EFMD - Excellence in Practice (EiP) Awards 2021

Application form

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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Statement of word count

The word count stands at 3867.

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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

Introducing the partners

Capgemini is a global leader in consulting, digital transformation, technology and engineering services. The Group is at the forefront of innovation to address the entire breadth of clients' opportunities in the evolving world of cloud, digital and platforms. Building on its strong 50-year+ heritage and deep industry-specific expertise, Capgemini enables organizations to realize their business ambitions through an array of services from strategy to operations. **Capgemini is driven by the conviction that the business value of technology comes from and through people**. Today, it is a multicultural company of 270,000 team members in almost 50 countries. With Altran, the Group reported 2019 combined revenues of €17 billion.

Founded in 1872, em**lyon business school** is one of the oldest business school in Europe. Its mission is to develop "makers", people able to take control of their destiny, to be entrepreneurial agents of their own existence with a flair for teamwork, by moving beyond "Do It Yourself" to embrace "Do It Together".

Each year it welcomes 5.750 undergraduate and graduate students and more than 5.500 managers on professional development courses, representing almost 80 different nationalities.

The application

1. The challenge: why

a. Challenge formulation

In 2018, Capgemini France faced two challenges—one business (with leadership ramifications), one HR (with business ramifications)—which combined to make the case for a **leadership development program**.

Business strategy

A global strategic shift decided at Group level: the LEAD program.

Major organizational transformation conceived as a way:

1. to leverage the Group's global reach through more efficient **cross-functional collaboration and synergies** across business units/geographies
2. to bring **increased simplicity and responsiveness** in Capgemini's relation-ships with key partners (blue-chip global clients)

The LEAD program sought to develop the Group's *business* leadership

HR strategy

A sea change perceived in the "people market": market for relevant skills, experiences and abilities.

Traditionally, Capgemini had being able to attract/retain talent owing to its ability to offer rewarding career paths; this was proving insufficient to keep/attract new talent in sufficient numbers.

1. **scarcity of talent** becoming especially acute in France (**a drag on growth**)
2. getting employees' genuine buy-in and commitment identified as a burning issue especially with millennials (**a drag on competitiveness**)

Much of consultancies' growth results from acquisition of smaller rivals, and consultants typically spend much time at client premises – factors that can fracture the collegial sense of belonging to a single business.

Consistently with LEAD, a new Managing Director in France sought to **bring business units closer together in terms of processes and client relationships** to help counter such natural tendencies.

⇨ Need of a more agile, **"cross-tower" and collaborative spirit** to "de-silo" the company

A significant part of Capgemini France's new hires are millennials, with their **different work expectations**.

Capgemini long claimed to put people first ("***People matter, results count***"); living up to that promise often proved a challenge: *old habits die hard* as, historically, premium was placed on business development and building client relationship.

⇨ Times were changing: a **new management culture** was needed

At this juncture, LEAD and HR strategy teams identified that an ambitious leadership development program was critical to their respective success. **Renewed leadership practices** would:

- support LEAD's objectives through increased **collaboration, trust, information sharing and joint projects**
- help **attract, retain, promote and grow talent** across Capgemini France

Making Leaders *was born*

b. Business challenge owners

Two figures emerged:

We needed to lay the groundwork for a completely renewed leadership approach, a leadership 3.0 better able to help Capgemini face up to the challenges ahead.

*More than a training program, what was required was a **transformative experience, an immersive learning journey** with the subtle strength to bring about authentic change in our leaders, and in us all.*

Jérôme Siméon, then Managing Director BU France, today Group Executive Board member & **CEO Southern & Central Europe Strategic BU**

*Capgemini France had to do something to better equip its managers and leaders to help them face new human capital challenges, especially new types of expectations, not only from our clients, or course, **but also from our consultants, from our people**.*

*Leaders need to **inspire their teams**, to show them that this is a company where **individuals at all levels have significant leeway to get things done** and that we are positively challenged by our employees and our managers **to grow, to develop ourselves as "new age" leaders**.*

Franck Baillet, **Executive Vice President, L&D Center France**

Every ***Making Leaders*** **wave** is sponsored by a key company figure:

Jérôme Siméon
Group Executive Board member
CEO Southern & Central Europe Strategic BU
Wave 1 – 129 managers (2018-1019)

Olivier Tarrit
Executive Vice-President
Managing Director, Cloud Infrastructure Services BU France
Wave 2 – 226 managers (2019-2020)

Xavier Côte de Soux
Executive Vice-President
Head of Financial Services BU France
Wave 3 – 158 managers (2020-2021)

c. From business context to corporate strategy and to L&D initiative

i. Capgemini's unique business context

Capgemini operates in an exciting and growing market. Yet, the company faces its fair share of challenges:

Capgemini is no longer a start-up, but **a very large global and complex company** that leverages connected but widely different areas of expertise and knowledge	…**yet** clients expect agility, responsiveness, relevance, and a single-entry global service
Capgemini's **managerial culture, which has changed but little in the past decades**, features an entrepreneurial spirit, a results-oriented mindset and a somewhat hard-nosed managerial style	**…yet** highly-skilled employees are scarce and selective as to who they work for (and how!)
Business development, the cornerstone of the company's growth plan, has buoyed its success ever since 1967	…**yet** company employees expect more from work: *meaning* beyond money—a personal "triple bottom line"

ii. From business context to corporate/HR strategy

In 2010, Capgemini launched a new brand promise *People matter, results count* to convey to clients that the company was *the* partner who could help them achieve the best results by bringing to the table the best people: all reassuringly *client-centric*.

Ten years later, this motto is **turned outside-in** with an additional layer of meaning directed at *its own employees*: *People matter* (yes they really do), *results count*.

Updated **Corporate values** set out to fuse **past strengths** with **future needs**.

A core pillar of the Group's strategy emerged, which involved **placing people front and center**, up and down the organization, with the aim of:

- increasing cross-functional teamwork – **Active Connector**
- enhancing the organizational culture through personal growth, care and empowerment – **People Developer**
- developing client-centric agility through faster decisions and learning – **Agile Player**

…all in the service of business development (**Business Builder**, **Profit Shaper**) in style (**La Niaque**!). With this set of values and associated behaviors, Capgemini acknowledged that to succeed in the New World, **leaders with *both* business acumen/drive and a human touch** were needed.

iii. From corporate strategy to L&D initiative

Making Leaders was designed to help participating managers:

I. identify, retain and **grow subordinate leaders**
II. strengthen human capital at all levels through **teamwork and innovation skills**
III. **embody selected "people values"** from the Leadership Model
IV. enable/**support LEAD in its cross-functional and collaborative goals**

Three main leadership capabilities were identified as best serving the program's Learning Outcomes.

These formed the **backbone of** ***Making Leaders*** from which every other targeted skill & behavior flowed.

The Kirkpatrick impact evaluation model has been used for guidance from the **beginning of the design phase** onwards:

- **data gathering** at all four levels at various stages in the program,
- **behavioral KPIs** are used as evidence of a change in leadership style conducive to achieving the project's transformative ambitions and serving the business (LEAD) and HR strategies (KP3),

- **strategic HR KPIs** were tracked to show a positive shift which *Making Leaders* would demonstrably have contributed to (KP4), consistent with the **Return on Expectations** (ROE) concept in the model.

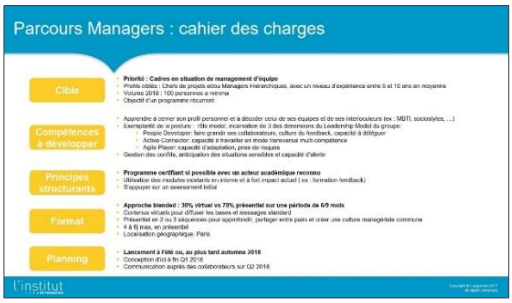
2. The commitment: who

a. Role of L&D: promoting a collaborative spirit

From the beginning, L&D has played a key role in :

- **steering the project**
- **bringing together** all stakeholders
- **trusting the partner** (emlyon) to contribute to the ongoing conversation and to play their part fully

The RFP held in **one slide**: clear guidelines/goals combined with leeway/flexibility in how these objectives were to be achieved.



Making Leaders is a large/complex project. From the get-go, L&D's management approach emphasized joint design, delivery and ownership within Capgemini and with emlyon ("*We sink or swim, together*"):

- **Project team**: L&D staff and emlyon - frequent meetings, complementary skillsets, similarly high levels of ambition and commitment (5 members)
- **Steering committee**: the HR directors and top managers from the Group's six business units (France), future participants, program alumni, and project team members (15 members)

Project team including L&D Director, staff and emlyon ("*The Fabulous Five except the dog*").

Steering committee (9 out of 15) including L&D Director, heads of BU, HR directors… ("*Who says fun ain't allowed in a leadership development program*?")

These teams worked hand in hand **to discuss, assess, guide and support the initiative**, from inception to completion.

b. Role of Steering committee : guiding the ship home

It has played a major role by:

- setting the **selection criteria** and being highly involved in participants' entry process
- lending **great credibility** to the program
- ensuring that **information flowed freely and quickly**
- guaranteeing that **actions and adjustments** were acted on with dispatch

The Steering committee:

- □ set aside time slots to **develop itself, *as a team***, in the spirit of *Making Leaders*—personal development through DISC, collective intelligence methods for brainstorming...
- □ participated actively in all "**joint sessions**" organized for Cohort Representatives (C-reps) in each wave

This constant presence/display of commitment—duly coordinated and facilitated by L&D and emlyon staff/lead trainer—gave the project and the partnership tremendous **force, continuity and staying power**.

c. Organizational support : leading by example

Beyond the Steering committee, three other corporate actors exemplified Capgemini's unshakeable support of the initiative:

- the lead sponsor, Jérôme Siméon
- the enlarged Executive Committee of Capgemini BU France (top 30)
- the Executive Committee of a key BU, Capgemini Technology Services (CIS)

Through their combined actions, these senior leaders demonstrated the **sincerity of their commitment to *Making Leaders*** and, more broadly, to renewing Capgemini's leadership culture.

Lead sponsor

Beyond the traditional role of a sponsor, which he performed fully, Jérôme also chose to "take part" in the program by taking the DISC profile, having it debriefed by the Lead trainer (emlyon) and by sharing the results with *Making Leaders* participants. That day, **Jérôme revealed personal frailties, as well as great strengths, which contributed to building confidence** in the program's ambitious goals.

