

CASE STUDY: **SIEMENS**

Division: SIS Consulting

What we were asked to do:

Help them to work out a career framework for a team of 60 consultants. They wanted people to understand where their strengths were, what they needed to do to develop /get promoted and how long this was likely to realistically take them.

What we did:

1. Worked with the management team to design a structure which would help consultants see where they were within a career path. This needed to fit in with corporate standards so we combined an existing framework with something that helped bring to life how to apply it to consultants of different experience and seniority levels.
2. Designed a process to get a deeper understanding of each individual / their capabilities. This involved some self reflection, some psychometrics and most important, a three hour in-depth interview where we got to know them better.
3. We met each consultant for three hours and had a detailed discussion about each of the capabilities that were most relevant to their role and level. After some reflection, we produced a written summary that we talked through with them in a feedback and development planning session. We kept this action orientated and tried to focus people in on the two or three things that had the greatest potential to make a difference for them in their lives and careers.
4. We pulled together all the data from 60 consultants to help the management team and HR get a true picture around what they had at each seniority level of the team. We identified high potentials, future managers, retention risks and potential mentors for other consultants. We also pulled together the main themes across the organisation to show the areas where the group had the greatest strengths and most need to focus development activity.

Where we added value:

We went beyond the core brief and brought greater development insights to the table at both the individual and group level. We also challenged individuals to think deeply about their own experiences and career plans, and helped them to shape this into something meaningful.

What the clients said afterwards:

The Management Team member we worked most closely with:

“I thought our exercise was excellent last year, I will be doing it again when the opportunity arises (and it will)”

The consultants who went through the process:

“I was clearly challenged, not so much to think about changing my career or role but to improve in the way I perform it”

“I was offered very insightful feedback that I will follow up on”

“The feedback session has really helped me to clearly picture my current strengths, areas for improvement and needs for career development”