

# Northumbria Research Link

Citation: Bartlett, David and Leggett, Ruth (2012) Meeting Strategic Challenges through Partnership. In: 2012 EFMD Executive Education Conference, 3-5 October 2012, Sevilla, Spain.

URL:

This version was downloaded from Northumbria Research Link:  
<http://nrl.northumbria.ac.uk/11780/>

Northumbria University has developed Northumbria Research Link (NRL) to enable users to access the University's research output. Copyright © and moral rights for items on NRL are retained by the individual author(s) and/or other copyright owners. Single copies of full items can be reproduced, displayed or performed, and given to third parties in any format or medium for personal research or study, educational, or not-for-profit purposes without prior permission or charge, provided the authors, title and full bibliographic details are given, as well as a hyperlink and/or URL to the original metadata page. The content must not be changed in any way. Full items must not be sold commercially in any format or medium without formal permission of the copyright holder. The full policy is available online: <http://nrl.northumbria.ac.uk/policies.html>

This document may differ from the final, published version of the research and has been made available online in accordance with publisher policies. To read and/or cite from the published version of the research, please visit the publisher's website (a subscription may be required.)

[www.northumbria.ac.uk/nrl](http://www.northumbria.ac.uk/nrl)





**EFMD Excellence in Practice Award 2012**

***Meeting Strategic Challenges through Partnership***

***Nexus and Newcastle Business School***



## **Executive Summary**

Nexus and the Corporate and Executive Development Centre at Newcastle Business School (NBS) came together in September 2008 when Nexus faced the biggest business challenge in its history. Nexus was aware that the fundamental changes the organisation was facing would only be made to happen by their managers and the in-house HR team had to develop a process that would ensure managers had the skills, knowledge and confidence to deliver the changes required. NBS were awarded the opportunity to work with Nexus on a programme that was at the core of their business strategy. They designed and facilitated an extensive organisational needs analysis, resulting in a management competency framework for Nexus and clarity for NBS on the stakeholder expectations of the programme.

The team from Nexus and NBS worked closely in designing the Management Effectiveness Programme and with the establishment of a project board for the programme, all major stakeholders were involved in selecting managers for the programme, ensuring alignment of programme content to organisation strategy, relevance, through the use of real business issues and case studies, joint ownership between partners through shared facilitation of the workshops and an ability to respond to feedback from participants and continuously improve the intervention. The programme was launched in June 2009 by the Dean of the Business School and the Director General of Nexus offering managers the opportunity to accredit their learning with a Masters qualification.

In delivering the programme, continued alignment to business strategy was maintained by using the competency framework as the basis for all learning modules and participants enjoyed a variety of learning events, from workshops and action learning sets to question time panels and presentations to senior executives.

A comprehensive approach to measuring the impact of the programme was taken by measuring managers' competence pre and post programme and by holding evaluation events to examine progress against business specific issues highlighted during the diagnostic phase. To date, Nexus has made great progress against its strategic objectives, managers have improved their competency level, 37% of managers have progressed in their careers since starting the programme and Nexus has become better equipped in the areas of change management, project management, strategic awareness and customer focus.