Making Leaders

From training to transformation: 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