

How to effectively change behaviour in 6 to 8 weeks combining deep understanding of organizational psychology, coaching process and management? Based on a case of one managerial developmental program we will present approach that includes the following steps: individual & organizational diagnosis, selection of one or two concrete areas of development for each participant, individual work with one-on-one with a consultant, evaluation of change results.

The main question is how you decide what to change for each participant of a management development program? In our approach we focus on two main sources of information:

- **Organizational diagnosis** (e.g. organizational strategy and goals, candidate job description)
- **Psychological profile** of each candidate: temperament, work motivation-related personality traits, situational motivational factors (job characteristics), managerial competencies, and managerial style.

How consultants work with participants? Consultations are conducted at the company setting and are strictly related to the every-day tasks of participants. In addition, the participants are assigned some “home-work” that often is checked via mail or phone.

Results of the Challenge Based Development™ program. The typical changes of the program are of a qualitative nature. As a result of the program managers for example change:

- **Goals of meetings** with subordinates from strictly informational to making decisions, assigning tasks etc.
- The way the managers utilised such planning tools as Microsoft Outlook
- From management based on mostly coordination towards based on improving cooperation in the department.