

## Boot Camp for High Potentials at the Deutsche Börse Group



In the context of a development programme for High Potentials meta | five in cooperation with the Deutsche Börse Group designed and implemented a two-day development seminar (called Boot Camp) with a strong focus on practical exercises. The overall objective was to enhance the participants' communicative skills in professionally relevant situations. For this purpose the participants passed through several realistic exercises.

These are based on a specifically designed learning concept that aligns to individual goals and makes use of the method of behavioural shaping. Other conceptual characteristics of the Boot Camp approach are use of video-feedback, conduction of exercises in groups with different learning goals and a focus on transferring the content of the seminar to day-to-day work. The effectiveness of the seminar is clearly supported by the results of the participant evaluation that was conducted afterwards.

### The mission

In the course of their HRD measures for High Potentials the Deutsche Börse Group planned a two-day development seminar for members of the High Potential Circle. The objective was to strengthen the participants' communicative skills. A previously conducted Development Centre provided the impulse for the seminar. On this occasion, the participants' strengths and development areas were assessed. Among other criteria the participants' communicative skills were appraised and

## Infobox

### The Group (at time of project)

With approximately 3.500 employees worldwide the Deutsche Börse Group is one of the largest international stock exchange organisations. Their product and service portfolio covers the whole process chain from stock and appointment trade to order processing and market information to the development and operation of electronic trading systems.

### The objective

Autonomous individual development of the High Potentials regarding communicative competencies that were identified as critical.

### The approach

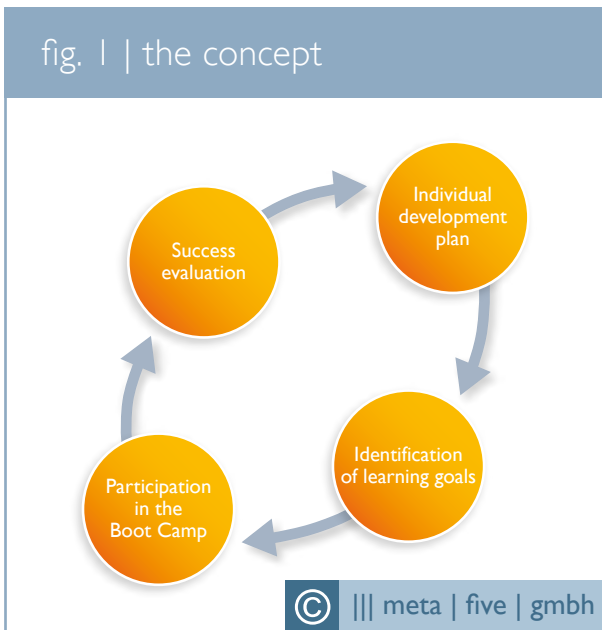
Deduction of individual strengths and weaknesses concerning communicative skills based on the results of a Development Centre. Followed by the realisation of the seminar, that was designed cooperatively by meta | five and the Deutsche Börse Group, with the participants who qualified for the High Potential Circle.

### The benefit

Intermediate- and long-term improved performance of the High Potentials in communicative situations that are critical for success in day-to-day work. Additionally, the flexibility of the methodological framework of this new and successfully applied development tool offers the opportunity to specifically develop further leadership competencies.

identified as a central development area. meta | five designed and realised the **Boot Camp** in close cooperation with the Deutsche Börse Group. The idea behind the concept was to develop an individualised Development Centre with a strong focus on practical exercises (fig. 1).

fig. 1 | the concept



### The objective

The purpose of the Boot Camp was to offer the participants the opportunity to review the achievement of their self-imposed development goals. Doing so, they

could establish and document a basis for the autonomous management of their personal development process. The High Potentials had the objective to gain more confidence in accomplishing communicative situations that are critical for job-related success. A further objective was to **transfer knowledge** that was acquired in previous trainings. Afterwards the High Potentials ought to be able to apply their enhanced communicative skills in day-to-day work and to develop them further autonomously.

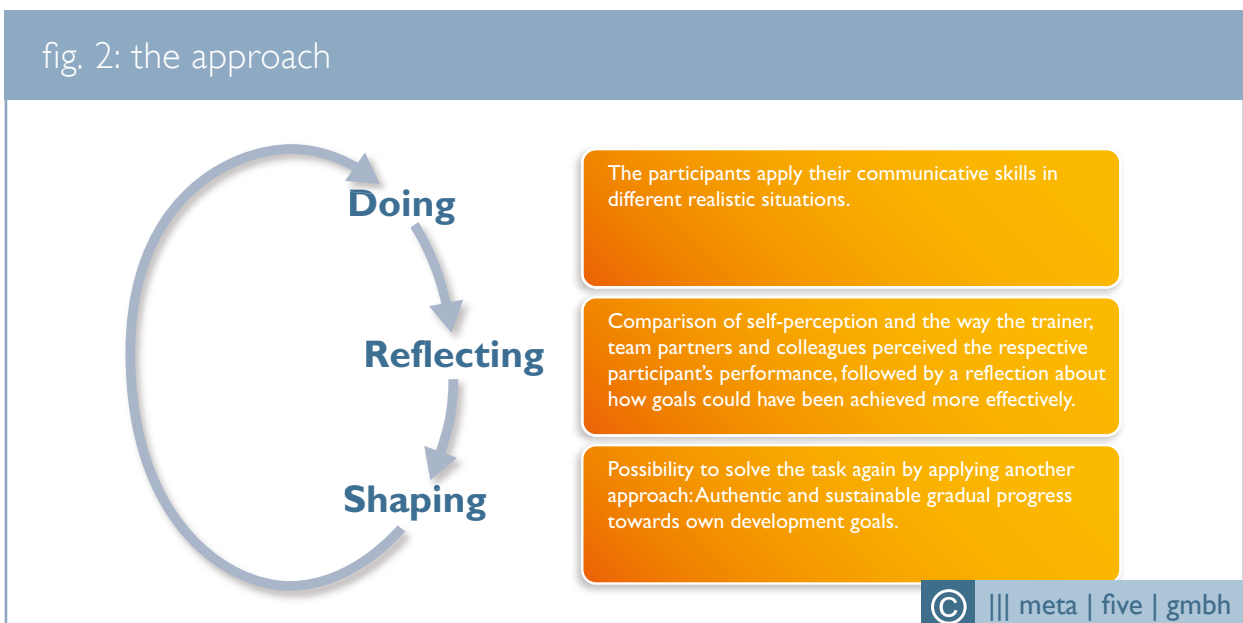
In order to achieve these goals, theoretical content was directly applied in role plays and simulations. **Team Learning** was another crucial aspect of the Boot Camp. It enhanced the participants' ability to work in teams, to solve conflicts and to make use of the distinct feedback culture for their learning process. The participants received feedback after, as well as during, the simulations with the purpose of **shaping** their behaviour.