Enlarged Executive Committee (30)

While a joint session of cohort representatives (C-reps) was held on emlyon's campus in Paris, Capgemini BU France's enlarged Executive Committee also held an all-day off-site business meeting on the campus that day. This gave *Making Leaders* C-reps and ExCom members an **opportunity to share thoughts on what the program contributed and their respective leadership experiences during intimate one-on-ones**, followed by a lavish lunch. A most memorable time for all.

CIS Executive Committee (14)

In wave 2 of *Making Leaders*, Olivier Tarrit (sponsor) noticed that his managers/leaders were beginning to change and that he and his BU's ExCom members were not! *"It's unacceptable that we should be left out of this initiative! It sends the worst possible signal to everyone"*. Olivier then decided to have the program's Lead trainer work with his ExCom to develop team and leadership skills through a (smaller) custom program in line with *Making Leaders*. This step became known through word of mouth and had a tremendous positive impact.

d. Genuine partnership: did you say "commitment"?

Capgemini
early makers
em lyon business school

e. Communication strategy: ensuring an immersive experience

The initiative stands for this:

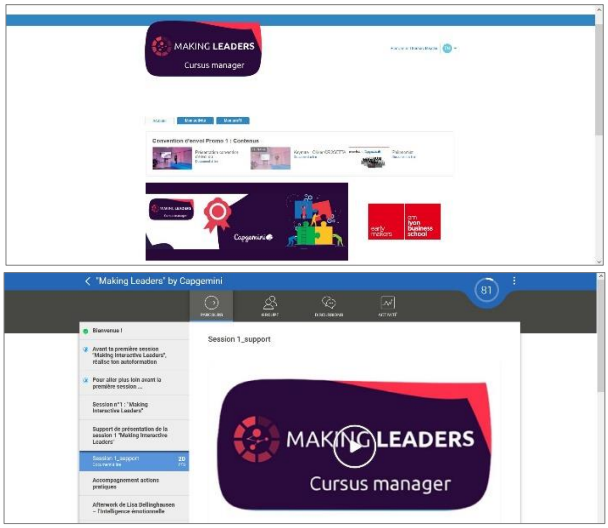
> Making Leaders: from training to transformation
> *An immersive journey of personal growth & leadership development*

Given the intangible nature of a program designed to develop soft skills, it is important to combine **top management's clear support** and **learning continuity** with **visual consistency**; both throughout the program itself and across time (three years with three "waves" (or classes) to date adding up to over 500 senior managers in all).

Banner used in all e-mail communications and opening slides; invitations to high-level conferences and webinars; and on the cover of the Learning Journal.

Logo used in Actions tips; certain types of e-mail communications; on all program slides and printed material alongside Capgemini's and emlyon's logos.

Name tags handed out at all large events, such as kick-offs, lift-offs, and C-reps joint sessions.



Banner and logo used on the CrossKnowledge LMS platform where participants can find important upcoming dates, prep-work, their own project notes, other participants' contact information, chat rooms and resources.

f. Live project: a constantly evolving program

Making Leaders is a cross between:

- a **leadership training program**
- and an **organizational development initiative**

Each year:

- participants work on **leadership projects** which they jointly design within their cohort (of 10)
- each wave **builds upon the work carried out by the previous class**, leveraging their experience and taking the various existing projects to a different level

The Project team and the Steering committee, along with program alumni, ensure consistency of purpose and the necessary sharing of information, as well as transfer of experience, across the program waves.

3. L&D initiative: how

a. Program design, structure & delivery

Based on the program's strategic goals, three learning outcomes were identified:

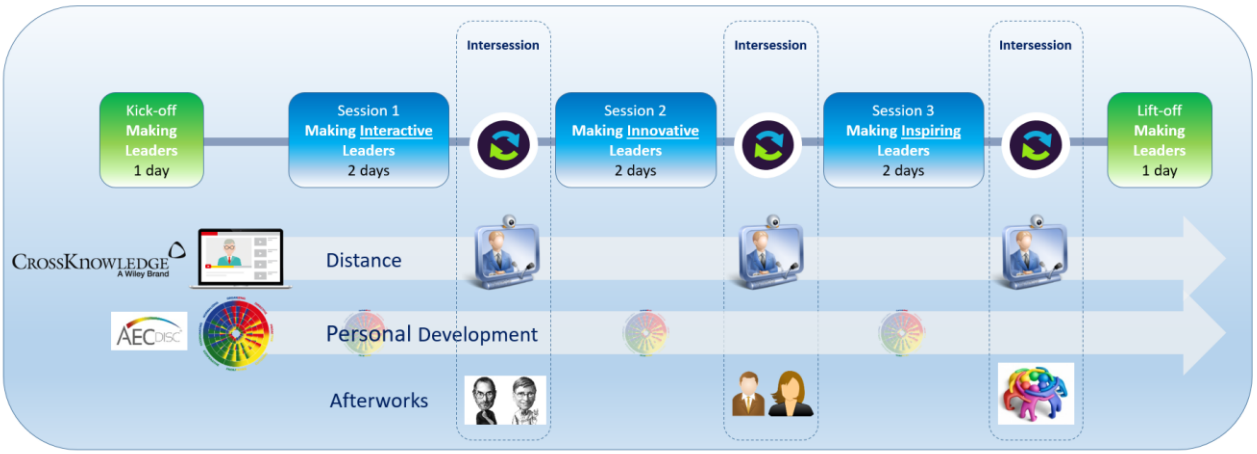
1. Nurturing constructive interactions and creating the conditions for trust to emerge - Making **Interactive** Leaders
2. Stimulating innovation and driving change in a VUCA environment Making **Innovation** Leaders
3. Developing, engaging and bringing together team members Making **Inspiring** Leaders

