



# NEWSLETTER

## SYMBIOSIS

Working together ■ CREATING RESULTS

Issue 1 ●

### Welcome

We know that our customers want to be the best. Our role at Symbiosis is to do whatever we can to help them achieve their goals. What we do varies according to the need and our customers' culture. Raising awareness of the fundamentals of change management, coaching and developing practical leadership skills and designing innovative and challenging experiences that get people working together to improve results are all at the core of what we do.

Please take time to read these short articles, find out what we have done for our customers, and then talk to us about what we can do for you.

### Why customers work with Symbiosis...

- Inspiring leaders
- Transforming cultures
- Catalysing change
- Energising teams
- Developing Coaches
- Improving managers
- Building skills
- Amazing conferences

### Helping growth at Skandia Investment Management

Skandia Investment Management Ltd (SIML) is a new asset management company. It represents a key strategic move by the Skandia Group to develop a core asset management proposition which can deliver leading investment solutions. Although recently-launched, Skandia Investment Management has almost £1.7 billion under management, making it a growing presence in the UK retail investment marketplace.

### Objective

SIML wanted a conference that gave a very busy team the opportunity to appraise the challenges ahead for SIML's quantum leap ahead and to develop a plan for the next stage of their development



Loch Morlich near Aviemore  
One location for Skandia conference

### Solution

Symbiosis worked with SIML to organize a team and business development event in the Scottish Highlands.

The team worked extremely hard on business issues for a significant part of the conference. These sessions were interspersed with a range of indoor and outdoor team development activities that gave everyone the opportunity to further develop personal relationships and trust and improve communications across the business.

### Result

"The team have returned excited and exhilarated, and it really does go to prove how successful these off-sites really are. You are a first-class act, and I look forward to working with you on next year's event.

Jamie MacLeod  
Chief Executive Officer  
Skandia Investment Management"

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- Helping growth at Skandia Investment Management
- On becoming butterflies - Change at the Scottish Court Service
- Skills Builder open programmes
- IMPM - Developing international understanding
- Building high performance business teams for Degussa and I.N.S.E.A.D.



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### On becoming butterflies!

#### Helping managers to embrace change at the Scottish Court Service.

*Two caterpillars are crawling along, having a chat when a beautiful butterfly flies above.*

*One caterpillar turns and says to the other,*

*"You'll never get me up on one of those butterfly things!"*

Yes, change is going to happen regardless. Behaviour patterns - the way people do things – are just as important as their activities and processes - what they do - in determining the results they achieve.

The Scottish Court Service has seen the need to support managers dealing with change. They have established a Middle Manager development programme that includes modules on Leadership, Customer focus and Managing Change.

Symbiosis developed an experientially based



Learning & Development solution that would engage middle managers and help them effectively manage current change.

We concentrated on things that the participants had some control over. Their own behaviour and how they dealt with change and people at work.

The change programme used a variety of blended learning media and methods, including the concept of 'Moving Cheese' to create an integrated, practical, stimulating and engaging learning experience that appealed to people with different learning styles.

*'Participants were impressed with the design and content of the programme, the range of activities they were involved in and are now a lot more confident about managing change.'*

**Bryan Goodfellow**  
Corporate Training  
S.C.S.

### Skills Builder open programmes

Come and meet us on our open Skills Builder Programmes in London, Manchester and Scotland - improve performance, network with other organisations, and see what we can do for you.

Our 'Skills builder' modules raise awareness of good practice and develop strengths in a range of personal skills. People learn through doing and reflecting on their personal experience. We are expert in taking 'content' and presenting it in a way that people find involving, enjoyable and practical, transferring learning and getting better results.

These open programmes cost £250 + VAT each including facilitator and all learning resources with lunch and morning and afternoon refreshments.

Programmes will be delivered in the following areas:

#### HIGH PERFORMANCE COACHING CREATING BETTER SOLUTIONS DEALING WITH CHANGE

If you would like additional information about these modules and the other Skills Builder Programmes please visit the DOWNLOAD section of our web site. You can book on-line or telephone us on 00 44 (0)1539 721 416 for further details.

If you prefer an in-house programme we can start with a skills audit, identify the skills needed and design and manage a whole development programme or just deliver a one-day module to meet your needs. The choice is yours.



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### IMPM - Developing international understanding

The International Masters Program in Practicing Management (IMPM) is designed to be the "Next Generation" Masters Programme, combining management development with management education and focusing directly on the participating managers jobs and organizations.

It is a cooperative venture of business schools in six countries around the world – Canada, (McGill) England, (Lancaster) France, (INSEAD) India, (Bangalore) Japan and Korea. The content has been arranged around five mindsets, the reflective, analytic, worldly, collaborative, and action mindsets.

Senior managers from organisations including LG, Alcan, Lufthansa and Fujitsu attended the recent Lancaster module based on the 'reflective mind set'.

Working in conjunction with Prof. Rick Crawley who managed and integrated the two week module at Lancaster, Symbiosis designed and delivered experientially based sessions based in the English Lake District. Increasingly complex outdoor exercises acted as a vehicle

for challenging people from very diverse cultures, British, American, German, Japanese, Korean and Indian to work together creating their own structures and working processes. These sessions helped the participants to develop a higher degree of trust and mutual understanding

so that personal thoughts and feelings could be shared more openly, building and deepening relationships.

The exercises were very revealing of different approaches and preferred behaviour patterns across national and organisational cultures. Each exercise was followed by a facilitated discussion that built on the 'reflective mindset' objectives. This gave the participants the opportunity to gain feedback on their behaviour and to increase their understanding of its' impact on their performance producing a very powerful experience.

*'I always work with Symbiosis with complete confidence that the outcome will be a satisfied client'*

*Prof Rick Crawley  
Director of External  
Relations & Communications  
Lancaster University  
Management School*



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### Building high performance business teams for Degussa during INSEAD Programme

Degussa is the global market leader in specialty chemicals. It is a multinational corporation with 47,000 employees all over the world.

INSEAD ([www.insead.edu](http://www.insead.edu)) is widely recognised among the world's top tier business schools. It is the only business school with full-fledged campuses in Asia (Singapore) and Europe (Fontainebleau).

#### Objective

The Degussa Advanced Management Programme at INSEAD, one pillar of the Degussa Executive Development Concept, focuses on Developing Degussa Leaders as well as functional topics like Strategy, Finance, Marketing and Organizational Development.

As part of the Programme, the participants work on important strategic current Degussa Projects. Four international, inter disciplinary teams develop recommendations to the Executive Committee on issues such as "How to foster customer centricity" or "How should Degussa develop a specific emerging region?".

#### Solution

In preparation of this goal, it is very important to set up efficient multinational, cross functional and cross unit teams of senior managers.

Symbiosis facilitators worked with small teams to help them integrate rapidly, aligning their project goals with team values.



*'The experiential experiences helped us reflect and look at professional issues from another perspective.'*

*Degussa Programme participant*

Symbiosis developed a balanced programme of creative exercises and facilitated discussions that raised the awareness of team working issues and revealed elements of individual behaviour. The focus was on setting up appropriate working processes, cultivating trust and building communication levels.

#### Results

Symbiosis assisted rapid team integration of the participants in the teams. Therefore, the teams were well prepared to produce excellent project results and gain a great benefit from the overall learning experience at the Degussa – INSEAD Management Development Programme.



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