

DTZ - Coaching for leading-edge performance

Situation

DTZ is one of the big 4 global real estate advisers, with over 12,500 employees in 45 countries. In order to help its clients create leading-edge property, investment and business solutions, DTZ has developed an internal flagship leadership programme called 'Building4Success'. Each year, 20 participants from across Europe are nominated by the senior executive team. Each tailored programme is of 12 months duration and provides leaders with up-to-the-moment best practice leadership evidence and theory, experience of a major business project and executive coaching on a one-to-one basis.

Since 2007, Chiumento has worked with DTZ as a provider of the executive one-to-one coaching element of the programme. DTZ was looking for a partner who had:

- Europe-wide capability
- a strong reputation in the field of senior leadership development and executive coaching
- high quality coaches, who have a robust commercial background and approach, rather than ex-HR people
- Business psychology expertise

Approach

All of the Chiumento coaches come from their Coaching Academy, which means they:

- are recruited and developed against a set of validated competencies;
- have a formal coaching qualification accredited by the EMCC (or equivalent);
- have extensive experience of corporate life;
- are well rounded individuals who understand people and organisations
- receive personal coaching supervision.

The coaches have ensured that each DTZ participant can transfer learning from the Building4Success programme into the workplace and work on their personal and professional development goals. A critical element for success has been the matching of coach and coachee to ensure effective chemistry in the relationship. The programme has also provided DTZ with themes for organisational learning based on feedback from the coaches and coachees. This element of the programme underpinned the Chiumento approach to quality and to working in partnership with the client to achieve the best result and return on investment.

Results

Director of Talent Management at Chiumento, Andrew Hill says "we always seek to measure the impact of our coaching interventions and the DTZ programme fully achieved the objectives set out at the start of Building4Success. In particular, the participants all made significant progress against their coaching goals, and accelerated their personal development." The implication is that DTZ is now stronger in terms of management capability and better placed to progress the business. Hill also points out that "the feedback from managers and participants has been extremely positive and the Building4Success programme continues to evolve and flourish based on the organisational learning we gain from the coaching relationships"

Nick Allsopp, Global Leadership Development Manager for DTZ, says "in evaluating our Building4Success programme, participants identify executive coaching as the most valuable aspects. Chiumento supplied a number of coaches, all of whom helped participants transition through the programme. There have been tangible benefits to the business, which helps to validate our coaching investment."