



IMPACT

ImpactInspire

Graduate Development Case Studies



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IMPACT

Who is Impact?

Impact are an independent, multi-award winning, global people development organisation. We focus on transforming the impact of leadership action in organisations.

Since 1980 our expertise has been rooted in designing customised people development solutions for organisations who are confronting a need to adapt, change and grow.

We can help you achieve real improvements in performance and deliver business results through adventurous, experiential learning solutions.

Impact**Inspire** is packed with stories about our recent client solutions.

Don't just take our word for it...

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An innovative program empowering graduates to be creative by designing solutions that really help make a difference

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Impact case study

About

Impact have worked with BAE Systems since 2001, and from 2014 have collaborated on a graduate program to develop a pipeline of future talent who are committed, inspired and ready to take on roles within the company.

BAE Systems is committed to developing new generations of leaders through the revised Graduate Developing You (GDY) program, which all graduates undertake.

The program adopts a blended learning approach incorporating theoretical and experiential learning. It supports and develops graduates, empowering them to be creative and pioneering to create innovative solutions that make a difference. The program aligns with the business objective "to inspire and develop our people to drive success" - key to achieving their vision to be the premier international defence, aerospace and security company.



Objective

Impact provides an engaging development program aligned to BAES's global competencies, with the objective of enabling every graduate to realise their potential in BAE Systems and add value to the company. The behavioural competencies support high performance by inspiring and equipping graduates to; take responsibility for their learning, gain better awareness of themselves and their work, tackle workplace challenges, drive strategic growth, generate new ideas, partner and collaborate with customers and networks globally, influence, lead and inspire.

Throughout the three modules, the graduates discover more about BAE Systems and themselves - how their style affects other people, how they influence others and help them to do better, how they react in diverse situations and what their vision is for themselves and BAE Systems in a volatile, complex world.

The bespoke program involves three modules split over 18 months and uses an eclectic mix of learning methodologies to create powerful individual and team opportunities to learn from new emotions, challenges and situations.

BAE Systems PLC is a British multinational defence, security and aerospace company listed in the UK, with more than 80,000 employees.

Solution

After pre-program work, module one builds understanding of personal effectiveness via a two-day residential program. It covers self-awareness, personal skills, MBTI®, personal shields and disclosure.

Module two is a four-day Lake District based residential program where graduates present live business projects to senior stakeholders. The best projects are taken back to the business to be implemented. Graduates then experience Impact's innovative methods including outdoor journeys and 1:1 coaching, providing profound behavioural development opportunities. Whilst a community action learning project provides an opportunity for employing social responsibility, by inspiring hundreds of primary school children, with a focus on the necessity of STEM subject skills and gender and racial diversity in this sector.

The third and final module involves pre-work before a one-day event that works with graduates on offboarding, energy resilience and wellbeing. It also offers a senior managers clinic, an alumni session and 360 feedback.

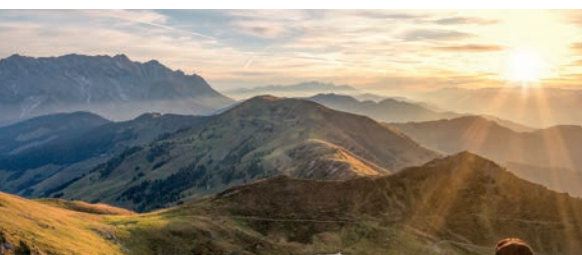
The program reached finalist status as Personnel Today Awards '**Graduate Scheme of the Year**' 2016 and 2017.

Results

Results and evaluation is essential for BAE Systems. The program numbers have increased every year, as have the statistical results. On an individual level, the 600+ past participants scored the program **4.3 out of a possible 5** when asked whether the program will hugely benefit them personally.

"The GDY offers an opportunity for the graduates to collaborate across the different business areas in the UK and overseas. Graduates are asked to undertake 'work placed projects' which not only deliver benefits to the business but also strengthens the relationships with business stakeholders and senior leaders who act as sponsors for this activity. The program leverages a variety of experiences for graduates including teamwork opportunities derived from Impact's adventurous outdoor activity, workplace activities which provide real experience of business challenges, insights into other business areas, opportunities for reflection, and practical theory that they can learn from and then apply. This is an innovative program which increases workplace capability and provides a strong return on investment".

Karen Gregson
BAE Systems' UK Learning and Development Lead





Impact case study

About

The Sony European Graduate Program attracts some of the most talented individuals from across Europe. During a two-year induction program, the graduates experience placements with Sony's many functions and develop advanced business skills.

