

A conversation is a great way to start your relationship with Coverdale.



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hands-on consultancy and development



Coverdale

getting things done together

# Coverdale helps you achieve and sustain the changes you want to make to your business

Coverdale, the founder member of The International Coverdale Group, was formed in 1965 and has 44 years experience of working in all types of industries in over 80 countries.

We offer a unique brand of management consultancy and the skills to help organisations to bring about sustained business improvement. Our people all come with strong business backgrounds, with previous management experience gained at senior levels within the commercial and public sectors.

We have the expertise at our fingertips to deliver a truly hands-on consultancy and development service.

We provide our clients with the following:

- Clarity of aims in what they are trying to achieve
- Ensuring focus of resources, effort and energy in order to achieve these aims
- The alignment of people so they have the motivation and capability to deliver – hearts and minds, the skill and the will

We do this by a mix of consulting, facilitation and training/development. This is scalable and applicable to a whole organisation, a team or a project.

Coverdale Values – We foster cooperation through our values of achievement, humanity and discovery.

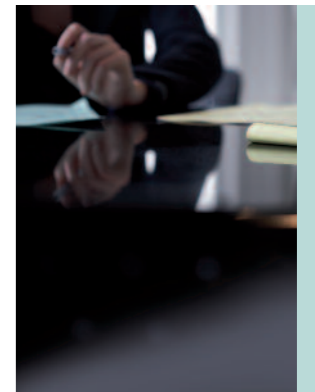
## hands-on consultancy and development

Every organisation is different and has unique problems. We work with all levels of a business in order to ensure that an effective solution is successfully developed and that people have both the skills and confidence to make it happen. Our clients tell us that they value the impact that we have on their businesses, the relationships we build and the enthusiasm and commitment that we stimulate in their own people. There is a very simple reason why we enjoy long term partnerships with so many of our clients. We consistently deliver sustainable results.

### consultancy

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Clear goals and the alignment of people and resources to achieve them, are fundamental facets of every successful business. Our consultancy services are custom-built to ensure that organisations succeed in the achievement of their aims and in the delivery of business improvement. We help organisations to develop the vision, creativity and commitment to implement change. We also transfer ownership of solutions, ensuring that our clients become self-sufficient and can continue to achieve sustainable improvement. [🔗](#)



### development

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Any business improvement will usually demand that people do things differently. This means that people need to learn to operate in a different way and this, in turn, means that they need to acquire new skills. Coverdale has considerable experience in developing and designing programmes to bring about the skills necessary to deliver sustainable business improvement. Development should not take place in a vacuum and it needs to be linked to the specific requirements of the business. Our tailor-made programmes ensure that the focus of skill development is on these needs and the business aims being pursued. [🔗](#)



we help you  
define your  
business goals  
clearly so that  
others can see  
them as you do



## hands-on consultancy

Some of the key consultancy services we offer include:

- Business Improvement and Corporate Change \_\_\_\_\_ p4
- Facilitation \_\_\_\_\_ p5
- Executive, Management and Team Coaching \_\_\_\_\_ p6



"When I first came across the Coverdale experience, the impact it had on me was life changing – I never forgot it and have applied the principles and practices unceasingly."

John Bamsey, COO, UK & Ireland, Intercontinental Hotels Group

## hands-on consultancy



"This is a team that really understands business, people and business people: not many actually understand all three. Our programme has rapidly cemented a new team of board members, quickly unlocking potential for the business, and then developing it further."

Thomas G. Martin, Joint MD, Arco Ltd.




"In an ever changing and competitive market place, we have no doubt that there is a correlation between business issues, team solutions and a structured approach. Coverdale has taught us and given us the ability to successfully manage this process."

Ian Cockill, People Development Director, Inventive Leisure.

## business improvement and corporate change

Some change is planned and some change is forced upon us. Either way, organisations need to ensure that the opportunity for business improvement is grasped quickly and firmly. Whether it is an increase in productivity, an improvement in safety, a response to increased competition or a change in the demands of the market place... there needs to be a well thought-through solution and a structured plan to implement the necessary changes.


Coverdale's approach ensures that a vision and a strategy for the improvement or change are clearly defined, and that follow-through on implementation is complete. We have developed a change model to ensure that any business improvement issue or change programme is managed in a systematic and inclusive way. One that brings about real ownership and sustainability.

We work extremely closely with our clients to help them to achieve lasting results. Whether it is the installation of a matrix structure, project management culture or some specific business improvement project, we can help. 

## facilitation

The purpose of facilitation is to enable groups to work more efficiently and to achieve high quality results. Facilitation can help bring out the best in people and can ensure that the right blend of skills, knowledge and authority are brought to bear in order to achieve the desired outcome.

Coverdale can provide experienced facilitators for complex or high-risk situations where an external or neutral perspective is needed. This can be crucial when the implementation of a particular solution requires commitment from different parties.

Facilitation can be an effective resource for boards, executive teams and specific task or problem-solving groups. The appropriate use of skilled facilitators can ensure the achievement of high quality results, and lead to real breakthroughs. 

