



EFMD - Excellence in Practice (EiP) Awards 2021 Application form

Making Leaders

*From training to **trans**formation:
pursuing a Promethean ambition*

by emlyon business school

A farmer's way of growing leaders designed & delivered for, and with, **Capgemini France**



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Executive summary

In 2017, a global transformation plan at Capgemini and a need to manage talents differently paved the way for an ambitious **leadership development program**. For the first time in the Group's history, all French business units would be involved in a high-profile training program with a single mission: renewing the managerial culture by developing the interpersonal skills necessary to meet the group's organizational and people challenges.

In 2018, Emlyon Executive Education was selected by Capgemini's L&D to jointly design and deliver this initiative which became *Making Leaders*: a 10-month **immersive learning journey** on the road to Leadership 3.0 whose keywords were "mindset shift", "cross-functional" and "personal transformation."

Three years later, *Making Leaders* has become a trademark at Capgemini France with over 500 alumni from the top tiers of the company, a 3rd wave in progress, and a genuine, tangible change on the ground in the teams.

This achievement can be ascribed to enduring factors of performance: a **strong partnership** forged at the outset ; **teams formed based on an equal and deep commitment** to the success of an ambitious endeavor (project team, steering committee, sponsors, alumni...); **learning innovation** blending best-in-class training practices/tools with research-based, proven organizational development methods; and **competence in design and delivery**.

And a touch of **serendipity**...



Cohort representatives and Steering committee – Making leaders, wave 2