SONY

Sony is a global manufacturer of audio, video, communications and information technology products for consumer and professional markets. Sony Europe's headquarters are in Berlin.

Objective

Sony wanted to add a new element to their Graduate Program. Sony wanted their graduates to collaborate in groups and apply their business skills to make a real contribution to a social project.

Sony asked Impact to create a program for their graduates that would:

- Develop business skills through applying them in different situations
- Highlight transferable inter-personal skills and personal values
- Align with Sony's CSR Values and contribute towards graduate engagement
- Deliver a real, valuable results to a genuine client

Solution

Impact created a unique intervention that brought these learning and development needs together with Sony's strategic Corporate Social Responsibility priorities. Collaborating with Sony's existing community partnership with streetfootballworld, identifying three community football organisations in need of business development support. The European graduates and the community partners worked together for a two-day launch event that introduced a five-month business project carried out virtually.

The launch event involved the graduates spending two days working in small groups, meeting and consulting with their community client. Working in partnership they identified new revenue generating activities which were vital to their financial sustainability, and demanded the graduates applied their business skills into a new business and cultural environment.

Impact facilitators worked alongside the graduate teams to help them develop their ability to work effectively in small teams, review their processes, offer feedback and drive high performance.

Results

'We had the highest ever retention for the program, which was 93% or every graduate who wanted to stay within Sony did so. An added benefit was that we developed a new selling point for our graduate program, which we believe directly contributed towards a significant increase in applications for the graduate program this year.'

Richard Bennett

People & Organisational Development
Manager - Sony



Impact case study



Google, the world leading multinational internet and technology company, developed Squared Guru to enhance understanding of digital transformation. Guru grows the leadership and change management skills required to drive digital transformation. Impact have partnered with Google since 2009.

About

Squared Guru is an immersive program focused on developing people across the USA, Asia and Europe to lead digital transformation.

Impact design and facilitate three days of the two-week program, which supports participants to consider what leadership in the digital age really means, and the mind-set shift required to make change happen.

Squared Guru upskills technical knowledge, and also empowers people to lead, challenge and inspire. To do so within an established, traditional industry in order to change and accelerate their use of digital.

Objective

The Squared Guru vision is to empower today's and tomorrow's leaders to drive transformation and growth where they work.

Squared Guru is based on four pillars:

Have a vision - Think 'big' and take risks on your ideas and the ideas of others.

Benchmark yourself - Be aware of your leadership impact. Recognise your habits and be willing to move beyond them - dare to do things differently.

Liberate brilliance - Create a culture where everyone can be at their best. Collaborate, enquire, have great conversations, and create allies. Influence change and drive action through others.

Become a committed learner - Develop your curiosity, and have a passion for insight and growth.

Solutions

Impact run three days of this two week face-to-face experience delivered by a mix of Googlers, industry experts and guest speakers. Impact deliver the leadership and behavioural agenda which forms a red-thread throughout. Impact spend two days laying the foundation of the program, helping the group of delegates to:

- Form strong relationships and create a risk-free environment.
- Understand the principles of leadership in a digital world.
- Develop skills to create new, unusual, powerful collaborations.
- Learn to learn from every experience and have increased self-awareness.

This is achieved through real, live, immersive projects combined with facilitated discussions and feedback

On the final day, Impact facilitate 'The Ongoing Revolution' which culminates in participants defining their change roadmap – a personal action plan including strategies to influence change within their organisation.

Results

- **92% Overall score**
- **94% Facilitator score**
- **45 NPS**

But the real results are for participants and their organisations.

Participants leave with the confidence to think big and take risks, they understand themselves and can be clear, communicative and collaborative. They empower and coach each other, and are conscious of habitual modes of working so they can move beyond them.

"Impact's expertise in behavioural change has been core to our Squared program. They are collaborative and insightful partners for the Google Digital Academy and other teams here at Google and we'd recommend them highly."

Sarah Logan
Head of Google Digital Academy



Impact case study

About

Raytheon recruit ambitious graduates who they believe will develop into the company's leaders of the future. They wanted to introduce an integrated development program that would run in conjunction with technical training delivered within individual business areas.

Raytheon

Raytheon Company is a technology and innovation leader specialising in defence, homeland security and other government markets throughout the world.

Objective

Raytheon chose Impact UK to work in partnership with them to design and deliver a multi-modular program that would develop the personal and business skills that the graduates will need to become effective leaders in the future.

