

Costain Group Plc

High Potential Programme

Case Study

Business Challenge

As part of developing a strong succession pool Costain required a high potential development programme to identify and develop managers across the Group who had the potential to become the future business leaders.

Understanding

Creative Edge Consulting (CEC) is working in partnership with Costain to design and deliver a High Potential Programme. We understand that in the development of high potential managers it is important they develop the knowledge, skills and attitudes (KSA's) that will enable them to be successful in the future. Therefore we continually ensure that the programme is aligned with the future strategy of the company since KSA's can become obsolete over time. For this purpose CEC holds workshops and interviews with the Directors and senior managers to forecast the future operating environment and strategy. From this the KSA's for the programme are established.

Solution

Selection of the high potential candidates needs to be objective and fair, allowing equal opportunity to all candidates. A combination of self nomination and manager nomination is used. The candidates are shortlisted by means of an application form. Those on the shortlist are invited to attend a two day assessment centre. During the centre the candidates are assessed to determine the degree to which they have the attributes of cognitive agility, emotional intelligence, learning ability, management of potential career derailers, and motivation to lead a business. Those candidates that meet the criteria are selected to the programme which lasts eighteen months and comprises of a series of seven modules which includes elements such as, construction business education, leadership development, personal development, coaching, mentoring and action learning. Each module focuses on a different aspect of leadership being - leading self, interpersonal leadership, team leadership, leading resources and leading a business. On the last taught module the participants are able to apply their learning to leading a simulated business and receive feedback. The Action Learning involves the participants working as a Board of Directors (meeting monthly) to solve real business issues. The Action Learning Boards are given the opportunity to present their findings and recommendations at a Costain Executive Board Meeting. Each participant is supported and challenged by a mentor who is a Costain Director and an executive coach from CEC.

Business Benefits

Participants on the HPP are immediately able to apply their learning to create a more successful business and realise a significant return on investment. Already the programme is on track to generate a £2 million saving within the business. The HPP is running successfully with its fourth intake and continually adapting to ensure unique client fit.

What the client said

"CEC have worked very closely with Costain to understand our business needs and create a HPP that has tangible impact on the business enhancing our innovation and deepening our succession plan."

Jeremy Galpin, Group Skills and Development Manager.

