

Bespoke Executive Development

NATO Communications and Information Agency engages Mission Excellence for Executive Development

NATO is an inter-governmental military alliance with 28 member states. Its Communication and Information Agency (NCIA) is responsible for all elements of communications technology including support of operations, and is formed of national military personnel and centrally-contracted civilian personnel. In 2014 Mission Excellence was engaged to design and deliver a development programme for mid-to senior-level NCIA civilian personnel to prepare them for General Management positions.

The Brief

NCIA's military staff are mainly on single tour secondment from national militaries however civilian staff are permanent employees with differing development requirements from their military colleagues; a requirement existed to develop the competencies required to fill senior civilian positions. Mission Excellence was engaged by the central HR function to design and deliver a programme to better equip personnel for further promotion and to be effective in those roles.

The Challenges

NCIA came about as the result of a merger between existing agencies in 2012. Add to the that the existence of external recruitment at all levels and it is self-evident that the organisational culture is still forming. Staff come from across all 28 countries, often speaking English as a second or third language and are generally from highly technical backgrounds, sometimes promoted to current leadership positions by virtue of technical competency. The HR organisation had recently committed to using a specific psychometric recruitment and assessment tool and required that the competency model within the tool was integrated within the programme. It was essential to have delivery capacity for up to 3 programmes at any one time to be delivered at 3 different sites across Europe.



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The Solution

A bespoke modular programme was designed anchored on 3 core competency groups:

- Self
- Manage
- Lead

Each programme was 10 days' long, designed to be delivered across a period of approximately 6 months. The programme was designed in partnership with NCIA to include psychometric profiling, addressing competencies identified by the tool, and helping delegates to build an aligned personal development plan. On each programme delegates were split into cross-functional working groups each of which had to partake in a debate on geopolitical issues and utilise skills developed on the course in a project analysing, and making recommendations on, a current internal business issue. Capstone presentations were delivered to project sponsors. Personal coaching was delivered remotely to all delegates between modules 2 and 3.

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The Verdict

Delegate feedback from the programme is quoted verbatim:

'A big thank you to all of you for this wonderful programme. Thanks for the way it is brought to us, very energetic and with a lot of passion. The team dynamics were also very good, I liked the way you interacted with each other during the different parts of the topics.

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The initial commitment of 3 programmes has now been doubled in 2015/16 and also supplemented with further core skills mini-programmes for additional delegates.

About Mission Excellence

Mission Excellence is a consultancy specialising in team and organisational execution, closing the gaps between objectives, plans and outcomes. We both consult and develop, leaving clients upskilled for sustainable performance improvement. We also run specific programmes for high-reliability environments and additionally deliver team development seminars and keynote speeches for management meetings and conferences. We bring clarity, energy, passion, expertise, the highest standards, a challenge to conventional thinking and hard-won experience to every client programme.

We have a proven track record throughout the public and private sectors, in professional sport and support of academic programmes. Our client list includes 3M, Accenture, BP, GlaxoSmithKline, HSBC, IBM, Procter & Gamble, the National Health Service, NATO, Staffordshire County Council, British Cycling, Formula 1, Cancer Research UK and the University of Oxford.

To read our client endorsements visit
www.missionexcellence.com

“This programme should be mandatory for management in order to build up a common framework”

“Excellent programme to support my self-development and become a better manager & leader”

“For me it was a real eye-opener. Not only do I better understand myself, but I better understand other people and their interactions”