Our program has been specifically designed to develop leadership behaviours for Generation Y.

Each module brings three program principles to life:

Owning my career - self-awareness, driving personal development, networking and growth in the organisation

Customer-centric - understanding, establishing relationships and fostering collaboration with internal and external customers

Driving the business - promoting innovation, understanding strategy and providing agile leadership

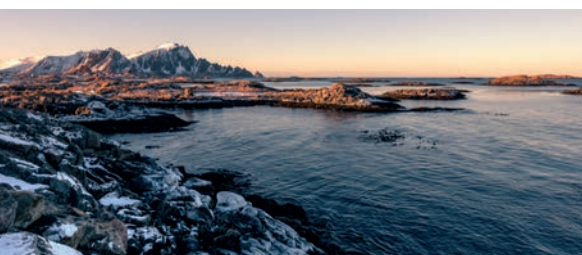
Solution

Raytheon and Impact have created a structured two-year leadership development program that incorporates classroom based and experiential learning alongside the graduate's day-to-day work. Impact facilitators work with the graduates throughout the entire journey.

Results

"Eighteen months into program and I can truly say that it has been such a great experience. The activities have ranged from learning presentation skills, understanding your impact in a team, to having a lot of fun along the way with experiential team building activities. The external training we are fortunate enough to receive, as well as on-the-job training has helped me to build on my career at an early stage."

Kerri
Class of 2012





Impact case study

About

BNP Paribas Corporate & Investment Banking (CIB) hire graduates according to business need and for specific roles.

Graduates need to value learning, teamwork and creativity, and develop the confidence and business knowledge to be able to act decisively within a fast moving banking environment.

This suite of programs challenges, engages and develops graduates in the UK, Europe and Asia.



BNP PARIBAS

BNP Paribas is a global banking and financial services institution. It has one of the largest international networks with operations in 84 countries and over 200,000 employees.

Objective

BNP Paribas wanted to create a suite of graduate programs to challenge, develop and engage their graduates at particular points in their career with the Bank. These programs would work with the graduate intakes at different stages in their career, but regardless of this, each event needed to consistently:

- Develop business skills through applying them in different situations
- Highlight transferable interpersonal skills and personal values
- Align with BNP Paribas' core group values and CIB behaviours
- Demonstrate commitment to CSR and contribute towards graduate engagement.

Solutions

Graduate Induction

Impact devised a program that linked the graduates with BNP Paribas' existing CSR partner; a charity who work on social, economic and environmental projects in London, bringing the bank's culture and values to life. The graduates were challenged to devise a creative solution for a real task as set out by the charity. Impact introduced sessions on personal impact, presentation skills and leadership. The graduates then had to present their solution to a panel of senior managers from the Bank and representatives from the charity partner. The event concluded with an intensive review and dialogue session to reflect on business skills used.

Personal Leadership & Powering Forwards

Impact designed a Learning Journey event for the end of the program that would give the graduates time to reflect on their careers to date and take ownership of identifying future development opportunities.

To enable them to do this, the event included:

- Pre-course questionnaire based on CIB behaviours
- A mix of challenging experiential learning projects
- Personal reflection time to assess goals achieved and goals to aim for

Results

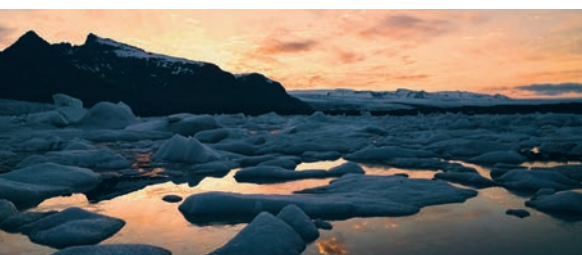
This program was designed to have global reach and since the first successful program in the English Lake District, Impact has delivered it in both in Asia & Europe.

Throughout the suite of programs, the graduates' have used personal experiences, feedback from their peers, managers and Impact facilitators to take ownership of their own action-learning path.

'Impact have delivered a series of action packed and very memorable programs for our graduates. The events have enabled them to really bond as a team and feel engaged with a new perspective towards their career and future. These programs have run like clockwork, and thanks to the whole Impact team, it felt like we had been adopted by a new family during our time with you.'

Nicky Badrick

Global Graduate Development Manager





Impact case study



Increasing the graduates capacities to influence, communicate, build relationships, innovate and achieve results in a challenging marketplace.

