

Cooperation development, as a catalyst for change

KPMG CONSULTING LTD



CLIENT

KPMG's international office network has been present in Budapest since 1989, as the first BIG4 in the Central and Eastern European region. It is one of Hungary's leading auditing, tax and business consulting companies.

The organizational development project at KPMG concerns Group4, under the management of Ágnes Rakó (partner), with more than 120 colleagues separated to 7 areas.

In addition Dorottya Cséve and Enikő Vágó (managers) provided support of the process.

STARTING POINT

At KPMG, we provided the first cooperation development training in 2014 supporting the expected growth of the accounting team of 31.

The goal was to retain the teamwork and to support the culture of the three subarea (shown the next slide with yellow) bringing it into awareness.

The project now covers 4 more subareas and has been expanded into additional development processes such as leadership development and coaching.

PARTICIPANTS

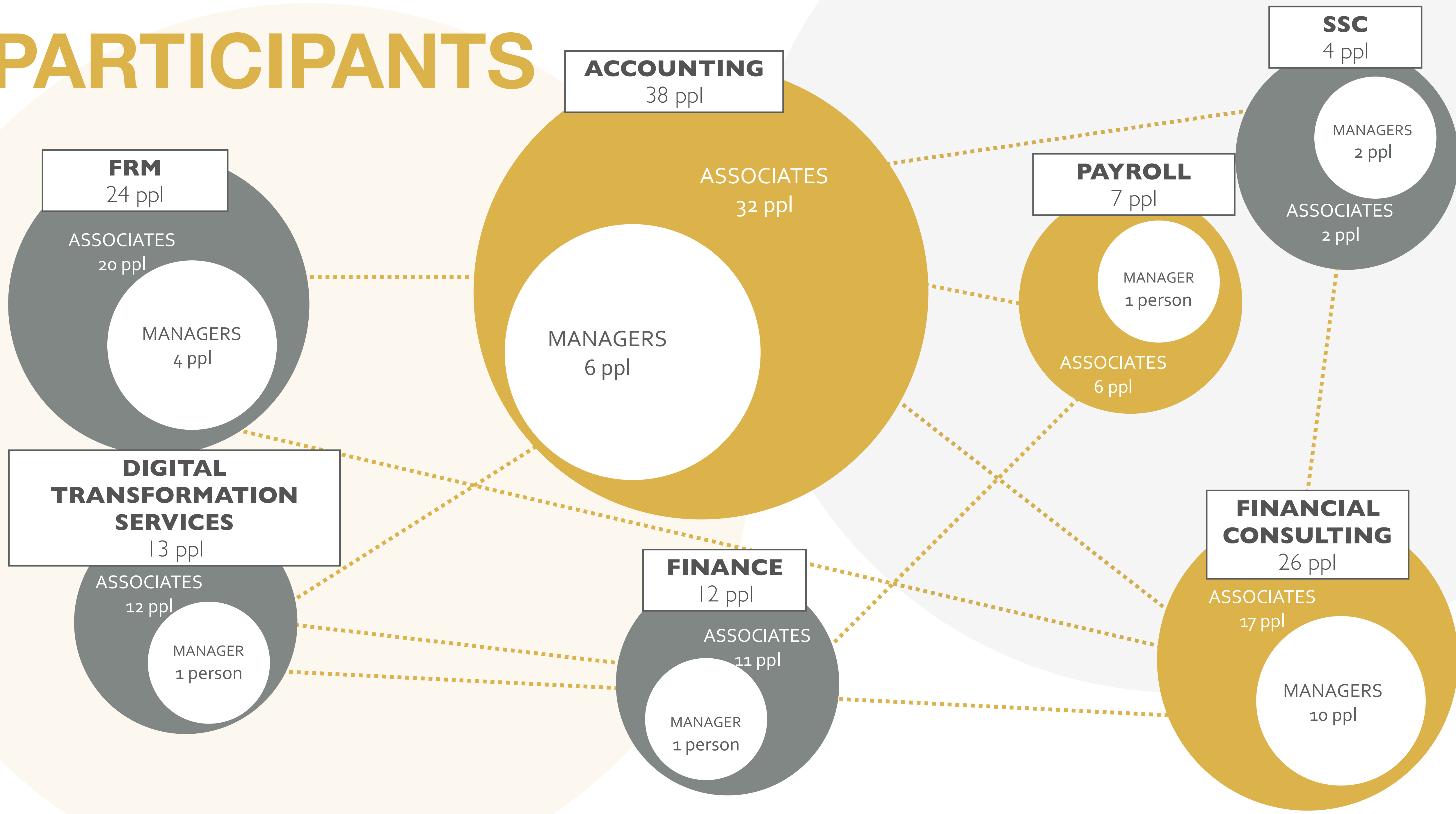
Total number of employees

125

INTRODUCTION

THINK
OUTSIDE
THE BOX

PARTICIPANTS





PROJECT

OPERATION CHARACTERISTICS

Connection based on trust and partnership

It is not self-evident that OD agencies should not be seen as agents or suppliers, but as co-thinking partners. The level of the present project defining features are straightforward, honest expression and feedback, as well as the mutual sharing of doubts and dilemmas that arise.