These 3 learning outcomes were then broken down into:

- **9 learning goals**, and then further into
- **20 leadership skills** (see Appendices)

Making Leaders is a **10-month adventure-based leadership journey** which includes:

- a **kick-off** convention
- three **2-day sessions** (synchronous/F2F)
- in-between visio-calls in **peer sub-groups** (5 managers each)
- weekly **Action tips** to practice daily
- an **LMS** to support the immersive experience (videos, prep-work, conferences, chat, profiles, slides…)
- a set of "**Interactive afterworks"** with high-level speakers to learn and grow in an informal setting
- a **personal development journey** around DISC and a Learning journal
- a **lift-off** convention including an innovative joint-certification process (leaders assessing leaders)



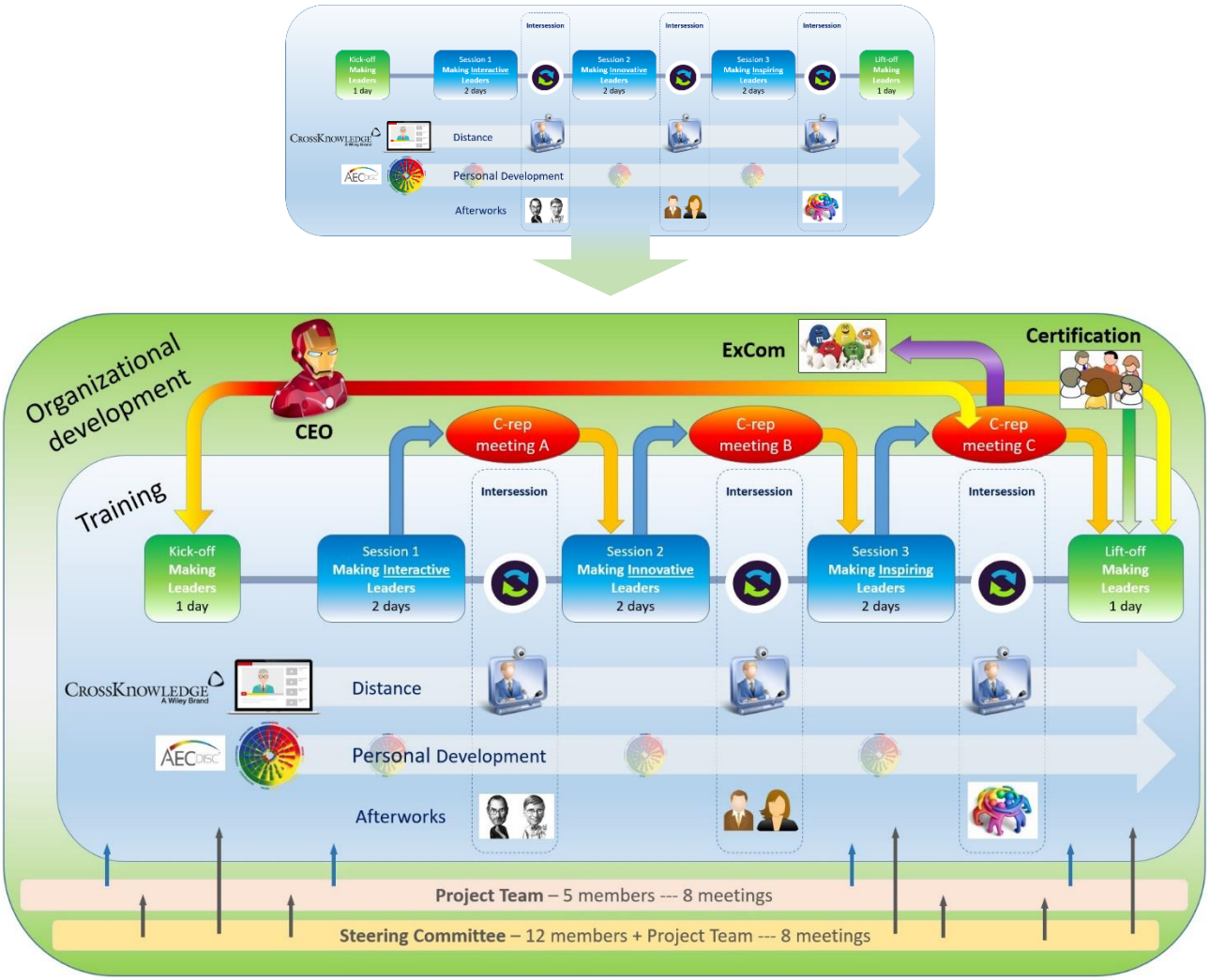
b. Learning methods and environment: designing a training program for impact

Capgemini meant to both train *and transform*. *Making Leaders* therefore had to become a *transformative* experience by leveraging relevant tools and methods in **organizational development** (OD).