About

Jaguar Land Rover (JLR) is a business built around two great British car brands: Jaguar manufacture luxury sports saloons and sports cars and Land Rover manufacture premium 4x4's.

Objective

Six months into their graduate journey with JLR, the graduates come together for the leadership and team skills module.

This five-day intervention is held at Impact's Lake District venues, and is designed to be an enjoyable yet challenging learning process that:

- Improves individual performance, through understanding personal style
- Increases self awareness and understanding of strengths and weaknesses
- Builds long lasting relationships with peers
- Drives career development by creating realistic learning action plans
- Delivers excellent results to customers (internal and external) To effectively complete their task, the graduates needed to draw on all their communication, influencing, client management, team working, decision making developed during the course of the week in order to deliver on the following transferable actions:
- How their own learning objectives are in line with JLR business behaviours • How the consequences of their actions impact directly on the customer experience
- How to take ownership for, and best represent the JLR brand

Solutions

Impact designed a program of team working challenges, culminating in a large scale Community Action Learning project.

The graduates started exploring team skills in small groups. Following a facilitated review, they worked in larger groups. Impact built on this process until the group of 60 graduates were working effectively together on a truly unique learning challenge that delivers real benefits to a community partner – The Friends of the Lake District (FLD), a registered charity who promote the protection and conservation of the Lake District.

The graduates needed to draw on all the communication, influencing, client management, team working and decision making developed during the course of the week in order to deliver on the following transferable actions:

- How their own learning objectives are in line with JLR behaviours
- How the consequences of their actions impact directly on the customer experience
- How to take ownership for and best represent the JLR brand

Results

During their 2009 Impact program, JLR graduates demonstrated on average a **14% improvement** in their awareness and competency levels when measured against their internal behavioural framework.

What the participants thought:

'I have learnt to see things from not only my view but how people view me and how my teamwork affects performance'

'I have really seen how the development of a team attitude can lead to much greater levels of success'





Impact case study

About

Impact worked in partnership with Deutsche Bank to design and deliver their Graduate Teamwork Challenge (TWC) for over ten years. This two-day program forms a key part of the Deutsche Bank graduate induction program for up to 700 global graduates each year, from across all functions of the business.

Deutsche Bank



Deutsche Bank AG is a German global banking and financial services company, with its headquarters in the Deutsche Bank Twin Towers in Frankfurt.

Objective

As they begin their careers with Deutsche Bank, it is essential that the graduates are able to immediately understand how to operate effectively within the business. Deutsche Bank and Impact worked in close partnership to design an experience that:

- Aligned the learning agenda with Deutsche Bank's values
- Challenged the graduates with delivering a real project to a client
- Transferred behaviour and learning actions to the work place
- Confirmed Deutsche Bank's CSR commitment
- Raised understanding of teamwork skills
- Developed international/intercultural networks.

Solution

Impact designed a program around Deutsche Bank's values of performance, innovation, customer focus, teamwork and trust. These values were brought to life with a real Community Action Learning (CAL) project that engaged directly with Deutsche Bank's commitment to CSR, through sustainable development, community engagement and education.

The event focuses on a consequential CAL project. The graduates are split into groups of 50, and work on a series of projects for schools and youth groups.

The projects are designed to provide a live business context, requiring project management, effective allocation of resources, time and priority management, relationship development, customer service and problem solving.

Results

The project provides a direct link for new hires into the expectations of their role whilst providing a platform for graduates to understand Deutsche Bank's corporate values and commitment to communities. The Teamwork Challenge receives exemplary feedback from the graduates who participate each year.

Thoughts from participants:

"In a matter of days, Deutsche Bank was able to show its graduates what it values most – clients, communities and its employees. The activities have helped to transfer invaluable skills to the new employees, and we've also been able to make a visible difference to the community."

'The Management Board was clear in telling us that not only do they want employees to be armed with technical knowledge, but they want them to have a firm understanding of the Bank's culture and values. Our TWC isn't over-engineered, nor is it over-academic. It is simply about bringing our graduates together for a demanding learning experience that will test their abilities.'

Michelle Pepper
Global Head of Graduate Training



Impact case study



Aon Corporation is a leading global provider of risk management services, insurance and reinsurance brokerage, and human capital consulting. Through its 36,000 professionals worldwide, Aon provide their clients with innovative and effective risk management and workforce productivity solutions.

About

Sustainability is key to Aon's business strategy. Aon chose Impact UK to work with them to ensure that this theme was central to their graduate development program

Objective

In partnership with Aon, Impact designed an innovative and sustainable program that will attract, develop and retain their graduates.

