

CASE STUDY

Rank Group



A division of General Physics (UK) Ltd
www.gpcoachingandmentoring.com



Rank Group approached Clutterbuck Associates in the Autumn of 2009 looking for support in designing and implementing a mentoring programme to aid the Exec Committee to work with members of the leadership team and encourage development, and to allow the Exec Committee to work with Senior Execs from other parts of the Group. Their programme objective was *“to support participants as part of the Group Talent Programme providing opportunities for professional and personal development and encouraging networking across the Group”*.

Of key importance to Rank was that their mentoring programme would be:

- In line with best practice
- Measurable: demonstrating feedback and Return on investment was key to ensure transparency of the programme
- Building internal capability – keen for the L&D team to expand their understanding and knowledge of mentoring
- Delivering high impact training for the Executive Committee

CA Support

To ensure that the above points were covered CA delivered:

- Consultancy during programme setup to ensure the programme was designed in

line with the International Standards for Mentoring Programmes in Employment

- Support to the L&D team in monitoring participant feedback via the Mentoring Dynamics Survey (MDS), which is an online mentoring measurement resource
- A Train-the-trainer programme to three key L&D team members to enhance their knowledge and to ensure they were fully prepared to deliver the CA training to ensure the programme could be rolled out cost effectively
- 1:1 training for the senior team - this allowed the sessions to be very tailored to the individual’s needs and experiences and also in some instances incorporated an element of supervision as the initial mentor/mentee meeting was observed by Professor Clutterbuck, which allowed for feedback and further learning



Objective:

“To support participants as part of the Group Talent Programme providing opportunities for professional and personal development and encouraging networking across the Group”.



LEARNINGS



“We are delighted to be working with Clutterbuck Associates to design and implement our Mentoring programme. We have been impressed by the level of expertise and tools available and are delighted with participant response and the evident benefits that we can see as a result of it. We have observed considerable personal and professional growth from our participants, as well as supporting our cultural goal of collaboration across our businesses.”

Lee Moody, Head of Learning and Development,
Rank Group

Learning Points

In line with best practice standards, Rank held review and development sessions at the mid-point of relationships, this is key in allowing for any issues that mentors and mentees are encountering to be raised and discussed and to allow for further learning. Some issues raised were:

- Relationship commitment on behalf of mentees
- Finding time for mentoring sessions

A group session with an experienced coaching and mentoring facilitator allows for open discussion on such topics, it also incorporates a supervision element which ensures that the mentoring activity is safe, ethical and beneficial to participants.

Outcomes

- Mid-point programme feedback from MDS around top management commitment has been noteworthy – while participants in most programmes in the database are positive about this element, the score for Rank is particularly positive. This can be assumed to relate to the very high level of participation by the top team, the NEDs and the active involvement and encouragement of the CEO ; and also, as a personal observation by Professor Clutterbuck from the training and review sessions, to the engagement of the top team at both an intellectual and emotional level. Rank’s commitment to delivering a best in class programme is showing clear dividends
- To validate that success, CA will be working with Rank over the course of 2011 with an aim to have their programme assessed and accredited by the International Standards for Mentoring Programmes in Employment (ISMPE). Assessment will provide an accurate and benchmarked measure of the quality of the mentoring programme, while giving recommendations for improvement to continue the development and application of good practice

Please contact us on **01628 606850** or email info@clutterbuckassociates.com if you would like to find out more. We would welcome a conversation with you.