

Treat a man as he appears to be, and you make him worse.

But treat a man as if he were what he potentially could be, and you make him what he should be.

Goethe

THE ISSUE:

Graduate recruitment represents a substantial investment in building future human capital. Issues relating to graduate programmes may include:

- Ensuring that graduates are, and remain, committed to the organisation.
- Ensuring that newly recruited graduates are equipped to make an immediate contribution.
- Ensuring that graduates are able to take on positions of responsibility as soon as possible.
- Ensuring that graduates are well prepared for these positions and that they are realistic about their own skills and abilities.
- Managing the gap between the confidence graduates often have in their own abilities and the realities and challenges of management life.

ELEMENTS OF SEA CHANGE PROGRAMMES THAT ADDRESS THE ISSUE:

- Managing self and others under pressure and taking personal responsibility for one's own actions.
- Recognising and valuing the skills, strengths and characteristics of others and making use of diverse talents.
- Developing interpersonal relationships based on openness, honesty and trust.
- Active listening and sensitivity to the beliefs, opinions and feelings of others.
- Developing 'peripheral vision' and a feel for the whole task. Evaluating, testing and 'weighing' information.
- Understanding the decision making process. Objective setting, planning, resource allocation and problem solving.
- Effective influencing, persuasion, communication and briefing skills.

OUTPUTS & RESULTS

- The graduate development process 'kick started' and a 'learning family' built.
- Graduates able to build lasting relationships with each other and to form a network of contacts, for the future.
- Graduates able to act as 'ambassadors' throughout the business, sharing and promoting the organisation's core values and behaviours.
- Graduates given the opportunity to put theoretical knowledge into practice and to 'sign off' the lessons learned.
- Successful and speedy integration of graduates into the business.
- Provision of a platform for establishing personal self development plans for the future.
- Commitment to newly recruited graduates demonstrated, in a way which differentiates the organisation from other employers,