The program focuses on:

- Aligning all the graduates to the core business strategy and minimising silo mentality
- Developing leadership capability against newly introduced cross-functional leadership competencies
- Raising awareness of CSR and modelling sustainable business practice and thinking – both are key strategic drivers and a source of competitive advantage for Aon
- Building trust and enhancing career development – two important areas identified in Aon's employee survey

Solutions

To ensure the long-term success of the program, a process was defined that would engage different layers of the organisation and it included the following:

- Line manager support
- Senior manager support
- Board member input

Launch event

For the Aon graduates their learning journey began in London with a high impact launch event involving a series of fun and challenging team activities that set expectations, generated momentum and allowed them to network cross-functionally. The event included a day of interactive and thought provoking projects that explored sustainability and how this topic relates to Aon as an insurance broker.

The graduates then met with the board members, who presented an overview of the business projects and hosted a Q&A session.

Residential event

Three months later Impact invited the graduates and the senior managers to the Lake District for a three-day experiential offsite. The program included classic outdoor management development exercises focusing on team skills. The graduates were also challenged to deliver a local community project, develop personal awareness in self-disclosure sessions and practiced giving and receiving feedback whilst reviewing and re-focusing the work of their project teams to date.

Results

To date, there has been a noticeable change in mindset with graduates taking more of a proactive approach to their work, constructively challenging and asking questions within the business and displaying a key interest in other functions and departments. Over the last six months networking opportunities have been maximised both amongst peers and senior business leaders.

Aon facilitators have been at the heart of the process, evaluating not only the graduates learning progress, but also their own development experience.

"I cannot thank you enough for your efforts, both individually and collectively over the last year. It has been exciting to re-energise the graduate program and take it to a completely different level - and we could not have achieved any of this without you - the Impact team."

Ruth Robertson

Head of Learning and Development and co-designer of the program



Impact case study

About



The graduate program included a Community Action Learning project based at a primary school. The graduates were challenged to develop a green theme across the school, and thus bring sustainability to life. It was a complex and consequential project to elicit real behaviours to explore and experiment with.



Sainsbury's is the second largest chain of supermarkets in the United Kingdom.

Objective



Sainsbury's wanted to develop their graduates' awareness of their personal impact and to increase their understanding of the interpersonal skills needed for working in a team environment whilst bringing to life Sainsbury's leadership behaviours.

At the heart of the learning were Sainsbury's Different Values for corporate responsibility: Best for Food and Health, Sourcing with Integrity, Respect for our Environment, Making a Positive Difference to our Communities and Great Place to Work.

Solutions



Impact worked closely with Sainsbury's throughout the diagnostic and design process, to align the learning with their Different Values.

A half-day induction prior to the Community Action Learning project framed the whole program effectively, developing strategies and agreeing outcomes without the risk of getting swallowed up in the task.

Innovative project design was required to meet the dual objectives of building leadership capacity and delivering a successful project for the community partner. The graduates worked in project teams to complete a healthy eating allotment, green team activities, an aromatic border and fence murals. Alongside the projects a Learning Pod was designed to direct participants to explore and observe Leadership in Action.

Results



"This is the first project we have undertaken with Impact, our graduate induction program has been traditionally very corporate - lots of slides and senior speakers. We strongly felt we wanted to provide an experience for these valuable new colleagues that better reflected the direction we are moving in as a business. The project delivered on every level; we were able to make a difference at the school in a way that was aligned with our different values, and bring our behavioural framework alive for our graduates as they prepared to leap into the world of work. Their takeaways were very much about increased self-awareness and a great sense of camaraderie amongst the cohort, an experience we shall definitely repeat."

Sue Round

Head of Leadership Development





Impact case study

About



To fast track development of graduate car designers, Impact and Honda co-created a four-day program that culminated with a Community Action Learning project.

HONDA

Honda Motor Company, Ltd. is a Japanese public multinational conglomerate corporation primarily known as a manufacturer of automobiles, aircraft, motorcycles, and power equipment.

Objective



Honda car designers are required to use their creative talents to turn society's needs into something concrete. Honda's corporate philosophy is to employ independent individuals who acknowledge each other, help out with each others' shortfalls, and thus strengthen the organisation. Honda's graduate program needed to reflect this team mission and philosophy, by helping the graduates grow as individuals and factoring in the importance of being self-dependent whilst showing understanding to others with different values.

