



Application: Management development

Organisation: IT

Background

A young IT company had grown rapidly over a short space of time and new managers had been promoted within. As a result it was recognised that there was a need to invest in management development, with a specific focus on people management.

Process

An integral part of the management development programme was the completing of cdaq online. This provided a framework to help the managers understand their own working profiles and how they fitted in with the culture of the business. The dimensions that were identified as most relevant are described below:

cdaq dimension	Definition
Towards - Away from	Preference for being motivated by anticipating future success as opposed to avoiding future failure
Internal – External	The extent to which an individual relies on their own internal process or needs to refer to others when evaluating information
Same - Difference	The extent to which an individual tends to search for familiarity or difference as a way of understanding new information
Options - Procedures	Extent to which an individual prefers to have the choice to explore options or favours following existing procedures

As a dynamic business the culture was very Towards, Different, and Internal. The implications in terms of behaviour were that the team tended to be very driven by their goals and to implement change almost for changes' sake. By taking the time to understand how their behavioural preferences affected the business they were able to appreciate the value in consulting others and implementing procedures for certain aspects of their work, and that it was possible to do this without compromising the energy of the business.

Outcome

The managers now have a greater self-awareness and are able to understand their new roles within that context. As the business continues to grow and develop they are better positioned to understand their own responses to pressure and change. This insight has enabled them to manage their teams more effectively.



Application: Management development

Organisation: Retail

Background

A major retailer asked cda to develop their store managers to manage their teams more effectively. A particular objective was to help managers to set and review performance objectives for each member of their team. The group had received little or no formal management training previously.

Process

The training that cda developed included many performance management basics such as setting SMART objectives and giving and receiving feedback. The programme introduced five cdaq dimensions which are particularly important for managers who are responsible for motivating and managing others. These are:

cdaq dimension	Definition
Internal - External	The extent to which an individual relies on their own internal process or needs to refer to others when evaluating information
Active - Reflective	The extent to which an individual needs to experience to understand or classify new information or prefers to take time to think things through before acting.
Towards - Away from	Preference for being motivated by anticipating future success as opposed to avoiding future failure.
Same - Difference	The extent to which an individual tends to search for familiarity or difference as a way of understanding new information
Options - Procedures	Extent to which an individual or prefers to have the choice to explore options or favours following existing procedures.

Managers were trained to use these to identify motivation patterns in order to manage their teams more effectively. For example:

- An individual with a strong *Internal* preference will be motivated by changing their own feelings of success. He or she will be comfortable making decisions independently, without a great deal of input from others, except on the most complex issues
- Individuals with a *Towards* preference will be motivated by an objective which is expressed in terms of achieving something. An individual with an *Away From* preference will be motivated by an objective that is expressed in terms of avoiding something. The task may be the same but the objective can be made more compelling by the language used.

Outcome

Managers attending the training found the cdaq dimensions provided them with a useful perspective on the motivation and performance of their staff. The training has now been incorporated into the company's rolling development plan as a routine part of their management training.