



GREATER MERSEYSIDE
CONNEXIONS PARTNERSHIP
(GMCP)

Greater Merseyside Connexions Partnership (GMCP)

At this time GMCP was one of the largest (c. 800 staff) and most successful career guidance organisations in the UK. It was formed in 2003 from 4 smaller organisations one of which was significantly larger than the other three.

As with many merger situations this gave rise to a number of problems. One was the need to place managers from the 4 original organisations into the new organisation. This created a lot of anxiety.

Moreover, a prospective development meant that the organisation knew that a further major change in its marketplace was to be implemented in 2008. This added to the uncertainty and anxiety – and ultimately to a failure to meet its key goals and targets.

The organisation was aware that the management team was showing signs of stress and commissioned a Stress Audit from AQR and Dr Peter Clough, then Head of Psychology at Hull University. The Audit showed that the managers were stressed and this was a major factor in underperformance.

More significantly it showed that there was little the organisation could do to alleviate the stressors – but they could help the managers to deal with the stressors and challenges more effectively.

AQR developed, with the support of Dr Peter Clough, a Mental Toughness Development programme that worked with managers (60 in number) at an individual level and at a group level and which involved the use of the Mental Toughness Questionnaire.

The Result:

- Within 12 months the organisation had achieved restored performance and was achieving or exceeding all its goals and objectives.
- All managers reported being less stressed and better able to deal with stressors and challenge
- The organisation was recognised as one of the best performing organisations in its field (ranked #2 in the UK).