Solution



The graduates had 48 hours to create an entertaining music video and performance for a group of 5 - 6 year olds at Fujiyoshida No. 6 Nursery School – an audience who would struggle to clearly express their wishes into words.

To understand the requirements of their audience the graduates spent time with children in a pre-arranged play session and interviewed their headmaster and teachers. Based on the experience and using their creativity and imagination, the graduates made props, choreographed the scenes and produced two videos. The videos needed to be of the highest quality and tight deadlines were set to ensure that the overall production went smoothly.

Over 100 children and their guardians attended the video presentation and performance. The graduates interacted with the audience by dressing up as characters from the video and dancing and singing with them. The audience voted for their favourite film and both videos were donated to the school for future use.

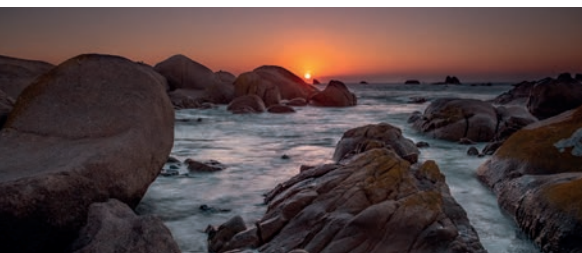
Results



The nursery school were delighted that the children had the opportunity for positive interaction with people from outside their community. The teachers noted that the children's personal confidence increased when asked to make their own choice for the best video.

For Honda, this program revealed a harsh reality for the designers of the future: an awareness that in some situations their job is to create something from nothing whilst understanding the feelings of clients who may not be able to express their needs verbally.

The graduates also learnt the value of taking into consideration each other's feelings and thoughts instead of clashing with opposing views. As the children expressed their enjoyment of the videos and the performances by standing up and dancing along, the professional designers took their first successful steps.





Impact case study



PTT Exploration and Production Public Company Limited (PTTEP) is Thailand's national petroleum exploration and production company dedicated to providing a sustainable petroleum supply to Thailand.

About

In partnership with PTTEP, Impact designed a team development program for 46 graduates, which integrated the PTTEP Corporate Values. Through our powerful workshops and activities, the graduates were able to gain deeper insight into the Corporate Values

Objective

Each year, PTTEP conducts a month-long induction program for their new graduates in order to immerse them in the company's business ethic and culture and to equip them with business skills. Part of the induction program is to introduce and reinforce a sound understanding of the PTTEP Corporate Values and the way they impact on the PTTEP work environment.

Solutions

The program kicked off with the graduates working in small sub-groups alongside PTTEP senior staff to discuss the PTTEP Corporate Values and what they mean to them. Activities throughout the program were designed to challenge the graduates and to encourage and highlight facilitated discussions of the Corporate Values. Emphasis was also placed on providing opportunities for the graduates to have fun and to develop a better understanding of themselves and their colleagues.

The program and learning outcomes created a strong bridge for these talented graduates to cross into the professional working culture of one of Asia Pacific's leading Petroleum Companies.

Results

'The program provided by Impact was creative and challenging. Our talented graduates' engagement with the activities was of huge value to PTTEP as the graduates gained a more thorough understanding of PTTEP's business ethics and corporate values as well as the importance of working as a team. The program therefore met our objectives most satisfactorily.'

Leuchai Wongsirasawad
Executive Vice President
Human Resources & Business Services





Impact case study



The Miller Group is the UK's largest privately owned house building, property development and construction business.

About

As part of their revised Graduate Development Framework, Miller recognised their graduate intake would benefit from a rigorous experiential learning event.

Objective

The event would focus on recognising the importance of appropriate behaviours within the workplace and provide opportunities to develop these within a safe learning environment.

Solutions

Impact UK designed a challenging three-day residential program that incorporated a high-level of experiential activities and review sessions. Throughout the program the graduates progressed from operating in small groups, to collaborating in larger groups. Key themes explored included:

- Trust and self disclosure – the relationship between the two and risks involved in each
- Values – how do individuals live the Miller values and what does this look like in terms of real behaviour?
- Personal influence – what can each person take responsibility for individually and in the business?
- Networking and relationships – how can the relationships developed on the program be used effectively as the graduates progress in the organisation?

Results

Impact facilitated an in-depth action planning session to help the graduates focus on and commit to practical outcomes they could implement when back in the workplace. This crucial session culminated in a one-minute pitch to camera detailing the nature of their individual learning. Impact edited this film, which has subsequently been used to demonstrate to the Board what the participants gained from the experience.

