

Case Study – Assessment Centres in BT



■ Background

BT Group Procurement was seeking to achieve 'world class' procurement standards. This included the need to define the profile for behaviours, leadership qualities and competencies of a buyer in the year 2010.

Cordoba was then engaged to design and deliver Assessment Centres for BT's top talent across the Senior Procurement Manager and General Manager levels.

■ As a result we:

- Visited a range of BT Procurement employees to understand their roles, culture, environment and divisional structure.
- Spoke to procurement representatives from other leading organisations in order to understand the competencies and behaviours of the modern procurement professional.
- Took learning gained from our delivery of Development Centres to BT Finance and Assessment Centres for BT's MBA recruitment programme.



■ Outcomes

The Assessment Centres were delivered on time and on budget by our Occupational Psychologists.

- BT now has individual and team analysis of BT leadership capabilities and BT Procurement's World Class standards
- Everyone had one-to-one feedback and delegates benefited from a coaching approach to this
- Everyone has a Personal Development Plan
- Staff have been promoted as a result of attending the Assessment Centres
- Information has been gathered to support Succession Planning and Talent Management
- Training needs have been assessed – both generically and individually

Cordoba was subsequently commissioned to deliver learning and development interventions that address these needs which has included Impact training, Action Learning Sets, Coaching and relationship building masterclasses.

■ Following their completion David Marchant, Vice President ICT & CPE wrote:

"The Assessment Centres were well planned and structured, collaborative in approach and required considerable personal and professional commitment on the part of the assessors. The results were well articulated and feedback sessions have been given to candidates to build development plans, focussing on the future as a way forward. A good piece of work by a good team."

Innovation was introduced at each stage of the process:

