


# Coverdale *Review*

**Issue 01** Through fresh thinking, academic articles, research, reviews, case studies and opinion, this Coverdale publication offers an insight into the management and training challenges facing world class organisations. In this issue: Planet versus profit – can you let your people decide?; China – shaping a modern industrial organisation; leadership development in Pittsburgh and Graz; lucky numbers and the importance of asking 'why?' 



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## Editorial



Welcome to the new Coverdale Review. In October this year I was appointed Chief Executive of Coverdale UK, the international

consulting and training organisation. It is a real honour to be at the helm of a company with such a distinguished history and reputation.

Our reason for being has always been to help others succeed and that is what drives us in our work with our clients. My vision for our company is to increase our global footprint and for as many people as possible to benefit from the value that Coverdale can bring to organisations and to the lives of those who work in them. Our hope is that this publication will help to do that by sharing experiences and stimulating thinking.

In every issue we plan to have a central 'think-piece' and I would like to thank David Logan for his thought-provoking article on corporate citizenship.

I hope you enjoy Coverdale Review and that you find it of value. I would welcome your feedback and any suggestions you might have for future editions.

Mike De Luca

# Putting Your People at the Heart of CSR

by David Logan

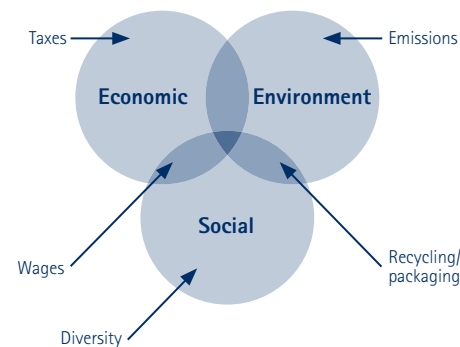


Chart 1: The triple bottom line of CSR

A real fear amongst executives is that society's demand for greater attention to corporate social responsibility (CSR) and growing pressure for transparency lead to costly burdens for business and distract management from running the highly complex institutions that are modern international companies. To combat these concerns, CSR advocates often argue that corporate responsibility is about reducing risks to reputation and thereby possible losses to a business. Others suggest that good citizenship

helps companies gain favour with society and consumers, potentially increasing sales or gaining some other business advantage. While these arguments have some practical force, they miss the central point of the CSR debate.

**When every employee knows that the company wants to make a profit but not at an unacceptable price to people or the planet, then CSR is embedded in its culture.**

The primary driver for responsible corporate behaviour should be the desire of a company to conduct its business in accordance with some basic values and principles. Responsible corporate behaviour is an outcome of a values-driven approach. When every employee knows that the company wants to make a profit but not at an unacceptable price to people or the planet, then CSR is embedded in its culture.

While the past debate has focused on defining CSR, its three key components, along with basic ethics, are now well known. As Chart 1 shows, these are a company's 'triple bottom line' of economic, social and environmental impacts. As Chart 2 shows, these three components need to be well managed in relation to the stakeholders. Today they also need to be managed along the whole value chain of the business, even in areas where the company does not have complete control. Companies need to know how their raw materials are produced and how their consumers are using and abusing their products, be they cars, chocolate, alcohol or mobile phones. As Chart 2 also shows, corporate voluntary and charitable contributions to society remain a small but vital part of good corporate citizenship.

The question is no longer "what is corporate responsibility?" but "how do we live it?". To do that, we need to build a corporate culture in which a sense of economic, social and environmental responsibility is part of every

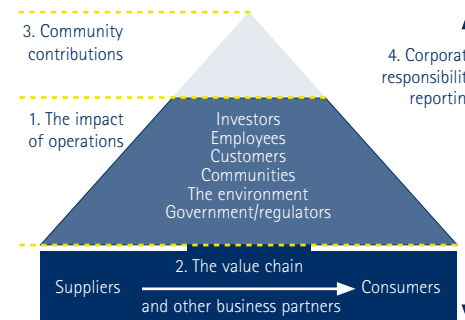


Chart 2: The four challenges of CSR management



Chart 3: Living core values and principles

employee's job. The issues we face today are so diverse and complex that one single corporate leader, however charismatic and well informed, cannot deal with them all. Leadership from the top is vital but active 'follower-ship' is equally important.

I learned this in the Eighties working for the Social Responsibility and Ethics Committee of Levi Strauss in San Francisco. I discovered that my job was not to 'do' CSR but to help others do it. People like our Head of Factoring, who in collecting debts had secured a court order over the property of a bankrupt retailer. He learned that the bankrupt had fled to Mexico taking the cash savings of hundreds of migrant workers he had been holding. Our man knew the workers would get nothing and felt empowered to take an initiative that led Levis to offer the court the assets of the bankrupt for fair distribution rather than take the lot. His action spoke volumes about his sense of company values.

**Leadership from the top is vital but active 'follower-ship' is equally important.**

Levi Strauss was a family led business and the ethics and values of the family helped to create the corporate culture. Our great public companies need consciously to create their equivalent. They must articulate their values and business principles as clearly as their business mission, then cascade them down through detailed policies into business practice, as Chart 3 shows.

To understand how to live company values in their specific area of responsibility, employees need training and awareness building; value judgements are rarely technical matters. They need to be empowered to bring forward ideas to act on economic, social and environmental matters.

Much of CSR, such as saving power, reducing packaging, protecting employee health and promoting diversity, is simply good business; it reduces costs and helps companies succeed. But employees facing difficult and/or costly decisions need clear guidance on values, crucially backed by management systems indicating when to refer decisions upwards. Without this, companies remain vulnerable to external challenges and fail to position themselves for an increasingly unpredictable future.



**David Logan**

For over 25 years David Logan has helped companies develop and manage their corporate responsibility programmes. After working for the UK's Trade Union Congress and in the voluntary sector, he joined Levi Strauss & Co in 1980, first in Europe then as Director of Special Programs in San Francisco. In 1997 he co-founded The Corporate Citizenship Company to help global companies develop and implement CSR strategies, involving him in issues from plant closures, HIV/AIDS and responsible advertising to global human rights and ethical trading. Among the 40 international companies he has supported are current clients Unilever, Cadbury Schweppes, Vodafone and Diageo.  
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# Getting the Best from Both Worlds

A project from three perspectives



L-R: Dave Heddle, Coverdale Senior Consultant; Mike Cunningham, Leadership and Development Manager, CSPC; Cindy Kong Wei, Programme Administrator, CSPC; Mike De Luca, Coverdale Project Leader.

## The Client's Story

by Steve Johnson, Start Up Manager, CNOOC and Shell Petrochemicals Company

CNOOC and Shell Petrochemicals Company Ltd, CSPC for short, is a joint venture company established by the China National Offshore Oil Company and Shell, in the south of China. The heart of the company is a new, 4 billion USD petrochemical complex located in a brand

new industrial park in the Huizhou Municipality of Guangdong Province.

The challenges faced by the company were to build a plant in a largely rural area, commission and start it up on time, safely with no incidents or injuries, causing no damage to the sensitive local environment, whilst meeting exacting international quality standards and demanding performance criteria expected by shareholders and international lending institutions. In addition to building this huge new petrochemical facility, the company had to recruit nearly 1,500 staff from all over China and shape them into a modern industrial organisation, competent to take over, start up and operate its assets and capable of world class performance.

From the outset, the company vision was to become a modern, international company based in China, applying international best practices throughout its business. The CEO gave a strong lead that this could only be achieved if we placed as much emphasis on the development of our people as on preparation of the physical plant.

CSPC needed to recruit technically and commercially experienced staff, largely from domestic Chinese companies. These companies tend not to follow the sort of business practices or have the low staffing levels that international companies and CSPC would have. This would pose a significant challenge to our new staff.

A critical success criterion for CSPC was to foster from the outset a single culture based on the values we aspire to – integrity and openness, learning and continuous improvement, teamwork and personal responsibility, equity and fairness. It was clear that this culture wouldn't appear of its own accord and would need considerable effort to establish. To be successful, we needed our staff to develop the sort of behaviours and characteristics not common in Chinese domestic companies.

