

# CASE STUDY



## 'DESIGN AND DELIVERY OF DEVELOPMENT CENTRES'

### CLIENT BACKGROUND

A leading global paints and coatings company and a major producer of specialty chemicals. Calling on centuries of expertise, they supply industries and consumers worldwide with innovative products and sustainable technologies designed to meet the growing demands of our fast-changing planet.

### A SIGNIFICANT CHALLENGE

Following the appointment of a new CEO, a key element of the new strategy was to evaluate the effectiveness and capability for change of the key functions to meet the planned challenges of the new organisational strategy. The first function to undergo a complete review was the Human Resources Team and this led to project described below.

### OUR APPROACH

- Design, develop and agree a Development Centre where over 100 HR Business Partners globally were to participate
- Have 'multiple exercises' to ensure that participants were viewed from a number of perspectives
- Develop individual reports and feedback the key findings to participants
- Identify the capability of the total group of HR Business Partners against the HR Business Partner Competency ratings to understand the current and future potential of the group over time, as well as the cultural indicators



### THE PROCESS

The 1.5-day HR Business Partner Development Centre with 8 candidates per centre included the following exercises, with initial feedback during the 1.5 days:

- **Modified Career Path Appreciation** – a one-to-one appreciation with a Bioss practitioner to appreciate an individual's capability to handle uncertainty, increasing complexity and decision making, as well as ascertaining how that capability will grow over time
- **Linked Personal Appreciation** – a psychometric tool that includes team types, conflict handling, work and learning styles, personality as well as managerial style
- **Executive Leadership Inventory** – a 360 degree questionnaire that analyses gaps between the individual's responses and the immediate line manager, direct reports, and peers
- **In-Box Exercise** – to understand how individual's prioritise and action key work tasks under time pressure
- **Presentation Exercise** – to identify how the individual responds to the brief and the effectiveness of their communication to the audience
- **Functional Interview** – a structured format conduct by an external HR professional to gain insights about the interviewee's professional

After a 'wash-up' session of all the results the assessors ranked each candidate against the HR Business competency model

### RESULTS & BENEFITS

- Aggregated data presented to the Senior HR Leaders to highlight the prevalent culture in the HR function and areas for action to meet the organisational strategy
- Mapping current capability and potential of HR Business Partners to provide improved succession management for the organisation in the short, medium and long term
- Aggregated data about the collective strengths and development areas for the HR Business Partner Group
- Individual report for each candidate, highlighting key strengths and development areas, with a telephone follow up