



## Consulting Excellence Award for Professional Development

**Moorhouse**

We support everyone in Moorhouse to be 'extraordinary leaders'. We do this by ensuring clarity, consistency and transparency on what is expected of people in the firm, supporting accelerated development through the very best blended learning opportunities and promoting a coaching culture integrated into the leadership and management of our people.

When we set out on this journey in 2011, we were inspired by the question posed by Olympic Gold Medallist, Ben Hunt-Davis, 'Will it make the boat go faster?' This influenced our People & Talent agenda and we believe the changes subsequently introduced have genuinely made the 'boat go faster'. To bring this to life, over the last 18 months we have undertaken three major initiatives.

Firstly, a competency framework was introduced giving us all a common language to support our development discussions. It also provides consistency and transparency around expectations and brings to life the behaviours expected. The framework is based on the Zenger Folkman Extraordinary Leader model and adapted for each of our consulting grades and operations team levels. We developed interactive packs, posters and videos for the launch and followed up with briefings. We continue to evolve the framework through feedback and it has become central to our HR processes.

Secondly we believe that a blended learning approach is right for Moorhouse as it really supports our commitment to developing extraordinary leaders. We aim to recruit the very best consultants who are aligned with our intention to be generous and humble in helping others to develop. This is key in ensuring people can 'learn from others'. We support some of the world's largest organisations to address their most strategic challenges providing superb opportunities for our people to 'learn from experience'.

We have built relationships with the very best structured learning providers, for example RADA in Business, to support the development and growth of our people through exceptional training opportunities. We have created comprehensive learning and development programmes for our people at different stages of their careers, which have been incredibly well received. Everyone is encouraged to participate in 5-10 days structured training per year.