I approached Coverdale for help because I had had previous positive experience with them. I had seen them help convert a fairly beaten up UK company with hardnosed, cynical and hostile British workers into a successful manufacturing company with self-motivated, enthusiastic staff. I was sure they could help us develop already well-motivated, well-educated and highly skilful Chinese people into an organisation capable of achieving world class performance.

**the company had to recruit nearly 1,500 staff from all over China and shape them into a modern industrial organisation**

One key element of the programme we developed with Coverdale was rapid localisation. We felt it was important for success that we were perceived as being cost conscious and not too dependent on foreign consultants. The programme needed to be 'our' programme and our local staff needed to participate in shaping and delivering the programme to ensure it came across in a culturally relevant and sensitive way.

The plant start up went swimmingly – commercial products were available for the market almost exactly as planned, with no HSE incidents or injuries and meeting both shareholder and customer expectations.

Our staff performed very well both in the planning and execution of the start up. Everything didn't go exactly according to plan – and this is where the preparation and development of the staff really paid off. They coped well with deviations from plan, analysing situations together, developing contingency measures and making timely decisions at appropriate levels in the organisation. I am proud of them for what they have achieved and the way they achieved it. Our investment in staff development and the work invested by Coverdale made a significant contribution to the successful start up.

**we placed as much emphasis on the development of our people as on preparation of the physical plant**

One other point is worthy of mention. The programme run by Coverdale also had a significant direct impact on one specific group of staff – the Chinese in-house coaches. I have been amazed to see the tremendous personal development achieved by these individuals. Their personal effectiveness and maturity have improved dramatically. They have become truly self-confident, challenging, assertive even, and acknowledged leaders amongst their peers. They will be a real asset for CSPC in the future.

Overall CSPC and its staff are well set to continue the journey to becoming a world class organisation. In the short term, they face new challenges as many of the original pioneers leave the company and the organisation goes through rapid 'localisation' and slims down. The culture fostered during the start up is still immature and fragile; it will need constant attention and reinforcement, but the skills, tools and people are there to see it deliver truly world class performance.



## Steve Johnson

Steve took up the position of Start Up Manager for the CSPC Nanhai Project in November 2001 and was responsible for preparing the plant and organisation for start up. He has recently joined the Qatar Shell Gas to Liquids Project in a similar role, as Commissioning and Start Up Superintendent. The Nanhai start up was successfully achieved in January 2006. Steve has worked for Shell Chemicals for nearly 30 years in various manufacturing, technology and project positions in the UK, Holland, Germany and China. He is an experienced line manager, a graduate chemist and a qualified chemical engineer.

### The Consultant's Story

Interview by Humphrey Keenlyside, contributing editor of the 'China-Britain Business Review', with Coverdale Project Leader Mike De Luca [for the full interview see the December issue of the CBRR].



#### The Manager's Story

by Joop van der Linden, SMPO Unit Manager, Shell.

#### Coverdale provided tools to improve the way people worked together to get things done. Describe a particularly effective/memorable task.

One of the first tasks was a 'sense of belonging', a session to get the non-manufacturing departments involved in the manufacturing activities by creating mutual understanding. It forced the group to think about planning, time management and presentation techniques.

#### What is the biggest difference between the new corporate culture at CSPC and other Chinese plants/organisations?

Most importantly people in CSPC will take decisions at their own levels instead of pushing decisions to a higher level. People in CSPC do not raise issues without offering solutions.

#### What is the biggest difference between the new corporate culture at CSPC and Western plants/organisations? ▶▶

**HK:** Did you have any pause for thought before embarking on the project?

**MDL:** A key issue was that of empowering individuals, helping them to take responsibility for getting things done. You have to remember that Chinese people have been used to being told what to do; this was, therefore, a complete change in mindset. Added to that, we were faced with the prospect of melding together people coming from 23 different Chinese provinces, not to mention an ex-pat contingent drawn from 16 countries.

We have operated in 80 different countries so we were pretty sure our methods would apply. We have yet to find a country or a culture in which we can't operate. However, we did not have any experience of China or working with PRC nationals, and dealing with such a diverse group, with different languages, cultures, ways of working and so on was clearly going to be a challenge.

Early on, we took a strategic decision, to do specifically with the fact that it was China. We recognised that this was a culture change programme. However, what we weren't going to do was to change the culture. If we tried to change a culture that was thousands of years old, we would be on a hiding to nothing. Instead,

we had to identify what was in the ethos and culture that could be built on. Take what is effective and works and then build on that, using our methodology.

**HK:** Doesn't the fact that you are dealing, essentially, with people make it very difficult to predict how long the change process will last?

**MDL:** That depends, but certainly in China one or two issues arose while we were on site which did throw the timetable. One was the idea that, just because you think you have a plan, it will be carried through exactly as you envisage it. Plans change anywhere, of course, but what we found in China was that they changed more than most.

That was partly due to the way they work: for example, suppose a Chinese person is working on a particular task and his boss comes up and asks him to do something else, he will drop what he is doing, however important that is, and respond to the boss's latest request. He dare not say, "I will do that once I have finished this", and chances are, neither will he refer to the fact that he is already working on something. That deference to authority became a huge issue, and required us to educate management as much as the staff.

An important component of our work was arranging a series of workshops to change the way people

worked, and to give them the tools and techniques which would help.

**HK:** Were the bigger cultural issues that you had to deal with to do with differences between different Chinese groups or between the Westerners and the Chinese?

**MDL:** Certainly on site, there was some friction between Chinese people coming from different provinces – sometimes different villages, even. However, from our standpoint, those differences didn't manifest themselves. We didn't see any. As between the Chinese and the ex-pats, there were two factors that came into play: one had to do with the nationality of the ex-pat and the second, with any particular individual. So, for example, the Dutch, as a group, were generally seen by the Chinese as a bit ill-mannered. That may be because the Dutch are very forthright; that is not something that bothers me, or perhaps other Westerners. But it did not go down well with the Chinese. However, there was one particular Dutchman who was highly popular with his Chinese colleagues and could really be seen to have been a model for how things should be done. He went to enormous lengths to fit in, learning the language, sharing in cultural events, singing songs in Chinese at local celebrations and so on, and he was hugely respected.

**HK:** What other issues arose that struck you?

**MDL:** One of the most interesting ones had to do with process, rather than achievement. In the West, our priority is to get the job done. If you and I fall out on the way, that is just the way it is. We recognise that the end is perhaps more important than the means. In China, it is the opposite: as long as you and I get on well, then the job doesn't matter, at least not so much. Who is to say that is wrong? Actually, given our situation where we were running a petrochemical plant with 1,300 people and not 13,000 then everybody really does need to get on. You don't get anything done unless the relationship is right. We used that position, not as an obstacle but as a strength. We brought in some very simple project management techniques to harness that approach, and that is how we could get the job done.

**HK:** If there is one thing that you took away from the project, what would that be?

**MDL:** The enthusiasm and energy of the Chinese – and their willingness to learn – were fantastic. A lot of what I saw and learnt in China left me very impressed, and feeling a bit humble, actually.

▶▶ Visitors to CSPC say that we have succeeded in establishing a culture in which people work together to deliver. Hence no striking difference.

#### What kind of behaviour change did you notice in people after they had attended Coverdale workshops?

The realisation that management wanted to take personal responsibility for their actions and plans. Moreover, staff felt excited that the management team was approachable, and this enabled them to deliver the promised goods.

#### Was there a noticeable increase in people's confidence after their skills training?

Creating example plans required coaching and Coverdale was asked to breed CSPC's own staff to become structured approach evangelists. These coaches have undergone a deep transition in their development and have gained a lot from the exercise.

#### Do you see the development process as ongoing?

Definitely in an organisation which is in the process of localisation and which puts emphasis on manning levels, efficiency needs to increase to be able to cope. Avoiding rework and duplication by defining the right approach to planning and execution will be the only way to go.

# Out and About

## Horses for Courses

Coverdale Austria has contributed to the development of an experiential Leadership Awareness training programme with a difference. Course participants develop their skills of gaining attention, respect, trust and performance by working with horses. No horse-riding skills are required as delegates remain unmounted, but the sensitivity and natural reaction of horses help to raise delegates' awareness of their actions on others. As Linda Halsegger of Telekom Austria, participant of the first course said, "A wonderful experience, I got a lot of new ideas and learned a lot about myself and my leadership skills."



## The Power of Luck

If you're quoting a price in China, make sure it contains the lucky numerals 6 (= things will go smoothly), 8 (= you'll be rich soon) and 9 (= everlasting) and your buyer may be more disposed to buying from you. Such was the useful advice from a Chinese lawyer at the CBI's recent conference on 'Investing in China – Learning from Experience'. The advice coming from Coverdale's Mike De Luca was a little more prosaic, with a practical guide to some of the other cultural pitfalls of doing business in China.

## Developing Leadership 'Presence'

There are leaders who appear arrogant and others who seem unsure. But successful leaders appear both confident and approachable.

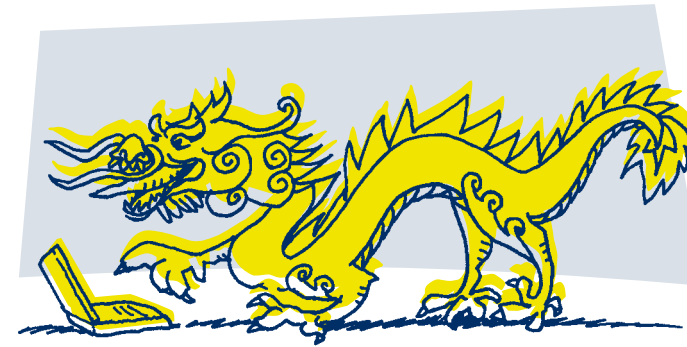
The very way someone stands or moves affects the impression they make. Approachability entails giving the impression of being a good listener who understands what is being said.

At the innovative Global Leadership Program at Pittsburgh's Carnegie Bosch Institute, Tepper School of Business\*, an important element of the integrated approach is the use of improvisational theatre to get this message across.

One key tenet of improvisational theatre is "make the other person look good" and this means learning how to really listen and comprehend.

Another important outcome is that participants learn to adapt their 'presence' to suit a situation. This builds sensitivity and confidence without arrogance, that magic combination that wins hearts and minds across nationalities and cultures.

*\*Coverdale has worked with the Carnegie Bosch Institute for over 10 years. For the last three years Coverdale consultant David James has been the Director of the programme, which he develops with Institute President Dr Eva Maria Holler-Cladders and Forum Director Dr Georgette Demes. The programme attracts senior business executives from the Americas, Asia and Europe.*



## Well Oriented

A limited edition bottle of whisky came as a welcome surprise to our CEO when his response to an article on China was chosen as 'Letter of the Month' in September's issue of British Airways' **Business Life** magazine.

As a closing thought to our China case study, we include the crux of his letter:

"Western business operating in China cannot afford to approach this strong and proud culture with suspicion or, worse, arrogance. We need to work with Chinese business and use the strengths of their culture and the inherent drive and energy of their people as a solid foundation to which we can add some of our 'different' experience.

"Chinese business is willing to adapt to Western ways. The question is, are we willing to adapt to Chinese ways? We can learn a lot from each other. The only alternative is that China will learn and we will not. The implications do not bear thinking about."

## If You Go Down to the Woods Today...

Coverdale often expects its clients to achieve the seemingly impossible by working systematically across cultural and national divides. This summer it gave itself a taste of its own medicine by bringing together its consultants from six country operations and the USA, in the woods of Königstein, near Frankfurt. Given consultants' propensity for advising others how to solve

their problems, this time they had to work on their own challenge: how to enhance what Coverdale can achieve together with its international clients. Fortunately, greater success was gained in this than in the treasure hunt, which required multi-national teams to compete to find out nuggets of their countries' histories. This proved to be no teddy bears' picnic – just when was the UK's Union flag first created?

## Top Level Endorsement

The ASTD\* and IBM Research carried out a study of senior executive attitudes to learning in 26 global companies. The senior officers in these organisations agreed that:

"Learning provides strategic value at the enterprise, business unit, and individual capability level of an organization."

Good to know that Coverdale's past 40 years have not been in vain!

*'C-Level Perceptions of the Strategic Value of Learning', ASTD/IBM Research Report, January 2006*

*\*American Society for Training & Development*

## Have a Taste

The problem with buying training is that unless you've used the supplier before, you're taking a gamble on its quality and effectiveness. To offer prospective buyers a solution to this, we're running regular 'Taster' events at which those responsible for buying training can spend a day trying out Coverdale at no cost other than their time. Apart from being a good opportunity to network with peers, you might even take away a few useful tips for yourself! Our next Taster day will be in London on Tuesday, 20th March 2007.

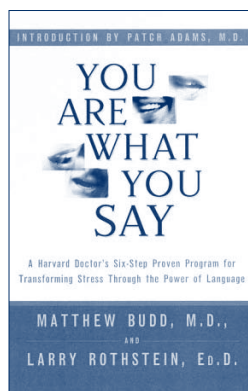
To book your place, email us at: [taster@coverdale.com](mailto:taster@coverdale.com)

# By the Book

Hundreds of management books are published each year; some endure, others are quickly forgotten. Few warrant bestseller status. How do you choose? To help, we have asked our consultants for their recommendations, including golden oldies and little gems not so easy to categorise. And why, we thought, stop at management books?

## Personal Choice

**You Are What You Say: A Harvard Doctor's Six-Step Proven Program for Transforming Stress Through the Power of Language**  
by Matthew Budd and Larry Rothstein. Crown Publications, August 2001



This eminently accessible book offers a deeply thought out and practical approach to improving communication, transforming stress and being successful in all aspects of life.

Offering a cohesive model of communication, the six chapters contain powerful exercises to assist the reader to become aware that how we speak influences the way we feel as well as the results we get. Client stories add human depth. The 'ten linguistic viruses' build on the speech acts of declarations, requests, promises, assessments, and assertions to help the reader practice a new awareness in everyday life. Two important 'viruses' in business are making unclear requests and promising to fulfil a request without complete understanding.

**You Are What You Say** advocates being conscious of purposes and criteria as well as being thoughtful and rigorous about how we use language in our conversations – conversations in which we create opportunity to succeed together with other human beings.  
Reid Melton, Coverdale Consultant based in the USA

## Quirky

**Change the World 9 to 5**  
by Steve Henry. Short Books, September 2006



The unusual sequel to **Change the World for a Fiver** (which explains why it starts at page 051) has got under my skin over the last few days. Initially I thought this book of pictures and parables was pretty lightweight until I found myself enthusiastically showing it to three or four people on a train journey the other day. In fact this book is based on sound principles such as demonstrating empathy (077) and good manners to others and behaving in an environmentally thoughtful way. The message for me is that I should take personal responsibility for what I do and I'm impressed at the impact it has had on me. I shall follow the recommendation on page 065 to put my name on the enclosed library card and give the book to someone else. Who knows, it might be coming your way...call me if it does.  
David James, Consultant, Coverdale UK

## Classic

**In Search of Excellence**

by Peters & Waterman. First published Harper & Row, 1982; paperback edition Profile Books, 2004



Having to choose your all-time favourite management book for review is an impossible task.

When asked to do 'Desert Island Discs' how could one possibly betray Schubert for Sibelius? In management book terms, how to choose between the works of my two most admired management geniuses – Peter Drucker's **The Practice of Management** and Ralph Coverdale's **Risk Thinking**?

As a compromise, I have gone for a 'golden oldie' of the Eighties, **In Search of Excellence** by Peters & Waterman. It was the first of its kind, being based as it was on the sound management principle of success analysis, subsequently used by many other writers.

The book is based on research of America's top and most excellent companies of that time,

and became a point of reference for "lessons from the best-run companies in the US".