"Working with Impact on the design and delivery of this program was certainly an enjoyable experience. I particularly valued their ability to creatively interpret ideas into activities, their willingness to share their extensive learning and development knowledge and their flexibility in responding to our ever changing requirements. The dedication and commitment the facilitators demonstrated throughout the actual event went above and beyond. The result ~ an experience that challenged our graduates, exceeded my own expectations and provided real value for our business."

Shona Marshall
Employee Development Manager



Impact case study

About

West LB put their graduates through an intensive eight-week development program. Impact was approached to deliver part of this program positioned in the first week of their employment with the bank, the Impact module was to act as the springboard for the graduates' on-going personal and professional development.



West LB is a European commercial bank based in Düsseldorf in Germany.

Objective

Impact, in partnership with West LB, designed a three day 'Focusing on the Future' input, to engage and stretch the graduates whilst encouraging them to drive their own learning.

The main aims were to help the graduates to:

- Recognise the importance of self-leadership and develop the potential for leading others
- Understand different personality types and explore how these link to effective leadership and team working
- Explore how their actions and behaviours impact on their working relationships
- Develop and strengthen networks with their peer group.

Solution

The program included a series of projects designed to provide the graduates with opportunities to explore aspects of leadership and team working. The participants also experienced a number of focused individual feedback sessions, an introduction to the Myers Briggs Type Indicator and an exploration of Emotional Intelligence and its links to personal and professional effectiveness.

Results

"The graduates have been very enthusiastic about their experience; the content, the learning and the professionalism of the facilitators. The Impact program encouraged participation and ongoing honest feedback and this has resulted in a self-aware group of young professionals, with personal strategies to use going forward when managing themselves and their relationships within the Bank."

"I really felt as though Impact worked with us in a true partnership and understood how we wanted the effect of this module to materialise throughout their development program"

Tabitha Beaven

Learning, Development and Graduate Recruitment Manager

"At Impact be prepared to look within. They can provide the key, but only you can unlock the door. What you'll find can enrich your life both personally and professionally. Release your potential..."

Sailaja Maganti

West LB Delegate





Impact case study

About

As a leading international brewer, Scottish & Newcastle need to ensure that their business acts responsibly and their products are used as intended.



Objective

Each year, leading brewer Scottish & Newcastle face the challenge of developing a team of international graduates. They are recognised as high-potential and belong to an accelerated promotion scheme within the organisation. As such, any development program must provide ownership, build business skills, increase personal impact and influence, enhance leadership capability and maximise transferable learning.

Solutions

These ambitious objectives were met in a ground-breaking development program designed and delivered by Impact in partnership with Scottish & Newcastle's learning and development team. We recognised a powerful learning opportunity and partnered Scottish & Newcastle with Turning Point, the UK's leading provider of substance misuse services serving over 50,000 clients each year.

This partnership served as a unique consultancy assignment for the graduates over 12 months. The assignment tasked the graduates to partner with a key stakeholder working towards solutions to shared issues around the role of alcohol in society.

The graduates were tasked with creating an advertisement campaign that would successfully make Social Care an understood and meaningful issue to the general public. In addition, the campaign had to raise awareness of Turning Point and create measurable benefit for the service users. Their carefully considered response eventually took the form of a viral marketing game, "You are Joe".

Key learnings achieved throughout the assignment included:

- Managing stakeholders through single points of contact
- Managing teams across geographical borders
- Tapping into existing resources
- Manage a budget during implementation
- Identifying milestones & objectives,
- Defining a long term plan and a lasting legacy.

Results

"The assignment has been so successful for both organisations that they are building upon the work already achieved for a sustainable, ongoing partnership for the future".

Kieran Simpson
Head of Public Affairs
Scottish & Newcastle



Impact's POV on Graduate Development

Based on over 30 years of designing and delivering graduate development programs, we view the following principles as vital:

- **Ownership:** Developing graduates to have the skills, mindsets and behaviors to drive their own learning and take responsibility for their own development.
- **Experience:** Graduate development is not just about theory, it's about real-life experience combined with theory and expert facilitation to make sense of their journey. We blend insights, action, dialogue, feedback and reflection to ensure our interventions are powerful and meaningful and so maximum transfer of learning occurs.
- **Relationships:** Relationships drive personal and business performance. Graduate development is about graduates understanding the importance of relationships, and developing the right attitudes and behaviors to be successful in your business.
- **Courage:** Developing the courage to be themselves, show up as their best self, be open to learning, and live to their true values.
- **Business Relevance:** Development experiences need to be clearly related to the work place and the work environment and the graduates need to see and understand this relationship for them to fully engage and see the value in such session.
- **Influence:** We understand that graduates 'want to be seen' and gain exposure to people of influence. Where possible we will provide the skills and behaviors for graduates to influence upwards and navigate themselves through their careers.

