

Welcome

A warm welcome from all the Morgan Clarke team to our latest newsletter. This edition has a great mix of articles; an excellent and insightful interview from a long standing Morgan Clarke client, two interesting case studies from recent assignments and we highlight significant developments in our Coaching Practice. Please enjoy the read and feel free to contact any of the contributors or myself if you have any feedback or would like to discuss any of the issues or opportunities raised.



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Case Study

Improving Sales and Customer Retention

Our client is a global player in a niche corporate business services market. Their business environment is highly competitive and under increasing pressure through a combination of factors. The role of commission payments from third party suppliers has come under intensive scrutiny as the reach of the internet means that companies can get direct access to our client's products and services far more readily. Combined with these cost pressures, the very role of the intermediary is also in jeopardy as products and services become increasingly commoditised.

Competing on price alone is not an option for our client because, as a market leader, this would probably lead to a perception of lower service quality, dissatisfied customers and negatively impact equity in the brand. Instead, the client has designed a new business proposition with compelling points of difference. We at Morgan Clarke were asked to help improve the capabilities of salespeople and account managers in order to make the former more effective at winning pitches for new business and the latter better at delivering real value and retaining existing clients.

We worked with the client to clarify the development need and then designed and delivered 40 highly effective skills development workshops concentrating on Personal Presence



and Impact. These workshops, which were delivered in local language across Europe, involved:

- Working with the business in each country to understand the specific issues our client's people faced in their local markets as well as across Europe
- Sourcing and managing all venues and participant nominations
- Designing a highly relevant, bespoke Business Presentation skills programme that included well researched tools and techniques for communicating the client's compelling points of difference
- Resourcing a team of facilitators to deliver the programme in the UK, France, Germany, Spain, The Netherlands, Central Eastern Europe and the Nordic countries
- Managing logistics and participant bookings
- Delivering participative workshops that had plenty of opportunities for people to get involved, practise new skills and experience significant improvements
- Producing timely management information that enabled the client to have a clear understanding of progress, spend vs. budget and what was being achieved.

The results include:

- Excellent feedback from participants (Kirkpatrick Level 1) Satisfaction scores in excess of 90% reported in every market
- Compelling evidence of participants putting their new skills to use from client sponsor and other key stakeholders
- Improvement both in customer retention and the acquisition of new business.

If you would like to know more please contact **Simon Herrington**

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Client Interview

Duncan Howorth



Duncan Howorth is the Managing Director of Benefit Solutions at Jardine Lloyd Thompson

(JLT). Duncan is long standing and valued Morgan Clarke client. He kindly agreed to share his thoughts about consultants with us.

Duncan, tell us about some of the issues facing JLT.

There are increasing pressures. As the pensions and employee benefit market hardens, clients' needs change and competitors offer increasingly comprehensive solutions.

Internally we were not structured in a way that allowed us to easily offer end-to-end solutions to clients, which meant that business opportunities were being missed. To address this we changed our operating model and brought together a number of technically focused groups, which is now allowing us to offer more effective support to clients.

What issues did you face during this period of upheaval?

Problems you would expect as you ask people to work in different ways in different groups; getting people to accept and embrace culture change, getting them to bond and knit people together in new working relationships and accept the challenges and opportunities change brings.

Why did you choose to work with Morgan Clarke?

I chose Morgan Clarke because they understand our business, take a facilitative approach that helps us draw out our own answers, they are not scared to make recommendations, are prepared to tackle issues head on and focused on getting results.

We feel like Morgan Clarke are one of the JLT team and treat them like our business partner.



JARDINE LLOYD THOMPSON
Group plc

What's important to you when working with consultants?

I think that trust is important, so that I feel comfortable and completely confident about being open about our business and what we are trying to achieve. I also think it's important not to constrain them, to allow them some flexibility. Setting, reviewing and agreeing measurable targets is important.

What don't you like about some consultants?

I don't enjoy working with consultants that are too prescriptive, don't get to know my business, don't take ownership for their part and don't work with us in a strategic alliance.

How would you describe Morgan Clarke's contribution?

