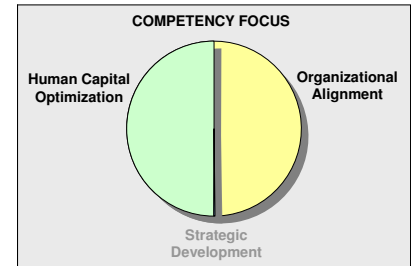


CLIENT: DMJM+HARRIS (CORPORATE)

INDUSTRY: ENGINEERING

COMPETENCIES:

- Mission Alignment
- Strategy Development
- Leadership Development



CHALLENGE

To create an Executive Development Program for this global engineering consulting company.

RESULTS

The program “exceeded expectations” according to the Chief Operations Officer of DMJM+HARRIS.

Specifically, in an industry noted for job-hopping by the top talent, alumni of Executive Consulting’s Professional Development Forum (PDF) as a group have retention rates above 99%. The participants have consistently rated sessions at above 97% effectiveness.

Participants’ performance ratings in leadership / management (which were in the top 10 per cent before their selection) improved without exception.

BACKGROUND

DMJM+HARRIS business units annually identify twenty-four high potential individuals to participate in their PDF. The program was three years old but was not meeting either the participants or management’s expectations. Executive Consulting, Inc. was asked to revamp the program and facilitate its sessions.

PROCESS

The Executive Consulting designed for DMJM+HARRIS was quarterly sessions of four days each with “homework” in between. The program included

- both self and 360° assessments for personal reflection and development
- a “class project” – a real, company-wide issue to be undertaken and resolved by the class
- development of understanding of the company’s competitive position
- exercises in strategic thinking and collaborative decision making

Each session was held at a resort near one of the DMJM+HARRIS facilities in the US. This permits touring of client projects underway and allows the local class member or PDF alumni to “host” the session. Executive Consulting provides the design and facilitation of each of the sessions and individual “executive coaching” by phone and e-mail to the class members during the year.

Topics vary and are geared to reflect issues / problems identified by both the corporate Executive Team and the class members. Topics have included reviews of Financials, Marketing Strategies, Competitive positioning, Conflict Management, Time Management, Accountability, Appraisal Process, Employee communications, harnessing high-talent Mavericks and several projects addressing specific Human Capital Management issues.