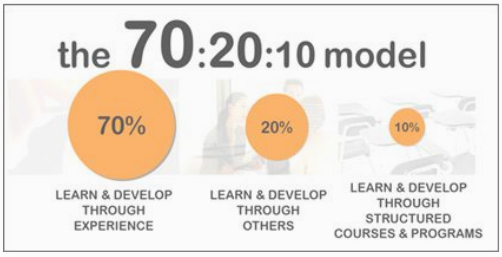
This ambitious goal required some thinking as to:

- **what** was necessary in OD to accomplish the mission and
- **how** to make both strands (training and OD) fit together

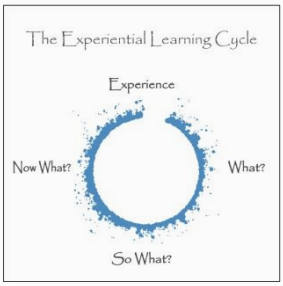
From **training to transformation**: when learning blends with organizational development



As *Making Leaders* was designed for impact, **only learning methodologies and tools that could arguably be said to increase the likelihood of impact made the cut**. The following learning models were used as a "filter" for learning methods.



Michael LOMBARDO
& Robert EICHINGER, 1996



David KOLB
1984

K. Anders ERICSSON
2006

Finally, **Core Change Principles** (CCP) were applied to ensure consistency with the spirit of the endeavor through the design & delivery of *Making Leaders*: Process first; Authenticity; Joint design; Time; Community; Systemic; Paradox; Bottom up; and Open-ended (see Appendices for definitions/examples).

c. Entry requirements and process

The selection process is in step with the OD spirit of the program:

- selection criteria discussed and settled on by the Steering committee
- HR directors often hand-pick future participants
- alumni may nominate future participants
- interviews held with each one of them
- final entry on a **voluntary basis**

Overall, this is an **organic, purpose-driven, respectful and thorough process** designed to ensure consistency across Capgemini's various BU's and to secure genuine interest from all concerned.

d. Progress indicators and learning measurement

The following indicators are used during each roll-out phase:

- **Actions tips** – completion rates
- **Level of involvement** in the jointly designed projects (traceable at cohort and class levels)
- **Online activities** (LMS) – completion rates
- **Formal assessment feedback** after each session (see Appendices)
- **Informal assessment feedback** at the end of each intersession call
- **Informal assessment feedback** gathered in C-rep. sessions held every 2 months
- **Informal feedback** through HR Directors, alumni and other members of the Steering committee

Several of these indicators are also used in evaluating the impact of the initiative.

4. The impact: so what

a. Level 1 - Reaction

i. Highlighting wave 1 participants' reaction

Overall participants' reaction to program sessions *Making Leaders*	**Wave 1** (out of 10)
This session stimulated my interest	8.6
The trainer's style help me learn	8.9
Topics were relevant to my work	8.9
I feel keen to put things I learned into practice	8.7
I felt really engaged in the session	8.9
I would recommend this session to others (NPS)	**8.9**
The material conditions were suitable to learning	8.5

Scale 1-10 - 1 do not agree at all; 10 fully agree - N = 129, N the number of respondents

The right-hand column showcases the average reaction assessment for **all 3 synchronous F2F sessions** in the program's wave 1; data collected from nearly 400 discrete responses (3*129 managers).

ii. Highlighting wave 2 participants' reaction

Overall participants' reaction to program sessions *Making Leaders*	**Wave 2** (out of 10)
This session stimulated my interest	8.8
The trainer's style help me learn	8.9
Topics were relevant to my work	8.9
I feel keen to put things I learned into practice	9.0
I felt really engaged in the session	8.9
I would recommend this session to others (NPS)	**9.1**
The material conditions were suitable to learning	8.5

Scale 1-10 - 1 do not agree at all; 10 fully agree - N = 129, N the number of respondents

The right-hand column showcases the average reaction assessment for **all 3 synchronous sessions** in the program's wave 2; data collected from nearly 700 discrete responses (3*226 managers).

From these numbers, coupled with qualitative feedback (cf. Appendices), the program clearly struck a chord with participating managers: they were engaged and committed; they saw high relevance in what they learned and practiced; and **both waves stated they would recommend *Making Leaders* with very few reservations indeed**.

The positive evolution between wave 1 and wave 2 scores reflects the Project team, the trainers and the Steering committee used lessons learned from wave 1 to improve the next wave.

b. Level 2 - Learning

i. **Highlighting wave 1 participants' learning in the program** (F2F sessions)