Impact's Approach to Graduate Development

Impact helps organisations generate commitment and loyalty from graduates and prepare them in a positive and inspiring way for the rigours of corporate life. We design and deliver customised business orientated experiential development programs that take graduates beyond their perceived limits and prepare them for reality of team working, leadership and professional life.

Our proposition for developing graduates is unique. Informed by our wealth of client experience from graduate to executive board level, we develop the principles of being at their courageous best self, take true personal ownership; and apply whole self to all that they do. Embedded into our experiential program design, these generate real and tangible outcomes for our client's businesses through their graduate and wider populations.

Reflection

Knowledge

Direct
Experience

Skills

Learning approach: Impact's learning philosophy is based on a model which reflects the four interrelated domains of a holistic learning approach.

Client Testimonials

"The GDY program provides a great platform for graduates to develop their mind-set and skills-set, preparing them for future roles within the business. The program is aligned to the global leadership behaviours which outline what is expected from our leaders now and in the future."

Karen Gregson

UK Learning and Development Lead - BAE Systems

"Impact's expertise in behavioural change has been core to our Squared program. They are collaborative and insightful partners for the Google Digital Academy and other teams here at Google and we'd recommend them highly."

Sarah Logan

Head of Google Digital Academy – Google

"Impact have delivered a series of action packed and very memorable programs for our graduates. The events have enabled them to really bond as a team and feel engaged with a new perspective towards their career and future. These programs have run like clockwork, and thanks to the whole Impact team, it felt like we had been adopted by a new family during our time with you."

Nicky Badrick

Global Graduate Development Manager – BNP Paribas

Why Partner with us?

- **Easy to work with:** We are easy to communicate with, trusted by our clients and very responsive. In partnership with you we will always be honest and supportive and have your best interests as our priority.
- **Quality and Efficiency:** We emit quality and professionalism in all that we do, but never compromising the need for practical, down to earth and efficient ways of working.
- **Courageous Facilitation:** Our facilitators operate with courage in both their mindset and their behaviours. They boldly challenge and support groups and individuals.
- **Flexibility:** We plan ahead and nail the detail but are very adept and nimble when there is a need to flex and change what we are doing if the circumstances demand it. We are an extremely safe set of hands in a crisis.
- **Custom Built:** We will work with you to define goals and objectives and from this thread these coherently through every element of the solution.

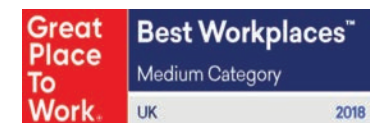
Global Reach



IMPACT



Achieving Results



Introducing air! Powered by Impact Supporting face-face programs, blended and virtual-only solutions

air is a personalised, social learning application that can be accessed from anywhere, at anytime. It has been designed to enhance engagement and drive productivity of the modern learner.

We designed our own learning app using everything we believe about inspiring and developing people and everything we know about the learning needs of our global clients. The app puts the user at the centre of a learning experience and is designed to work beautifully.

We use this app in all of our learning solutions and in every context that we are working with clients. It is scalable and entirely customisable.

We are able to connect the app so that it talks to other software tools used every day by organisations where needed. It can also work successfully as a stand-alone tool.

The design of our learning app is driven by our understanding of how people learn. We have a particular and expert interest in experiential learning as a method for connecting learning with doing. Our unique and proprietary experiential learning model connects the acquisition of new knowledge, skills and information with their practical application to the workplace context.

The **air** app doesn't just provide content, it connects content to context. It helps make learning useful and practical.

air – the benefits

Benefits to users

- create personalised learning journeys relevant to the users' context
- easily accessible anywhere at any time using mobile first design and offline storage of data/ materials
- personalised content feeds relevant to user learning context
- curating and sharing individual library of materials, resources and notes
- feedback and dialogue to support the learning process through review, reflection and collaboration
- administrative support with materials, schedules, contacts and dashboards all in one place

Benefits to organisations

- connect content, materials and resources together from other platforms into air
- live polling results, capturing real time data on user views and experiences
- integrated reporting tools and analytics engine to support evaluation and ROI summaries
- easy connection to user communities to support organisational narratives and internal marketing communication messages as well as program changes and updates.





www.impactinternational.com

