

CLIENT INTERVIEW  
Geoff Crang



ARE YOU MISSING A TRICK?

GETTING THE BEST FROM MANAGEMENT CONSULTANTS



MOTIVATING YOUR PEOPLE



Client Interview

# We Are All European Now



**In this article Geoff Crang, European H.R. Director of a successful pan-European food ingredients company, agreed to share with us his experience of recruitment in Europe.**

Over the last 14 years Geoff's responsibilities have progressively expanded and his remit now stretches from Ireland to Russia.

Geoff's view is that whilst the pro and anti European Union debate rumbles on, many commercial enterprises are quietly getting on with operating on a pan-European basis. Common sense dictates that there is a need for UK organisations, and their employees, to take a pan-European perspective - even if they are applying a 'local' solution.

Morgan Clarke asked him about his experience.

### How have things changed from an H.R. perspective?

"The most striking change I have experienced is the levelling of capabilities and expectations across the pan-European workforce. For instance, 15 years ago the mere fact of being a western company was in itself enough to make us an attractive organisation to some of the best talent in for example, Poland or Hungary. This isn't the case anymore. Candidates' expectations in local labour markets have risen rapidly."

### How have these expectations changed?

"In my view expectations are now very similar between potential UK employees and those in Central Europe. Since 1991, I have seen colossal change in the visible, outward culture of Central Europe, for instance, the desire to embrace enterprise and a greater ambition to travel and obtain senior roles."

### What about capabilities to support these ambitions?

"Yes, there are noticeable improvements in people's speed of thought in English, and the people I am coming across, seem better in the essential basics. In Central Europe, the growth of highly capable candidates has outgrown demand, and there are now more young, educated graduates - but with fewer local opportunities. Looking forward, I think that we will see an even more mobile well educated workforce and organisations will need to prepare for this."

### What advice would you offer to those operating across Europe?

"My experience is that people's ability to manage ambiguity, diversity and risk are all enhanced by the opportunity to work outside of their own local environment. As a word of caution however, I would point out that it is very easy to be seduced by linguistic capability. It is essential to ensure that people don't just 'talk the talk' but that they can also 'walk the talk'."

### What's your experience? Contact us

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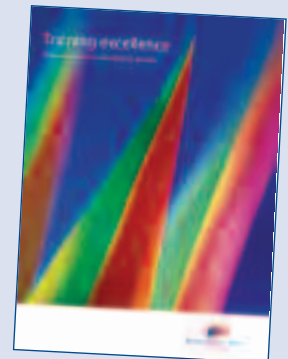
Morgan Clarke Update

# Training Excellence

We are delighted to announce the imminent release of our new training catalogue, which contains over 30 development programmes and skills workshops.

Our catalogue contains details of an exciting schedule of programmes and workshops that span a full range from first line manager skills development, through building commercial and strategic capability to executive education. Led by consultants and facilitators who are experts in their chosen fields, programmes are highly relevant, informative, engaging and, above all, equip participants with transferable skills that realise immediate benefits back in the workplace.

Programmes and workshops can be tailored to reflect the individual needs of your organisation and employees.



If you would like to find out more contact Lyn Elms

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## Tip Time

## Are You Missing An Important Trick?

Following the downturn in the fortunes of IT and Telecoms companies, the bursting of the dot com bubble and assorted accounting scandals, the market lost its appetite for the 'grand design' some years ago. Since then, the notion of 'flawless execution' has taken hold.

Relentless efficiency and cost saving initiatives coupled with a total focus on the bottom-line have delivered significant profit performances for a number of big name companies. Our recent experiences suggest that there is now a renewed enthusiasm in the marketplace to concentrate on growing sales revenues.

Also, with the increased competition that new technologies and globalisation have brought, many organisations are looking to secure customer loyalty by selling more strategic solutions. To be successful, this approach requires sales people and account managers to adopt consultative sales approaches. Understandably companies are investing in training their sales people but, in our opinion, they are often missing an important trick.