### The approach

For being accepted to the High Potential Circle the candidates had to participate in a Development Centre, in which the development potential of each participant was assessed.

The results of this Development Centre served as a basis for the definition of individual development goals

fig. 2: the approach



in the Boot Camp. The participants were divided in heterogeneous **groups** of three partners in order to offer them a variety of approaches to accomplish the different exercises. Each participant could decide individually how much time and effort they wanted to spend on the single exercises. Before each exercise the members of the small group discussed how to go about the respective task. They could then apply different approaches in **simulations** with trained role players as conversation partners. The other participants as well as the observers supported them in shaping their behaviour by providing **feedback**.

Another methodological characteristic of the Boot Camp is the **video recording** of the single role plays. This enables participants to analyse their own behaviour. Doing so, every participant could create a profile of **strengths and development areas**, monitor autonomously the degree of their goal achievement and derive further development goals. In parallel, the trainers worked out crucial strengths and developmental advices for each participant. In a final one-to-one coaching conversation the participants had the opportunity to concretise their development goals and to discuss measures for further development steps.

### The result

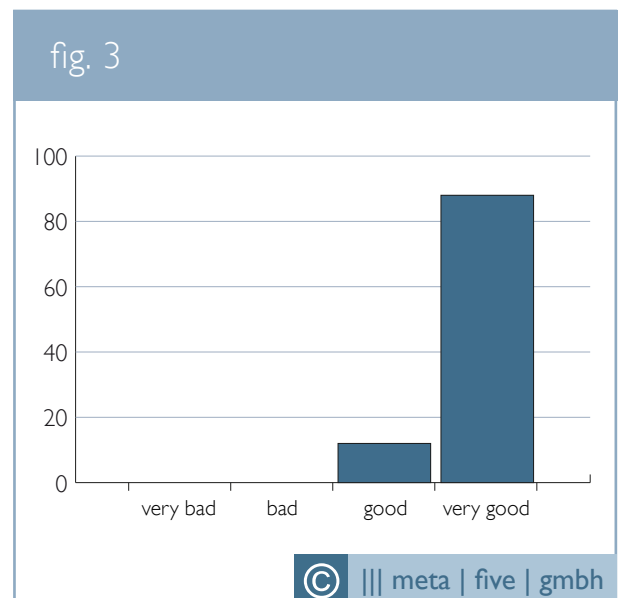
The two-day Boot Camp supported the members of the High Potential Circle in setting and achieving development goals autonomously. In the first step, the “**Doing**”, the participants practised to apply theoretical contents – like increasing interpersonal contact or effective conversation techniques – in different simulations. This was followed by the “**Reflecting**”: Immediately after each exercise the participant’s self perception was compared to the other participants’ and observers’ perception. Furthermore, the solutions were considered in light of the goals and intentions that were discussed during the preparation. The participants reflected together how goals could be achieved more effectively and gave each other tips for the next exercise. Immediately after receiving feedback, the participants had the opportunity to tackle the exercise again by applying a different approach. Due to this “**Shaping**”-process the single participant’s behaviour gradually improved authentically and sustainably according to the individual development

goals. The learning concept of the Boot Camp also had a positive effect on the feedback competency: The participants trained their skills as feedback providers and at the same time improved their ability to deal effectively with peer-feedback.

Besides, the mixture of continued practising, learning by observation and self-observation lead the High Potentials to an accurate self-perception of their communicative skills. This will support them in updating and pursuing their development plan in the future (fig. 2).

### The evaluation

Following the seminar, the participants were asked to evaluate the Boot Camp. All 14 previous participants took part in this evaluation by filling out a questionnaire. Regarding the objective of the Boot Camp, all participants agreed that the training strongly supported them in enhancing their communicative skills. Additionally all participants stated that they achieved their individual learning targets. Besides they reported an improvement of their feedback competency due to the special



learning group concept. According to the participants’ perspective, a further advantage of the Boot Camp Concept is the **compression of former trainings**.

All High Potentials agreed that the various opportunities for practising strongly supported them in **transferring**

their improved skills on the job.  
Overall a great proportion of participants evaluated

the seminar as “very good” (fig. 3). These results also indicate the participants' clear acceptance of the training.

## Infobox

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### About us:

meta | five is a business consultancy with a team consisting of psychologists, economists and IT-experts. Our service portfolio ranges from the development and realisation of strategies and processes to the design and implementation of tools for personnel diagnostics and development to analyses of “soft” factors of success and aspects of organisational development. We always execute these tasks taking into account our customers concrete objectives and framework conditions. All trainers and consultants from meta | five have extensive experience from various projects for customers from diverse business areas.