

The objective

To raise the capability of its managers and global directors to develop CIMA culture and deliver its strategy.

The approach

Bespoke leadership programme with the core theme of Leader as Coach encompassing 360 degree feedback workshops and telephone coaching centred around CIMA's four competency areas.

The business impact

Global directors and managers have confidence to deal with difficult issues leading to improvements in underperforming teams, increased efficiency, better working relationships, more collaboration and ownership to solve problems and reduced absences.



TLC Builds Confidence to Improve Performance in CIMA (Global)

The Chartered Institute of Management Accountants (CIMA) is the world's largest global professional body of management accountants. They approached TLC to help them up-skill thirteen overseas directors and 90 of their managers, many of whom had received no formal management training to date. "TLC's mix of organisational development expertise and psychology training was very attractive; we felt they could offer us something bespoke and practical which focused on developing individuals' emotional intelligence," says Angela Nolan, HR Business Partner.

The programme, made up of 360 degree feedback, four workshops and four one to one telephone coaching sessions, has been very successful. Most significantly for CIMA, it has equipped its global managers with the skills and tools to have constructive conversations in an adult way, and to be able to resolve issues in a timely and proactive manner.

"Like most organisations, there were pockets of performance and attendance issues, but it wasn't long before we noticed changes in behaviour, in particular an increased level of collaboration, and a greater confidence and willingness to resolve differences of opinion using the positive behaviours of Transactional Analysis. This has certainly had an impact on organisational performance" says Angela. As a result, everyone is working more efficiently, absences are down, the underperformance issues have been managed professionally and CIMA has increased its student and member targets.

The feedback from overseas directors and managers has been very positive. "Morale has definitely increased. They felt they'd been selected for something special and they recognise it has made a difference in the way they work and engage with colleagues. Even I thought, wow, we're getting such great feedback from the managers!" Angela recounts. Informal, supportive relationships have been formed, helping communication and facilitating a better understanding of each other. There is an increased willingness to take risks and try out new ways of working and people are more responsive to challenge and feedback. Many managers have also used the coaching model successfully in their own teams.

CIMA place great value on the relationship that developed with TLC, and are keen to work with them again. "We felt we were really working with them," says Angela. "They listened to our issues and offered workable solutions. The small details, such as asking the CEO to launch the global programme, had a really positive impact, and resulted in the objectives not only being achieved, but embedded and sustained beyond its year-long roll out."

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About The Learning Curve:

We're on a mission to improve the quality of leadership and management capability across the globe. We shall not rest until we see the day when employees, wherever they work, get the bosses they deserve. We've already helped thousands of participants from large organisations such as Diageo, TATA and LEGO all the way to small charities and housing associations.

Our flagship brand is click-360, which is a next-gen digital platform for running 360-degree feedback surveys. 360 feedback is a fantastic way to get affirmations around your key strengths. It's great to know that those people that work around you appreciate what you do and how you do it. It will also reveal strengths you didn't even realise were so valued. While there are plenty of 360 feedback suppliers, the pace of change is slow. Until now!! Enter click-360: mobile responsive and with a modern questionnaire interface (QI), click-360 is the only tool with a simultaneous rating function. Being able to give feedback to more than one person on the same screen at the same time not only saves time but, because you can think in relative terms between each person you're rating, also improves accuracy. Our digital reports are integrated with interactive workbooks containing write-in boxes for reflection, an action planner and even learning suggestions. Check out our QI and digital reports via videos on our website at www.click-360.com.

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