In this increasingly complex sales environment, the capability of sales managers, not just sales people, is one of the key factors in achieving success. We find that in far too many cases sales managers are found wanting. They need to understand how to construct better deals both for their own and their clients' organisations by:

- taking a more strategic, long-term approach to client handling and developing sales opportunities
- improving their commercial awareness by knowing the client's business, the capability of their own company and building value adding solutions.

In our experience, a lack of confidence in these two areas leads sales managers to revert to their comfort zone all too readily. For example, either acting as a 'gopher' behind the scenes, or setting themselves up as the team's products and services technical guru. Neither of these delivers good value for the sales team, the client or the company.

In the future, sales managers need to stop hiding and have the confidence to start making more strategic and commercial contributions and coach their teams to improve their capability and achieve sales success.



**If this article strikes a cord with your current situation call Clive Watkins**

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## Teaching

## Master Classes

Master Classes, also described as lunchtime briefings, knowledge bites or brown bag sessions, offer an interesting and highly effective way of imparting information and knowledge to managers relatively quickly. It can enhance success to have an overall theme upon which to construct a series of Master Classes that reflect a particular business imperative and set some clear learning objectives. It is useful to integrate knowledge transfer sessions with relevant case studies, exercises, 'expert' or senior management presentations and group discussions. Variety helps to keep the sessions lively, fun and interesting. Self-directed learning guides and peer review can help to embed learning and ensure responsibility remains with the participants.

We recently worked with a client to deliver a range of Master Classes that looked at the HR issues related to insourcing, outsourcing and offshoring. The sessions helped participants to expand their knowledge horizons and left them with a clear understanding of where to go to get further information.

Cost effective, time efficient and informative, Master Classes are an important tool for getting busy managers engaged in learning.

**For more information please contact Katherine Potter**

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## Charity Event

## Race For Life

Lyn Elms, a member of our Customer Relationship Management team, is donning her sport shoes to take part in the 'Race For Life' on 25th May to raise money for cancer research. If you would like to contribute please call her on 01306 621607 or email [lyn.elms@morgan-clarke.co.uk](mailto:lyn.elms@morgan-clarke.co.uk)



## Book Review

**The Financial Times Guide to Strategy: How to Create and Deliver a Useful Strategy: Richard Koch**  
Strategy as a business tool is often undermined by a lack of clarity about what 'strategy' really means along with a dearth of practical tools to develop and implement effective strategies. The Financial Times Guide to Strategy provides a readily accessible solution to both of these issues. It can genuinely claim to be a 'one stop shop' for providing relevant insight, theory and, most importantly, a practical framework for building strategies. If you are going to read just one book on 'strategy', or even if you just want one for your bookshelf (steady on! – Ed.) this is it!

*Publisher: Financial Times Prentice Hall*  
*ISBN: 1405822066*

# Getting The Best From Management Consultants



Just as the root cause of many unsatisfactory projects is often related to how they are defined, so the genesis of unsatisfactory consulting assignments is usually connected to the initial engagement process. There tends to be two engagement models:

- A team / B team - this model is popular with bigger consulting firms. It often involves a senior consultant or partner prescribing a proprietary methodology that is then delivered by a more junior team of consultants
- The expert model - this model is favoured by niche or small consultancies, usually with strong personal relationships at Board or at least senior budget holder level. The expert prescribes their favoured approach and then delivers the assignment themselves.

The potential flaw with both of these approaches is that irrespective of the client need, the solution is invariably derived from the products, services and processes recommended by the lead player.

Increasingly we are seeing the emergence of a new approach that can be characterised as the 'Film Producer' model. In this approach the consultant carefully builds an in-depth understanding of the client's issue or opportunity within a clear business and organisational context and, like a film producer, brings together the optimum range of appropriate resources to design and deliver an effective and bespoke solution.