The participant's…	**Before** (out of 5)	**After** (out of 5)	**% de perceived progress** (before and after)
Understanding **behavioral differences** between people based on the color model (DISC)	1.8	3.9	+114 %
Confidence in my ability to **adjust to others** in order to build stronger relationships	3.0	3.8	+25 %
Commitment to **display optimism** in my relationships at work	3.0	4.0	+35 %
Commitment to **build relationships** at work based on trust	3.3	4.0	+24 %
Ability to secure my team's commitment by capitalizing on **powerful questions**	2.4	3.6	+48 %
Ability to focus on the **what works well** in my teams and in my projects	2.8	3.8	+35 %
Ability to identify and **to leverage strengths** at my disposal, my own and my team's	2.8	3.7	+32 %
Ability to create the conditions for **creativity** and **collective intelligence** to blossom	2.4	3.5	+47 %
Ability to engage team members through focused and appropriate **feedforward et feedback**	2.8	3.8	+38 %
Ability to secure team members' commitment by tapping into their **intrinsic motivation**	2.7	3.7	+36 %
Ability to grow your team's members through **manager-coach practices**	2.8	3.8	+34 %
Ability to inspire and bring team members together by **sharing a meaningful vision** with everyone	2.9	3.9	+31 %

Scale 1-5 - 1 no ability/confidence; 5 high ability/confidence - N = 129, N the number of respondents

ii. **Highlighting wave 2 participants' learning in the program** (F2F sessions)

The participant's…	**Before** (out of 5)	**After** (out of 5)	**% de perceived progress** (before and after)
Understanding **behavioral differences** between people based on the color model (DISC)	1.9	4.0	+113 %
Confidence in my ability to **adjust to others** in order to build stronger relationships	2.9	3.9	+32 %
Commitment to **display optimism** in my relationships at work	3.2	4.0	+26 %
Commitment to **build relationships** at work based on trust	3.5	4.1	+16 %
Ability to secure my team's commitment by capitalizing on **powerful questions**	2.7	3.7	+41 %
Ability to focus on the **what works well** in my teams and in my projects	3.0	3.9	+31 %
Ability to identify and **to leverage strengths** at my disposal, my own and my team's	3.1	3.9	+26 %
Ability to create the conditions for **creativity** and **collective intelligence** to blossom	2.8	3.8	+37 %

Ability to engage team members through focused and appropriate **feedforward et feedback**	3.1	4.3	+40 %
Ability to secure team members' commitment by tapping into their **intrinsic motivation**	3.0	3.9	+32 %
Ability to inspire and bring team members together by **sharing a meaningful vision** with everyone	3.4	4.2	+25 %

Scale 1-5 - 1 no ability/confidence; 5 high ability/confidence - N = 226, N the number of respondents

Consistent with KP1 scores, these KP2 numbers, coupled with qualitative feedback (cf. Appendices), indicate a genuine sense of **increased perception of self-efficacy** which, according to Albert Bandura's and other psychologists' research, is a **reliable predictor of *action***.

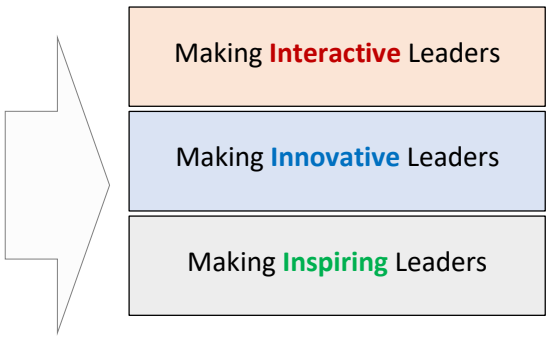
⇨ As managers feel more self-confident in their level of knowledge, understanding and ability, *they are more likely to implement on the job what they have just practiced and learned*. A look at KP3 scores below confirms this.

c. Level 3 - Behavior

As mentioned before, *Making Leaders* relied on three learning models to helps participants transfer their learning into the workplace: 70-20-10, Kolb's experiential learning model and Ericsson's Deliberate Practice concept.

Action tips—nine in all—were sent to participants week after week **over 10 months** to encourage them to put into practice what they had learned and practiced in session with their peers. In line with the program's learning outcomes, the 9 Actions tips are:

AP1 - Developing awareness of your emotions in every day life
AP2 - Identifying the speaker's emotions
AP3 - Placing positive emotions at the heart of relationships
AP4 - Asking powerful questions
AP5 - Stimulating creative ideas in others
AP6 - Acknowledging your teammates' creative ideas and actions
AP7 - Developing commitment through feedforward
AP8 - Growing your teammates's sense of self-efficacy
AP9 - Starting with "why" to harness the team's energy



Wave 1 – 129 managers, 2018-19

CAPGEMINI - Making Leaders

Acquises | Moyennement acquises | Non acquises

Titre de la bonne pratique	Bilans remplis	Réponses aux questions ouvertes	Niveau d'assimilation après 1ère MEP
AP1 – Prends conscience de tes émotions au quotidien	84	449	
AP2 – Identifie les émotions de tes interlocuteurs	87	397	
AP3 – Mets des émotions positives au cœur de la relation	67	325	
AP4 – Stimule la créativité par la Force de la question	44	204	
AP5 – Facilite l'émergence d'approches créatives	44	177	
AP6 – Valorise les idées & les actions créatives de tes collaborateurs	50	177	
AP7 – Favorise l'engagement par le feedforward	46	202	
AP8 – Accroîs l'efficacité personnelle de tes interlocuteurs	42	174	
AP9 – Start with « Why » pour engager pleinement le collectif	41	188	

Self-assessed implementation scores highlighting the extent to which participants **put into practice** *Action tips*

