



Case Study

Training and Development: Development Centres

The Task

During a period of restructuring due to its dramatic expansion, the retail wing of a major mobile telecommunications company asked us to assess the skills and development needs of its entire retail management team from regional manager to store manager.

The Programme

- Appropriate competencies were developed for each level of management
- Development centres were designed for each level of manager, based on the competencies, and a team of 'in-house' assessors trained
- Development centres were carried out for the team of regional managers and the results were fed back via in-depth one-to-one interviews and detailed reports
- The regional managers were trained to act as assessors, supported by Benson Payne consultants, on the next series of assessment centres for area managers
- Benson Payne carried out a series of development centres throughout the UK working alongside trained in-house assessors. In 10 days, 250 store managers were assessed and full development reports produced for each participant

The Results

- A full evaluation of all managers' skill level
- Production of personal development reports for all managers
- Evidence based decisions regarding appropriate promotions were made
- An ongoing and successful use of assessment and development centres has been established for promotion and recruitment purposes in many areas of the organisation