They expressed views, but didn't impose solutions. They are excellent at building rapport and have become our trusted advisors. They have contributed to the formulation of our strategy for the business.

What business benefits can you point to?

Client retention and business growth have improved and we are in a stronger market position. We have retained a strong management team and we have achieved good financial results.

What's next?

We are working hard to strengthen JLT's own consultants so that we can offer integrated solutions. This will lead to an improved market position in the future.

JLT is one of the world's leading international risk management advisers and insurance and reinsurance brokers. It has a substantial employee benefits business which provides employee benefits administration and reward and related consultancy advice and expertise.

Our client contact is John Baldwin

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Executive Coaching

Coaching Excellence

Philip Perry, a highly regarded Morgan Clarke coach and consultant, has become a director of



the firm. Philip heads up our Executive and Business Performance Coaching Practice. As part of his role, Philip is leading the drive for higher quality standards and is further developing our coaching offering to the market.

"I'm particularly excited to be leading the coaching practice at this time. Morgan Clarke has already established a great reputation for providing a wide range of high quality coaches who get results. We are a regular supplier of coaching to a significant number of our clients and I am talking with them to see how we can add even more value through our coaches".

Coaching is now generally accepted as an important business development tool. Business coaches need to be properly qualified and supervised and we know that rigorous contracting and evaluation are essential for a successful outcome. Every Morgan Clarke coach invests time understanding our clients' business goals, strategy and culture before they start an assignment and this ensures that we align our coaching with the business to deliver fast results.

Morgan Clarke can undertake coaching assignments at all levels in an organisation.

If you would like more information about our coaching capability, please contact Philip direct.

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Case Study

Leadership Development

Our client is a supplier to food and beverages manufacturers. They operate in a very competitive market where customer responsiveness, innovation and staying ahead of the competition are major drivers. Squeezed between raw materials suppliers pressing for price increases, and powerful retailers searching for cost reductions from manufacturers, our client was in a tough position.

The client could not achieve their growth ambitions simply by continuing to operate in the way that had made them successful in the past. Historically the directors had tended to make not only all of the strategic decisions, but also most of the key operational decisions. This meant that the company's ability to grow was potentially constrained by a blockage in the leadership pipeline. The issue for directors was very clear; the next layer of senior managers needed to move to a new level and share more responsibility for leading the business. This would free up the directors to focus all their efforts on new business opportunities, organisational development and growth. Whilst senior managers expressed real enthusiasm for this step change, they also felt that their current efforts to do so tended to be negated by the directors' preference for being involved with day-to-day operational decisions. We recognised the need to instigate a process to change the relationship between directors and senior managers. We addressed this critical business requirement with a development approach operating at two levels:

- Skills – developing the leadership and business skills of the senior managers so that they were equipped to take on broader and deeper roles, whilst at the same time improving the coaching and delegation skills of the directors so that they could facilitate and accelerate the process
- Behaviour – addressing ingrained behaviour patterns that maintained the status quo.

What happened next caused initial pain, but was later seen as one of the pivotal phases of the whole process. We worked with the directors to explore what new or different behaviours they needed from the senior managers to make progress. We then asked the senior managers what behaviours they needed from the directors to allow them to play a bigger role. Later, these behaviours were built into a 360° questionnaire and feedback process that enabled all parties to understand how their current behaviour was perceived and to what extent progress was being made. As with most change initiatives we hit resistance at first, before the value of the process was perceived and embraced by all.

The Morgan Clarke philosophy when designing, developing or delivering senior leadership programmes is to expect participants to take significant responsibility for their own learning. The insights gained from the 360° behavioural feedback helped both the directors and senior managers to clarify and commit to their own clear development priorities.

We employed a blended approach:

Self Study Learning Packs were used to set expectations and

enable individuals to prepare fully, learning new models and concepts ahead of workshop sessions. This approach reduces opportunity cost, allows for maximum interaction during facilitated sessions and provides valuable reminders and reference material during implementation.