Real involvement and reflection

During the cooperation all the key persons are addressed at all stages, whose opinions and involvement are essential to ensure a high level of commitment during the process.

Continuous and flexible redesigning

During such a project, it is crucial regularly and flexibly outlining its steps, taking into account the development of the area and the improvement of its stakeholders.



COOPERATION DEVELOPMENT

SUPPORTING THE TEAMS

At the beginning of the process, this meant supporting the whole area, today it serves the development of sub-teams.

The following methodologies were used for the support:

team coaching elements
facilitated workshops
training alike blocks



360° SURVEY

MEASUREMENT OF THE LEADERSHIP

Due to the rapid growth of the area and the management team, the development process continued with the development of managers at the team and individual level, which started with a 360° survey.

In addition to the 360° survey, completing a **personality test** (ÁSzVEK) was also part of the survey to improve self-recognition and awareness. The survey was followed by an individual feedback for each leader.



TEAM COACHING

MANAGERIAL "HOT POTATO" EVENTS

In feedback on the results of the 360° survey, it emerged as a pattern in leadership discussions that certain topics occupy the majority of leaders, and their nature and extent threaten the success of leadership development training occasions.

A black mug filled with coffee, three silver paper clips, a black pencil, and a white eraser on a white surface.

LEADERSHIP DEVELOPMENT - TEAM LEVEL

LEADERSHIP SKILL DEVELOPMENT

The hot potato events made it possible for the members of the management team to start working in groups with their own leadership role and strengthening their leadership skills.

leadership role, leadership values: defining common principles, operation methods

leadership communication: assertively, feedback, how to say „no“, collaborative behavior

behavior typology: basic sensitization to understand, accept, and treat differences as a benefit

During the occasions we used A.C.T. methodology that helped integrating effectively what was learned.

INDIVIDUAL COACHING

OPPORTUNITY TO LEARN INDIVIDUALLY

All along the development process, individual needs are just as important to the organization as company-level results. Therefore, coaching was given from the very beginning of the process as an opportunity to support individual development. Individual coaching has become important for two reasons:

Supporting individual developmental needs as a complement or continuation of group opportunities.

Complement the development of the sub-areas to provide personal support for the managers.



CHALLENGES

„Coming together is a beginning; keeping together is progress; working together is success.”

// Edward Everett Hale

RAPID GROWTH

The development of the organization has been extremely fast, between 1-1 development times the number of employees often increased by up to 5-10%. Therefore, it is important to make sure that all newcomers can integrate during the development occasions and that the time spent together does not become redundant for the old ones.

BUSY MANAGERS

A key period of development was working with leaders. It was a challenge both in organizing and working together at the same time. Common definition of frameworks and continued attention to them has played an important role in the success of the process.

BIG HEADCOUNT

At the start of the project phase in 2017, the team-level work was carried out with a team of 14 managers, and later by starting the new phase in 2018 the team increased with 10 people. Given the importance of team-level common thinking, the application of large-group methodologies ensured everyone's involvement and effectiveness.

RESULTS

DEVELOPING LEADERSHIP ROLA AWARENESS

The leaders behave more consciously not only in the professional field, but also in terms of managing, encouraging and retaining people.

We have achieved several results at several levels of the process, here we now highlight those that have a direct or indirect impact on the entire 125-person organization.

INCREASING TEAM IDENTITY

In the management team, the strengthening of the team perception, the building of loyalty to each other, the help of each other, and the growth of trust can be observed.

SOLUTION FOCUSED PROBLEM SOLVING

The management team faces the arising problems much faster, turns them more effectively into opportunities, and even into team success during the teamwork.



TESTIMONIALS

Ágnes Rakó, partner

“For me, the greatest value is that you always respond proactively to change, with ideas, in line with the current needs generated by the change in the organization. It is very helpful to have a mirror for me and the team in case of any problems.”

Péter Szalai, director, FRM

"The constructive atmosphere allowed tense issues to come to the surface, which we then named as "hot potatoes", and we were able to make measurable progress in several cases."

Miklós Németh, director, AAS

“During the leadership development occasions, we focused specifically on problem areas, with specific situational exercises and the involvement of actors. These occasions were also excellent opportunity for team building.”

Adrienne Koch, director, ASP

"On leadership development occasions, we identified the tasks associated with the manager role, where we focused primarily the analysis and development of the topics that the management team considers important for the efficient cooperation of the entire group."

Edina Kutiné Hankó, senior manager, AAS

“Today, it is clear that it has built a good community out of us. Using an actor to handle the situations was very interesting. We can use a lot of things from what we have learned in our own lives and relationships!”

Ágnes Weiner, manager, payroll

“Through individual occasions, I recognized and expressed all that was confusing and we were looking for solutions. It was important to think together, but what surprised me was that I said it all.”

Tímea Molnár, manager, ASP

“As a result of individual coaching, I found myself consciously paying attention to myself and my environment, the behavior of others, and often "analyzing" them and, of course, myself.”

Enikő Vágó, manager, AAS

"The process is characterized by both immediacy and objectivity, which can ensure that it is really effective and constructive.“