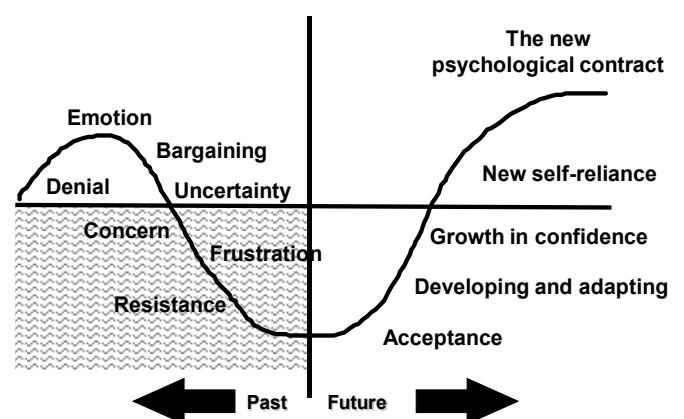
We set the change in context and ensured that delegates allowed for Citizens Advice's operating environment and external factors in considering change. A major reason for the failure of change programmes is when organisations become overly inward-focused and lose sight of their purpose.

We helped delegates identify how they could enable their colleagues to move through the curve; when to be supportive, and when to offer a reality check.

Accompanying the workshop was a workbook containing resources and a toolkit, which delegates could use back in the workplace to put into practice what they had discussed and learned on the workshop.



ACCELERATING CHANGE



Developing a Mentoring Scheme for CLG

Training Mentors for Communities and Local Government (CLG)

Communities and Local Government (CLG) had been operating small-scale mentoring schemes focused on particular groups, such as fast streamers and those from ethnic minorities, for several years. The CLG Learning and Development Team were also aware that a significant amount of informal mentoring took place within the department. In line with their aim of developing a coaching culture and encouraging development, the L&D team wanted to promote mentoring and develop a more consistent approach.

We worked with the L&D team to review the department's guidance and publicity on mentoring and the proposed structure of the mentoring system, including mentor/mentee matching. As part of this process we consulted current mentors and mentees and discussed with senior managers what they would like to see result from an increased amount of mentoring taking place. Drawing on these discussions and our experience of mentoring schemes, we designed a one-day workshop which covered:

- the nature and ethics of mentoring

- how mentoring operates in CLG
- the essential mentoring skills of listening, questioning and building rapport
- practice session where the delegates mentor each other.

To stimulate discussion on the nature of mentoring we produced a spectrum of roles ranging through manager, coach, mentor, buddy and counsellor. Participants reflected on and discussed the roles, and explored how individuals might move along the spectrum in different relationships and stages.



Representing the Highways Agency

DP run representational skills workshop



In recent years the Highways Agency has raised its profile and engaged directly with the public, the most noticeable engagement being the introduction of uniformed Traffic Officers patrolling the motorways in England. The Agency also creates opportunities for engagement by taking stands at exhibitions and at events ranging from the Motor Show and Truckfest, through to Gardeners' World and The Clothes Show.

The Agency takes pride in the fact that its presence at these events is provided by staff who work in the line in all functions, and not only those in customer-facing

roles. But it also recognised that its representatives would benefit from training in representational skills, and that the introduction of a training programme would achieve a consistency of approach across the country. We drew on our knowledge of working with the Agency and the specialist communications expertise provided by one of our associates, Lin Johnston, to create a practical and lively one day workshop, which covered:

- Identifying and communicating key messages.
- Initiating productive discussions – and closing unproductive ones!
- The practicalities of self management at a show.
- Demonstrating the Agency's values in words/actions.
- Identifying and understanding audiences at shows, and developing engaging messages.

By the end of the day, delegates are equipped to achieve the Agency's aim of positive engagement with its customers, through transmitting its key messages and listening to the needs/concerns of road users. In sum, as the Agency set out to achieve, we enable delegates "to put a face to a faceless organisation".

DP Focus: A Day in the Life of...David Vere

DP Partner David Vere reveals all about his job



At the moment I'm working on two major projects. Alongside Lynne Butler I am facilitating our third consortium of organisations under the Fit for Business banner. This time working with ten organisations focusing largely on employee engagement and human capital measurement themes.

This involves two aspects. Firstly, the design and facilitation of our programme of learning events, a series of seminars on our themes, of which we have so far run three, with group work on employee engagement and stimulating external speakers from Vodafone, Kingston University, Royal Society for Protection of Birds and CIPD. Secondly, I am working with six organisations, each with a different project, as part of their HR transformation programme. For example, helping the Child Support Agency accelerate their culture change programme and reviewing staff and manager engagement with performance management arrangements for the Crown Office Procurator Fiscal Service in Scotland.

My second main project at the moment is helping the Science Museum develop a new strategy to realise their vision of being 'the best place in the world for people to enjoy science'. This is a whole new sector for me and is very stimulating – waiting in the lobby with large excitable school groups is something new in client work – but very energising.

The best thing about my job is...

The variety of the work; the client organisations I am working for, the people I am working with and the projects I am working on. Each new project, especially with a new client, is a new journey with a steep learning curve and the satisfaction of a successful outcome at the end of it. Even more so when they ask us back to help them further, as these long term relationships are very rewarding.

One of the funniest moments was...

It did not feel wholly funny at the time, but coming down on the second morning of a strategy session for British Antarctic Survey to discover that the flip charts covering all four walls from the day before had been put in the hotel dumpster! Typing up the flip charts with yesterday's dinner all over them was less

funny. Also, repairing a plug on an OHP with a spoon in front of a client selection panel really was funny for all concerned – especially the client Head of Finance.

The most challenging aspect of my job is...

Keeping all the different plates spinning at once: different client projects; marketing; bidding for work; and business management. I am also doing my CIPD qualification via the PAC route and I am creating my portfolio and planning to write my management research report on how HR and managers can better engage employees.

When I am not working for our clients I am...

Following on from my Clipper sailing experience and my day skipper qualification, I aim to go on the water regularly and I spent a week in April with a group of people from British Antarctic Survey, when we tried not to discuss business strategy, only sailing tactics! At a more sedentary level, I am an avid Formula One fan and this year I am taking both daughters and their boyfriends to the British Grand Prix weekend at Silverstone (in tents).

You know me as a consultant but in another life I would have been...

I've had many varied holiday jobs – making bricks, making sewer pipes, freezing peas, baling straw (with tractor), barman in a working men's club in Huddersfield and baking bread. Surprisingly none of these really appealed (apart from farming). I did want to be a pilot – RAF or commercial – but my specs meant it was not an option. I still love flying in anything and helming a boat makes up for a lot.

Get in Touch

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