

Case Study – CRH

Future Managers Development Program

ABOUT CLARKMORGAN

Founded in 2001, ClarkMorgan Ltd is one of Greater China's most awarded training and development firms. The firm has been 'Training Firm of the Year' in both 2007 and 2008 by CCH Wolters Kluwer and 'Most Outstanding New Trainer' by the Hong Kong Management Association in 2008.

In 2005 the company began publishing China's longest running, bilingual human resources magazine, NetworkHR. In 2012 ClarkMorgan helped found the Chinese Association of Training & Development Specialists (CATDS).

Today ClarkMorgan Ltd has three offices across China, as well as an office in Melbourne, Australia. The firm assists both foreign and Chinese multinational firms improve the soft skills of their employees to improve productivity, engagement, sales and negotiation outcomes.

The company maintains a faculty of 12 full time trainers, each with unique skill sets. Trainers speak English and Mandarin and have worked throughout Australia, China, Europe, South East Asia, and the USA.

For more information, please visit www.clarkmorgan.com.

BACKGROUND

CRH is one of the world's leading building materials companies, with a business that spans 35 countries and which serves all segments of the construction industry. Furthermore, CRH subsidiary companies employ approximately 76,000 people at over 3,400 locations around the world.

As the CRH China team grows, employees will increasingly have the opportunity to assume more responsibility within their respective team, which will in most cases, involve managing people. There will also be a requirement for these employees to become more strategically aware of the broader business objectives, as well as internal and external influences that affect their projects and KPIs.

ISSUE

High potential employees in CRH are good at their work, but new to management. Most have never managed a team, and business growth requires these high-potential employees to prepare for future management challenges.

The CRH HR department requested external support in designing a management training program to assist in developing these high-potential employees form a management mindset that is as much about the theoretical knowledge as it is the practical skills to execute upon these skills. Essentially, CRH wants managers to ‘walk the walk’ as well as ‘talk the talk’.

SOLUTION

The objective of the ‘Future Managers Development Program’ was to provide the selected high-potential employees with an introduction to management, as well as prepare these employees with the necessary techniques and skills that will enable them to carry out their role effectively. This included:

- Understanding the trainees own interpersonal skills and management style, and its impact on others.
- Knowing how to adapt behaviour to be more effective within a team.
- Motivating and maximising the performance of a team,
- Understanding the causes of conflict and how to deal with it.
- Becoming more strategically aware.
- Understanding organisational goals and objectives, and the underpinning issues.

The course ran over five sessions with specific the following titles:

- Session 1:** Strengthen Management Awareness
- Session 2:** Building Effective Teams
- Session 3:** Motivating Your Teams
- Session 4:** Clear Communication and Conflict Resolution
- Session 5:** Understanding Organizational Goal and Objectives

RESULT

ClarkMorgan designed and delivered the 'CRH Future Manager Development' over five days in November of 2013. The program was a pilot program for the Asia-Pacific team, and was received with great enthusiasm by trainees, and leaders alike.

On the final day of training, senior leaders from the organisation participated in a presentation, where students outlined the key learnings and concepts of the five day training, and relayed how they were going to incorporate it into their work.

Claire McCarthy, head of the project team and HR Manager at CRH, was pleased with the outcomes and aims to run it every two years.

CONTACT INFORMATION

For further information or any questions regarding this case study or ClarkMorgan in general please contact:

Morry Morgan

International Sales & Marketing Director

CHINA

Room 2102, Building A Shanghai Universal Mansion, No.172 Yu Yuan Road Jing'an District, Shanghai, 200040

上海市静安区愚园路172号环球世界大厦A楼2102室

+86-21-5403 5500

AUSTRALIA

Level 39, 385 Bourke Street,
Melbourne, Victoria , 3000

+61-3-8459 2170