

# ITS @Work

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Managing Change For A Better Future

## ■ A STARTER FOR TEN

A finance quiz in the style of University Challenge has kicked off ITS' new work with the College of Law. The leading provider of training for legal practitioners wants to develop its staff to manage in an increasingly competitive market place. The three two day modules, designed and delivered by ITS, will provide management training covering finance, business planning, leadership, change and personal effectiveness.



## ■ COACHING RENEWAL

The Department for Education and Skills (DFES) has extended its coaching contract with ITS for a further year. Participants on DFES management leadership programmes are managers with real potential for senior roles. Each one is matched with an ITS consultant for a year long coaching relationship. The coach assists with development needs including leadership skills and specific management situations.



ITS

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## A Win for Women

**The 'Making the Most of Difference' training programme, run by ITS for GCHQ, was recognised for its exceptional success in addressing gender imbalance at this years Business in the Community 'Opportunity Now Awards'.**

The 'Making the Most of Difference' programme includes challenging outdoor activity as well as personal leadership challenges, leading to a direct impact on the organisation. The workshops are designed specifically to develop women managers, to give them the confidence, tools and vision to bring about change.

The programme design, developed in partnership with GCHQ, has been guided partly by ITS research carried out last year which looked at how successful women have moved onwards and upwards in the workplace. The research is ongoing within GCHQ and other organisations, so the programme will be continually enhanced.

"Being amongst the finalists for these



prestigious awards is an honour" says Nicole Greaves, a director of ITS. "The change in the women throughout the programme has been hugely satisfying to watch. 60% of the women who have attended the programme have applied for promotion and 40% have been successful – the results really do speak for themselves".

GCHQ Director Sir David Pepper is keen to point out the importance of the programme for his organisation, "This is not a cosmetic initiative. We can't afford cosmetic activity. The challenges we face today are enormous. We need the best possible leadership and to make the maximum use of the talents of all our people. Our investment in Making the Most of Difference is helping to ensure this happens".

## EAS: Real Euro Vision!

Imagine 157 participants, speaking 11 different languages, working in eight different European Institutions, coming together to learn – in a language other than their own – in a brand new six week, eleven module programme essential to their career development. This was the challenge put to ITS and its two partners Form'Action and The Greenhouse Group.

This truly European Consortium – the partners are from France and Belgium respectively - won the call for tenders launched by the newly formed European Administrative School (EAS) to design and deliver the bulk of the Certification Training programme. Certification has replaced the traditional system of internal competitions as the means to allow candidates to move from 'Assistant' grades to more strategic 'Administrateur' roles. It is hugely important

to the Institutions and ultimately the citizens of Europe to build capability across the Institutions and develop Civil Servants who are proactive, creative and strategic.

The 27 consultants from the Consortium deliver the programme in both Brussels and Luxembourg. Key challenges for delivery - apart from the sheer logistics - is the need to be culturally and linguistically sensitive and ensure consistency in the delivery of content – in both French and English. Lester Coupland, ITS Project Leader says, "We've all had to understand the personal and professional world of the participants. What's really paid off has been our thorough consultation and preparation. Our Consortium has certainly proved to be a very warm, co-operative, talented and committed team."

## Evaluating 'Renaissance in the Regions'

Museums are for everyone and have an integral role to play in society, both socially and economically – that's the message that the North East Regional Museums Hub and MLA North East (Museums Libraries and Archives) have been communicating to the public for the last two years as part of the 'Renaissance in the Regions' initiative. Now they want to know how successful phase one of the programme has been and have called in ITS to assist them.

There are sixty six registered museums in the north east, and most have been involved in the 'Renaissance in the Regions' project, along with a significant number of cultural agencies and other stakeholders.

ITS has designed and carried out the evaluation, interviewing 48 organisations in all. They have asked both museums and stakeholder organisations for their understanding, opinions and the perceived impact of the initiative in the north east.

The results, says project manager Sara Graham, have been overwhelmingly positive. "People feel that the initiative has contributed to the regeneration and sense of pride in the region – the investment has enabled museums to raise their capacity and reach out to a more diverse audience. The outcomes of the evaluation clearly demonstrate delivery against key priorities of education, outreach and curatorial excellence. This will hopefully encourage continued government support after 2008."

## Building relationships

Building Collaboration, the definitive toolkit on 'soft issues' for the construction industry, was launched by ITS, Defence Estates and leading construction companies in February this year.

The toolkit is the culmination of a five year project between ITS and Defence Estates to develop a soft issues assessment - a measure of cultural fit - for DE's long term partners, crucial for an organisation which often works with outside suppliers on major contracts for several years. Recognising that "organisations create alliances but it is people who make partnerships" it also details the development of a pilot system for ensuring that collaborative working

continues throughout the length of the contract.

John Doyle, ITS project manager, knows the toolkit is already having an impact. As a result of the publication launch, ITS has been approached by the Olympic Delivery Authority to look at ways in which a soft issues assessment could be used when choosing their delivery partners.



## Da Vinci at Work

The EU's 'Leonardo Da Vinci' programme aims to help businesses develop their competitiveness through innovative training. Under this European-wide scheme ITS has been appointed to work on a multinational project to develop 'on the job' training models.

ITS is working with Belfast-based HCL who provide business process support to their customers throughout Europe. Through the project, ITS and HCL have developed a framework of creative and informal ways of helping staff learn on the job. These include blended learning methods such as buddy mentoring, coaching, discovery learning, shadowing, buzz groups and observation checklists.

The new learning methods have been combined with those of other project



partners working across Europe in various industry sectors, to produce a framework of ten "learning situations" in computer based jobs and over thirty learning methods and support services.

The implementation of these learning methods and support services are now being evaluated and the findings published on the project website (<http://www.project-til.de>) later this summer. A handbook of learning methods and support services for training in jobs requiring the use of computers will be published by the end of 2006.

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## ITS People News

- ITS has appointed three new senior consultants across the country. All with strong training and development backgrounds, Sara Graham comes to ITS Belfast from the Northern Ireland Museums Council, Simon Pocock moves to Leeds from the British Library and Lara Gilkes, who began her career as a Civil Engineer, joins the London office.
- ITS has bid an official farewell to two longstanding colleagues who have reached retirement. Tony Conway had spent over two decades with ITS, while Peter Gay had worked for the company for over 32 years. Both Tony and Peter have directed projects at home and internationally – Tony in India and Peter in Central Europe. "I can't imagine a more rewarding, varied and stimulating career than the one I've enjoyed during my years with ITS" says Tony. Both are continuing to do some client work as ITS Associates.
- Jayne Amato has been appointed as ITS Quality Manager and John Doyle takes up a new role as Director of Business Development.
- Look out for our new website [itsconsult.com](http://itsconsult.com) Bursting with case studies it is a must-see for anyone wanting to find out more about the company.