Modular Workshops:

- Spread over 18 months to maintain momentum and allow for genuine change to take place
- Practical, action oriented and aligned to business needs
- Stretching, emphasising personal responsibility for learning
- Regular contributions from senior executives and external business leaders, often reciprocal contributors from other Morgan Clarke clients
- Commercially focused with the emphasis on maintaining strong business growth and sustainable profitability.

Coaching selected members of the client's senior team to enable personal growth and development as well as to accelerate embedding of new behaviours.

Business Improvement Projects

to help participants:

- Stretch their capability in new areas
- Implement new skills and approaches
- Cascade tools, techniques and learning to other team members
- Deliver immediate payback to the business.

Director Development included a series of short, bespoke workshops for the Directors combined with coaching sessions to help them grow in role and facilitate change.

Results achieved to date include:

- Excellent feedback from both participants and sponsoring directors, attesting to the quality of our content, exceptional facilitation skills and ability to be a catalyst for essential organisational change
- A recognition that the gap between director and senior manager capability has significantly reduced and continues to close, essential for future prosperity
- Participants assuming full ownership and leadership responsibility for their business or function
- A return on investment (payback on our Business Leadership development programmes is often achieved through the business projects alone)
- Increased sales revenues and improved pre-tax profits.

For more information please contact Tony Crabbe.

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Coaching

Delivering Results in a Highly Competitive Call Centre Environment

Our client is a major player in the provision of highly competitive telephone-based insurance and personal finance products. Their regional customer contact centres are charged with winning and retaining significant volumes of business each quarter. The working environment is busy and crowded with daily operational issues that allow task focused managers to get overwhelmed by detail but miss opportunities to step into the role of leader and make significant improvements. Consequently they struggle to make more strategic imperatives that make a real difference to performance.

The client invests significantly in leadership development via an established corporate university. The university is supported by well respected and capable business school professors who get excellent feedback from participants. The missing link had been making things happen back at the workplace. That's where our approach is proving successful for the client.

Having successfully piloted our approach, which involves a combination of intensive one-to-one coaching and high performance team development workshops, we are rolling the programme out to each regional centre. This is enabling the head of each call centre and their management teams to step up a gear and redefine their contribution to the business. We are helping them to shape and drive their region and to address and overcome a number of pressing and costly business issues. The eventual outcome will be a significant reduction in costs as well as the achievement of sales and customer retention figures that exceed expectations.



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Book Review

The Leadership Pipeline

Charan, Drotter and Noel

There are not enough leaders to go round. Consequently companies are forced to go outside for expensive 'stars' who may well jump ship before they reach their full potential. The authors argue that talent needs to be home grown and nurtured from within organisations.

Charan, Drotter and Noel have identified six significant transitions or turns in the leadership pipeline that need to be mastered for any ambitious individual to achieve the next level of leadership. These transitions are from managing:

- yourself to managing other people
- other people to managing managers
- managers to managing a function
- a function to managing a business unit
- a business unit to managing a group
- a group to the whole enterprise

The authors argue that at each transition, the individual must be helped in three key areas. They will need to:

- apply new skills
- allocate their time differently
- value what's important in the new role

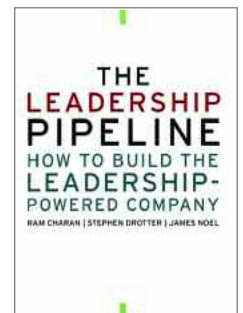
Without the right preparation, training, monitoring and coaching at each transition, the individual risks holding on to old ways

that were successful in their previous role but represent a blockage in the leadership pipeline in the new one.

The book contains useful examples, case studies and checklists that illustrate the main points, but it's not designed to be an easy to use quick fix for succession planning. Organisations have to think hard to figure out what they really need from leaders at each level and to identify which individuals have the potential and desire to successfully navigate each transition. They also have to have leaders further up the pipeline that can actively support and develop those further down.

This book is an uncommonly clear insight into what it takes to nurture management talent and navigate your way to becoming a "leadership powered company."

To learn more about how Morgan Clarke is helping clients to apply that insight and develop their own leadership talent, please contact Clive Watkins.



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