



HUMAN CAPITAL DEVELOPMENT
Developing Business Performance

WHITE PAPER

Case study – Business Diagnostics

Human Capital Development was commissioned by a leading Hampshire professional partnership to design a strategic and leadership development event.

PROBLEM

The objective of the programme was to resolve issues concerning communication and the healthy growth and future of the partnership. The process had to be motivational with real results being delivered. It also had to be new and original to the twenty partners taking part including the CEO and majority shareholder, hereon referred to as 'the delegates'.

SOLUTION

Our proposal was to run a bespoke business and team diagnostic event over a Friday and Saturday, including evening work with completion no later than 3 pm on the Saturday. The programme to include a personal and team analysis using our personality profiling tool, PPI™.

DETAIL

We started by measuring all the delegates using PPI™, the results of which were displayed for everybody to see with explanations and some team development based on our findings. This led to an active and at times lively involvement with all present obviously enjoying the process.

This subsequently proved to be the ground breaking session that allowed for the 'drains up diagnostics' in company process that followed to succeed.

The business diagnostic involved everybody listing the issues as they saw them that needed addressing in the business. These were then collected and worked on by our lead trainer whilst the delegates had lunch.

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The next part of our diagnostic process was a brain storming open session to come up with generic headings covering all the points in the delegate's lists. This resulted in fourteen headings, e.g. Partnership agreements, staff, new partners, car policy, etc. all listed and displayed on one of the walls.

A lively but controlled session boiled these down to nine categories. Then the delegates were on their feet, moving around between the different sheets and interacting with their neighbours. Using colour stickers they each indicated their preferences for inclusion into the final selection. This worked well and soon confirmed which nine should go forward, six key areas soon being identified and agreed on. The only thing left was the order of priority, which needed a clever process to take away the emotions that may have been forthcoming.

The top nine categories were then entered onto our unique 'comparison analyses charts', one for each delegate. This gave us the individual's preferences in order. We moved on to repeat the process in what was a fair and democratically arrived at method. We already knew that six of the nine were favourites, and soon two others fell of the list. Four of the nine original categories now capturing the majority of votes and in an order of priority.

This whole process gave what followed complete credibility and was the basis for everybody's commitment to the next part of the programme. Delegates were divided into four teams, making sure each team had at least one delegate of each of the different personality categories, they then elected leaders and presenters. They then very quickly sorted out between them which of the four main issues their team was to focus on.

The four teams were all tasked with their recommended solutions with action points, and deadlines. They continued their deliberations before and during and after dinner that evening. All teams presented their findings and proposals on the final Saturday morning session.

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CONCLUSIONS:

Following two reviews, short term (six weeks) and medium term (six months) followed with the group CEO. He reported that the two days were very well received with all present giving positive feedback and some stating that it was a well worthwhile time investment that was well overdue and thoroughly worthwhile. It transpired that the four teams were continuing to monitor and overlook progress in each of their projects.

The long term result of this programme was significant for the partnership. Communication between partners improved greatly and with the underlying issues that had held the partnership back being dealt with, they have doubled the size of the partnership over the last two years.

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