## hands-on consultancy



"My 1:1 coaching sessions clarified and focused my thinking. But more than that, I gained fresh perspectives and new ideas from a coach of broad managerial experience and good sense. He didn't just rearrange my understanding, he added to it."

Brian Nisbet, Director of Career Development and Employment Centre, University of Sussex.



"I would never have achieved all the results that I have over the past 18 months without 1:1 executive coaching support from Coverdale. The sessions have provided me with a creative framework against which to explore different options and avenues, validate my thinking and review experience."

Sheila Hoile, Director of Skills Strategy, CITB-Construction Skills.


## executive, management and team coaching

We view coaching as a working relationship between a client and ourselves that brings about an improvement in personal achievement. Normally the client is an individual but the client can also be a team. In a business context, the focus will usually be on improving performance, and so coaching activity is inevitably concerned with learning and task outcome. Coverdale can coach individuals and teams at any level – CEOs or managers, boards or working teams.

We believe that it is important to encourage ownership and sustainability on the part of the client. Consequently, our overall aim is to bring about self-generating improvement so that the individual or team can grow in:

- Long-term excellent performance
- Self-review, leading to,
- Self-sustaining improvement

Our coaching is ultimately about improving performance. Coverdale coaches adopt both short and long-term approaches. The short term approach helps the client to achieve their immediate goals. The long term approach leaves them prepared to face further challenges.

Of course, these two approaches are not mutually exclusive. It is no good helping people to achieve their immediate goals and then leave them without the support needed to ensure success. We always aim to help our clients to develop the skills and the procedures necessary to face, and overcome, future hurdles. 



teamwork divides  
the task and multiplies  
the success



## hands-on development

Some examples of the development we offer in order to bring about sustained business improvement include:

Leadership and Teamwork \_\_\_\_\_ p10

Project Management \_\_\_\_\_ p12

Coach and Task Facilitators \_\_\_\_\_ p14



"The Coverdale experience is not task or role specific, it is a learning that contributes to the total business capability of the employee, and capable employees are ultimately what our long term business success is founded upon."

David Morton, Strategic Development Director, Menzies Distribution Ltd

## hands-on development



"They are helping us to harness people's energy and commitment and to work in an effective and collaborative way on the key issues that really deliver value and will ultimately make the difference."

Peter Lobban, Chief Executive, CITB-Construction Skills.



"Feedback from the participants that experience our Learning Events continues to be extremely positive. Typical comments from participants include "the best event I've ever experienced", "in 20 years of marketing I've never been so challenged and engaged in learning".

Jennie Morris, Vice President Human Resources, Stamford Supply, Diageo.


## leadership and teamwork

Many organisations are now beginning to realise the simple and powerful truth that their people are their most valuable resource. The knowledge and experience of a workforce is vital to business success. Unless properly nurtured and used, this crucially important resource may be lost and harnessed by competitors. Leaders now need to develop a number of specific skills. These include:

- How to inspire and motivate others.
- The ability to understand how they and their people relate and react to each other.
- How to encourage co-operation and teamwork that brings about high quality results.
- How to bring about a shared vision of the future.
- How to develop a strategy and business plan which provides direction and enables commitment from their teams.

These skills, commonly referred to as emotional intelligence are beginning to be seen to be as important as intellectual ability and technical skill. The development of these skills has been at the heart of Coverdale Development work since Ralph Coverdale formed the company in 1965.

Effective Leadership and Teamwork provide the platform for successful Business Improvement and Change Programmes.

Coverdale's approach to the development of Leadership and Teamwork is experiential and memorable. It leads to lasting improvements in skill which bring immediate business benefits to your organisation. 

## hands-on development



"Finding a consultancy that is truly interested in supporting you to achieve your aims in an effective, professional way is one thing. Finding one that really listens and, through talking with them, clarifies your own ideas and thoughts is rare. This is all true of Coverdale."

Kaye Clubley, Organisational Development Manager, Kent Messenger Group.



"Many strategy development, consulting and business practice improvement organisations are not shy of telling clients what they have to do, but few have personnel with the breadth and experience to assist clients with implementing the how."

Lance Burn, Managing Director, Solaglas MSN.

## project management

The effective use of project management skills can make a huge contribution to all aspects of business improvement or change.

Everybody knows that successful projects can deliver brilliant business benefits. However, they can also consume an enormous amount of resource - in money, people and time. The challenge for managers is to choose well-honed project tools and techniques, and to use them skilfully so that their projects deliver what is expected - on time, to agreed standards and within budget.

It is often the human dimension of project management that makes the difference between a project's success or failure. Coverdale's approach to developing skills in Project Management brings this together with the tools and techniques in a way that helps to ensure that all key aspects of the project are skilfully managed.

Key components of our project development work include:

- Developing the project strategy: ensuring the development of the project purposes, maintaining overall project planning direction and guidance, recommending resolution of issues beyond the boundaries of the project and reviewing and challenging core business processes/systems/designs and programs.

- Maintaining effective relationships: the primary point of liaison with the project sponsor, users and all stakeholders.
- Ensuring project progress: being responsible for progressing the project and for the management and leadership of the project team.
- Monitoring and controlling actions: including acquiring, monitoring and managing all project resources allocated and for managing the scope of the project, project documentation and all reporting functions. 