The writers distilled their findings into eight basic themes. Each of these is underpinned by sound principles of management that can be, and have been, applied in practice. The book itself is therefore consistent with the principle that, in business, information is useless until it is used.

Evidence of the power and sustainability of the book also lies in current management language. Examples include "sticking to the knitting"; "managing ambiguity"; "project champions"; "loose-tight organisation structures"; "hands-on"; "value driven" and many more.

**In Search of Excellence** was a breakthrough in management thinking in the Eighties and it stands the test of time.

Keith Edmonds, Associate, Coverdale UK

## New Release

**Growing People**

by Bob Thomson. Chandos Publishing in association with the Institute of Leadership and Management, March 2006



A key message for me when reading this book is that one size doesn't fit all when it comes to developing your people and their talent. Written by a seasoned professional businessman who is convinced that nurturing one's people is

essential for business success, this book is a compendium of effective techniques and approaches that the author has tried and tested himself over many years. I particularly like the thinking displayed in the chapter 'Talent Management'.

David James, Consultant, Coverdale UK



## Taking Time Out

**The Magus**

by John Fowles

I first read this book in my late teens and it has remained a favourite. I loved the descriptions of the island, which made me determined to visit Greece but it was the aspect about discovering the true nature of personal freedom and who you are that really caught my imagination.

**Wild Swans**

by Jung Chang

When I read this I had little knowledge of Chinese history – Confucius, Mao's Little Red Book and the Gang of Four was about it. Since reading it in the late Eighties I have read many other books about China, including Jung Chang's book on Mao, and was recently fortunate to have been able to spend some time working there.

**My Traitor's Heart**

by Rian Malan

Probably not on any best seller list – this book was recommended by a client when I was working in South Africa and it really helped me to understand a bit more about South Africa's history, particularly the apartheid years. It wasn't an easy read but I was glad I did.  
Innes Milne, Consultant, Coverdale UK

# Coverdale Inside



## The Power of 'Why?'

To demonstrate the importance of asking 'why?', and to keep asking until you have a clear reason for doing something, Coverdale's Robin Chater tells this simple tale:

In a business school class held by management guru Bernard Babington Smith, mentor of Coverdale founder Ralph Coverdale, a student was asked to go and fetch a newspaper. Keen to impress, the enthusiastic young man ran around the campus desperately looking for a current, quality newspaper. He found various abandoned red tops, out of date FTs and other discarded broadsheets but it took him a while to track down exactly what he wanted. Breathless but feeling confident he had done his best, he returned to the class holding his valuable find. Babington Smith thanked him for his trouble, stood up, took the paper and placed it on the seat. He then sat down again. The student gave him a questioning look. "The seat's damp," came the response.

*We hope you have enjoyed this issue of Coverdale Review. We warmly welcome your feedback and any suggestions you might have for future editions. Letters to the Editor for publication will be especially welcomed. Please email us at: [coverdalereview@coverdale.com](mailto:coverdalereview@coverdale.com)*



## Global and Local

by Robin Chater

I am delighted to be taking over as President of the International Coverdale Group, as I stand down as Chief Executive of Coverdale UK. The International Coverdale Group comprises Coverdale companies based in Austria, Czech Republic, Germany, Russia, Switzerland and the UK.

This Group enables international work to be delivered either by one company or through co-operation between members of the partnership. Over the past forty years we have developed a significant track record of global consulting and training projects, having worked across five continents.

As our clients demand ever more global solutions, the members of the Group are responding by increasing our ability to provide a seamless cross-border service, yet with solutions which respect local cultures.

Founded in 1965, Coverdale helps to provide organisations and their people with the vision, creativity, commitment and skill necessary to bring about sustainable change, performance improvements and enhanced bottom line results.

We do this through ensuring **clarity** of aims, **focus** of resources, effort and energy in order to achieve these aims and **alignment** of people, so that they have the motivation and capability to deliver.

Coverdale's consultants are recruited from business and industry and are chosen for their first-hand experience of the challenges faced by leaders of organisations.

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You cannot teach a man anything; you can only help him discover it in himself. *Galileo Galilei*