Wave 2 – 226 managers, 2019-20

CAPGEMINI - Making Leaders wave 2

Acquises | Moyennement acquises | Non acquises

Titre de la bonne pratique	Bilans remplis	Réponses aux questions ouvertes	Niveau d'assimilation après 1ère MEP
AP1 – Prends conscience de tes émotions au quotidien	309	1642	
AP2 – Identifie les émotions de tes interlocuteurs	376	2002	
AP3 – Mets des émotions positives au cœur de la relation	326	1740	
AP4 – Stimule la créativité par la Force de la question	223	1118	
AP5 – Facilite l'émergence d'approches créatives	197	1015	
AP6 – Valorise les idées & les actions créatives de tes collaborateurs	196	969	
AP7 – Start with « Why » pour engager pleinement le collectif	203	1014	
AP8 – Accroîs l'efficacité personnelle de tes interlocuteurs	163	852	
AP9 – Favorise l'engagement par le feedforward	166	939	

Number of self-feedback forms filled out

Number of discrete responses to open questions raised in the self-feedback forms

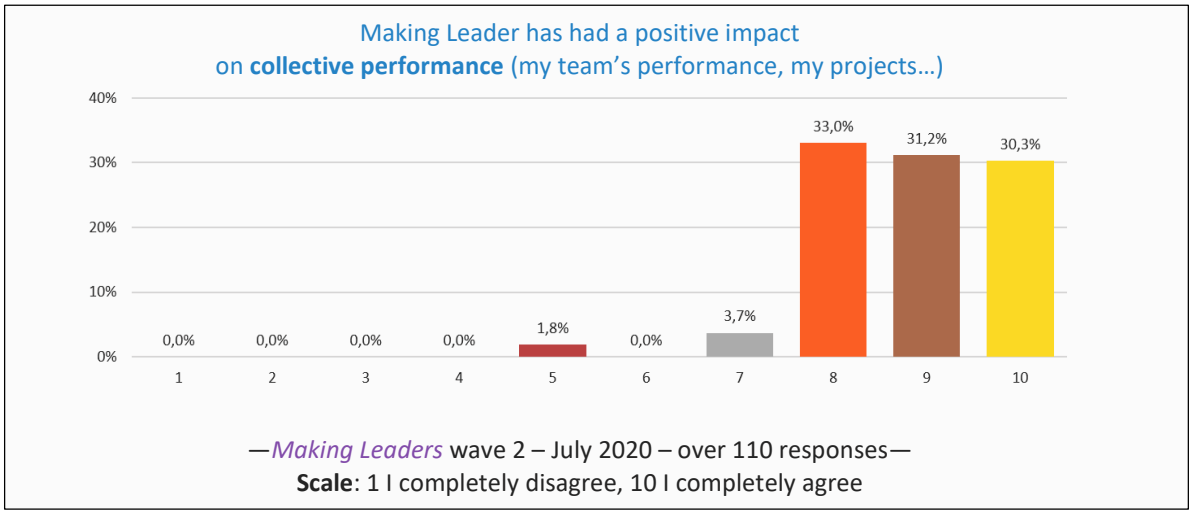
Beyond these weekly reminders to practice new leadership skills, intersession calls in small peer groups gave managers **support**; it also enabled the facilitation team to **monitor** progress, and give **encouragment** (feedback, feedforward) all in the service of **on-the-job learning** (KP3).