The complexity of modern business requirements means that this model, founded on a strategy of customer intimacy, is increasingly finding favour with clients. Recent examples of where this approach has found favour with Morgan Clarke clients include:

- Leadership development for a major Utility with a business partner. Morgan Clarke is providing commercial leadership and management development expertise with our partner supplier offering leading edge thinking on innovation, creativity and their brand leading e-learning capability
- Providing 1:1 coaching for a Global financial services company. We are building a very diverse team of coaches and mentors that can service a wide requirement, enhancing our capability with specialist resources from other firms and specialist independent consultants
- Partnering with technical and IT oriented consultancies. They provide technical change management capability (e.g. SAP) whilst Morgan Clarke provides experience and expertise in the people side of change

This 'Film Producer' mode of client:consultant engagement is clearly growing in popularity. We are interested in your views, feedback and in particular a short article from a purchaser of management consulting.

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## Recent Assignments

Some of our recent assignments include:

- **Facilitating and coaching the senior team of a global HR services organisation** to help them articulate a growth strategy and convert this into an operational plan
- **An extensive audit of the programme and project management capabilities of a critical services organisation** to improve the delivery of essential improvement projects
- **Enabling the research and development group of a household food company** to add significantly greater value to their organisation
- **Post-implementation evaluation of development work** undertaken for a pan-European food group
- **Developing the capability and effectiveness** of the UK executive of a global consumer electronics and business machine manufacturer
- **Improving the sales performance of a large telecoms company** by raising the leadership capabilities and commercial acumen of their Sales Managers
- **Working with a major insurance broker, helping managers to improve profit performance** by selling higher value propositions to their clients
- **Helping the senior partners of a leading law firm** to contribute more effectively as a leadership team

## Tip Time

# Motivating Your People

All managers will, at some point, come across an under performing employee. You could fire them, transfer them to another manager or simply ignore them and hope they go away. Alternatively you could apply Philip Perry's 6 steps to motivational heaven. If you want to learn more about Philip's philosophy, then read on.

Abraham Maslow developed his well known Hierarchy of Needs model in the 1950's, and it is still a useful tool to understand what motivates human beings. His theory described what he termed as Deficit Needs (human needs that we have to satisfy in order to survive) and Being Needs (the continuous desire to fulfill our potential and 'be all that we can be').



So how can we use Maslow's theory to determine how best to motivate an under performing employee? Here are my tried and tested 6 steps:

## 1. Satisfy Their Basic Needs (Physiological and Safety)

Ensure that their basic environmental and physiological needs are catered for. Pay at least the competitive market rate and align rewards to performance. Set realistic but achievable targets.

## 2. Get Them Involved (Belonging)

Cultivate an atmosphere of involvement and belonging. Quickly motivate employees by understanding and engaging their personal values, aspirations and goals and align these with your business aspirations and goals. Get employees to 'buy-in' to your company vision by demonstrating how it will satisfy their personal values. Make their work interesting and involve them in planning, decision-making and problem solving.

## 3. Show Employees You Value Them (Self Esteem)

Treat employees with respect and listen to their ideas and suggestions. Introduce individual development programmes to bolster their sense of value and to prove your commitment to their personal and professional growth. Communicate with your employees! Hold regular weekly or monthly briefings and share any news including successes and problems.

## 4. Give Them Permission to Succeed (Self Esteem and Self Actualisation)

Delegate responsibilities with clear instructions, objectives and deadlines, and give them the authority to complete tasks or projects. Give employees public and private acknowledgement for their achievements.

## 5. Coach Rather Than Cull (Self Esteem and Self Actualisation)

Introduce management by coaching to empower your employees. Give honest, open and constructive feedback in one to one settings and acknowledge that mistakes are part of improving. Allow individual freedom to choose options and goals but make sure that they directly benefit your business.

## 6. Motivate Through Leadership (Self Actualisation)

Walk your talk! Build trust in the workplace and consistently demonstrate that you subscribe to a culture of learning, growth and teamwork rather than criticism and blame. Act as you would like your employees to act.

If you believe in the potential of your employees and apply these 6 steps you will undoubtedly realise the benefits in your business.

**If you would like to find out more contact Philip Perry**

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### Next Issue

CLIENT INTERVIEW - Leading and managing change at a major insurance broker

EVALUATION OF TRAINING - How far should you go?

BOOKS - Reviews and a 'must read' list



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