



Want to find out more?

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Case Study

Developing talent in professional services

Overview

We designed, delivered, evaluated and refined a talent identification and development programme for a national professional services firm over 4 years. As part of this, we created a Development Centre, which took the format of an immersive event, requiring group working and interaction with clients, colleagues and external experts.

Approach

To help the firm develop their future leaders, we gained familiarity with the challenges leaders faced and designed a 'day in the life simulation' in collaboration with its key stakeholders. This was a stretching event where, having reflected on their strengths and development areas, participants could come forward on particular tasks, as they worked alongside their colleagues in both large and small groups to tackle an organisation-wide issue. Overseen by a mix of our psychologist observers and the client's observers who we trained, this generated very rich information about how participants acted against a set of leadership behaviours.

Outcomes

Participants were provided with in-depth feedback from a psychologist to discuss the key themes emerging and to make links with their desired career progression. The subsequent development report captured important themes and any agreed action points. The actions related to both capitalising on strengths and addressing development areas that could potentially get in the way of the individual's progress as a leader. As well as the Development Centre providing vital input for development planning, 90% of participants reported that the event gave them a good opportunity to reflect on their style and impact. This intervention proved invaluable for succession planning, and furthermore, insights from participants dealing with the event scenario itself were incorporated into the firm's practices.