## hands-on development



"There is nothing better than operating as an in-house coach. The ongoing support from my Coverdale coach has served to increase my confidence and ensure that I maximise personal development opportunities through continuously challenging myself. I have found this journey to be exhilarating, extremely challenging and highly rewarding. Long may it continue."

Steve Walden, Learning and Development Programme Consultant, AMEC Group Limited.



"The development of our senior management team has been the strategic base on which we have built the company's growth.

Coverdale provided the tools which people have used to reach personal and corporate goals."


David Lewis, Chief Executive, Kent Messenger Group.

## coach and task facilitators

One of our fundamental benefits is that clients should transfer newly-learned skills and behaviours into their organisation, so that their company becomes self-supporting and achieves sustainable business improvement and change.

Our approach is to help the organisation develop its own internal talent pool of facilitators. This ensures that the investment they have made is capitalised upon and the required business results are achieved. It also ensures that the new skills and behaviours are supported locally and helps to provide positive models for behaviour inside the organisation.

In-house resources can be developed and used in two distinctly different ways in order to support change, so that not only are skills developed effectively, but also that the company achieves its goals.

The focus for 'coach facilitators' is learning. Coach facilitators work alongside Coverdale to help to deliver the skills and learning events that are fundamental for change. The focus for 'task facilitators' is business results. Task facilitators work with specific project groups on real tasks, bringing out the best in people - to achieve high quality results that satisfy all stakeholders. 



## our clients

Over the past 44 years we are proud to have developed excellent working relationships with our clients.



It is the mix of the following that makes Coverdale unique but it is the message from our clients that truly differentiates us from the competition.

We make things happen.

Accantia Health and Beauty	2001	ExCel	2002	QMH UK Ltd	2000
Accelerys	1999	Hilton Hotels	1998	Reed Elsevier	2001
AMEC Group Ltd	1993	Howdens	2008	Royal Academy of Arts	2007
Amlin plc	2006	Hoyer	2007	Saint-Gobain Group	1996
ANMW	2007	Informa Professional	2004	Scotmid UK Ltd	2008
Arcadia Group Ltd	2008	InterContinental Hotels Group	2002	Shell UK	1985
Arco Ltd	2003	Inventive Leisure	1994	Shire Hotels	2007
Argos Retail Group	2001	KBC Advanced Technologies	2007	Smith & Nephew	1997
BGL Group	1998	KCI Medical Ltd	2008	Southwark Council	2007
BNFL	1990	Kent Messenger Group	2000	SPIE Matthew Hall	2008
Bruntwood	2006	Labelsco Ltd	2008	Standard Bank	2000
Caradon District Council	1996	Lancaster MBA	2007	Stolt-Nielsen	2006
Carnegie Bosch Institute USA	1991	Lawn Tennis Association	2008	Syngenta	2001
Cass Business School	2008	London Underground Ltd	1999	Thames Water	2002
Cefic	2007	Mars Masterfoods	1999	the Co-operative Group	2000
Chartered Institute of Patent Attorneys	2008	Menzies Distribution Ltd	1998	tie Ltd	2008
CITB-Construction Skills	2000	M-I Swaco	2007	TSL Education Ltd	2007
Diageo	1990	National Grid	2000	UK Sport	2002
Dollond & Aitchison	2000	Newsquest	1994	University of Sussex	2002
Dutchtone	2001	Nexus Media Communications	2006	VNU	2003
Electronic Arts	2008	Norwich Union	2007	Vodafone	2003
Energizer	1997	NRG International	2008	Whitbread PLC	1978
Everards Brewery Ltd	1989	Priory Federation of Academies	2008	WorleyParsons	2008

## Coverdale offerings include:

- Organisational development and change consultancy
- Vision, strategy, values development and implementation
- Integration and alignment – organisations and teams
- Cooperation and collaborative working
- Project and task facilitation
- Performance improvement – individual, team and organisation
- Behavioural change workshops based on real needs
- Management development
- Leadership development
- First line manager development
- Team development
- Individual coaching
- Project management training
- Internal consultant and coach training
- Facilitation training
- Teamworking skills
- Negotiation and influencing skills training
- Conflict resolution
- Difficult conversations

## Key differentiators:

- Co-operation – the human fundamentals of how people need to work together effectively to produce results
- Sustainability of an intervention and transfer of ownership
- Style of delivery – we develop real skill, not just knowledge, leading to sustainable behaviour change
- Longevity of relationships – 96% of all our business is repeat or referrals
- Listening to a client's situation, understanding the real needs and tailoring a solution to fit
- Providing a means for the implementation of solutions, not just the solutions alone
- Flexibility of response – whatever the situation, we react positively
- The experience of our consultants – all have held management positions in industry
- No gimmicks or flavours of the month – we do what is says on the tin and have real substance based on tried and tested principles
- The holistic approach to Clarity, Focus and Alignment
- Our international presence and experience
- Our history and roots – over 40 years experience