d. Level 4 - Results

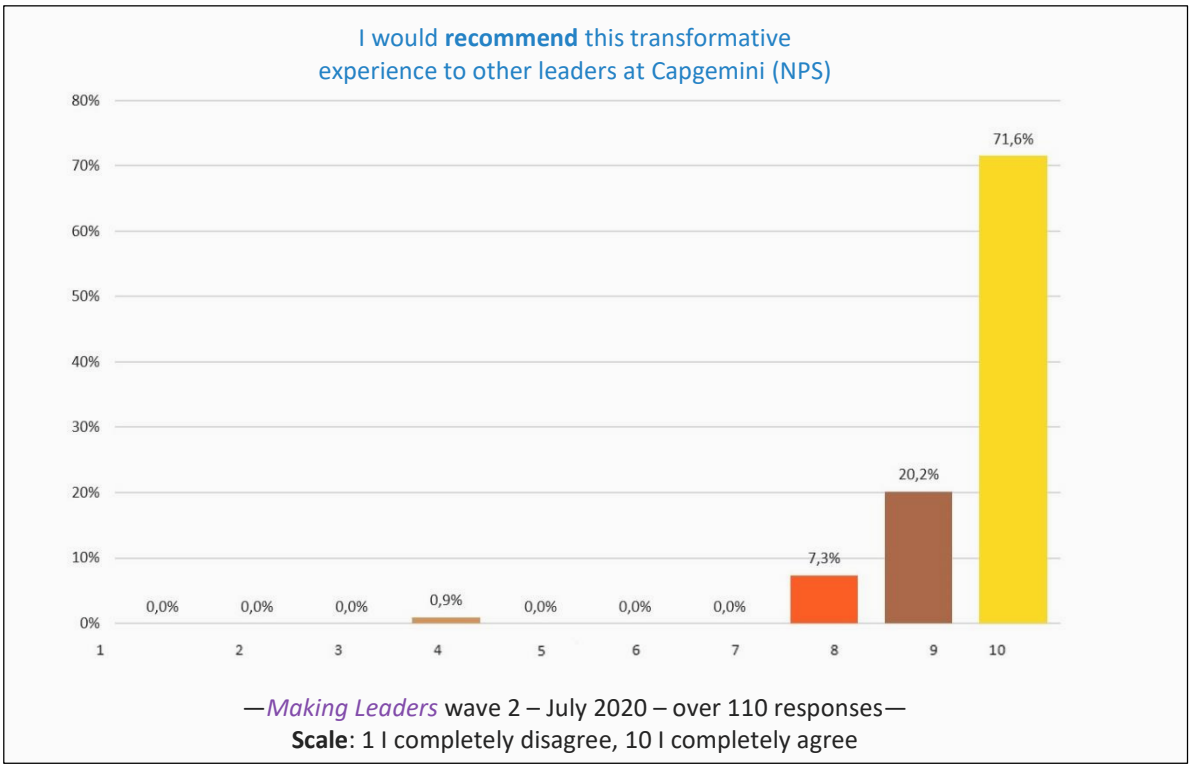
i. Leading indicators

Three leading indicators were used to assess whether *Making Leaders* had achieved the results aimed for:

I. Overall program assessment by participants right after the program's end



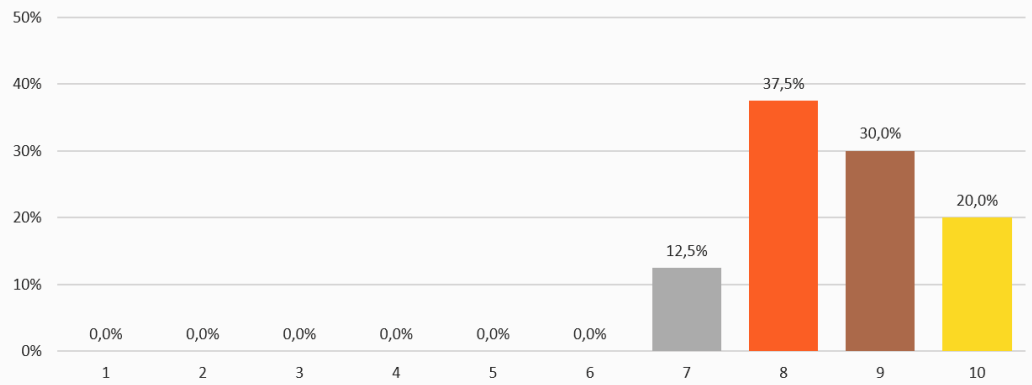
—*Making Leaders* wave 2 – July 2020 – over 110 responses—
Scale: 1 I completely disagree, 10 I completely agree



—*Making Leaders* wave 2 – July 2020 – over 110 responses—
Scale: 1 I completely disagree, 10 I completely agree

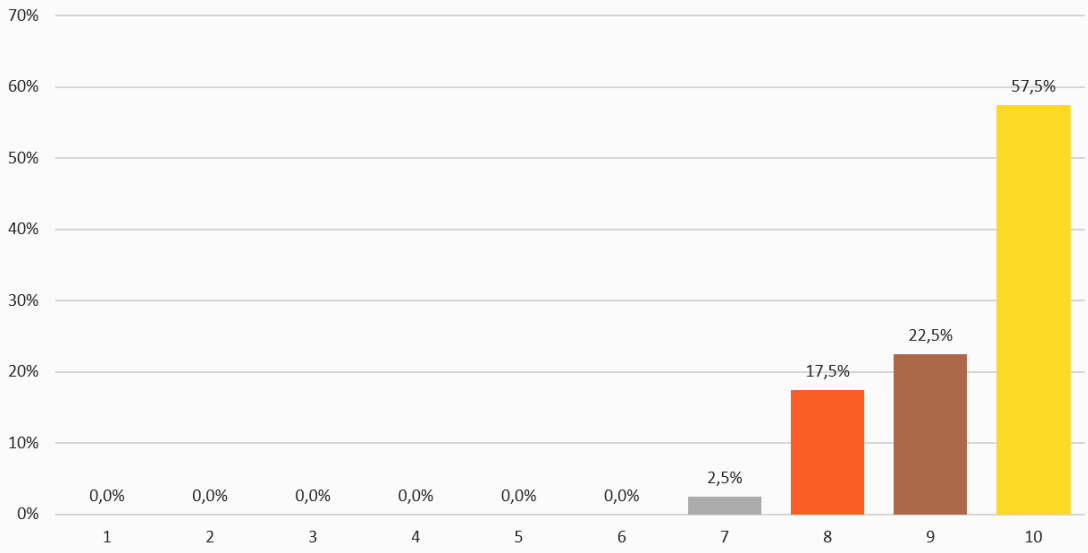
II. Overall program assessment by participants <u>one year after</u> the program's end

With hindsight, I can state that Making Leader has had a positive impact on **collective performance** (my team's performance, my projects…)



—*Making Leaders* wave 1 – July 2020 – over 40 responses—
Scale: 1 I completely disagree, 10 I completely agree

Today, a year later, I would still **recommend** this transformative experience to other leaders at Capgemini (NPS)



—*Making Leaders* wave 1 – September 2020 – over 40 responses—
Scale: 1 I completely disagree, 10 I completely agree

III. Qualitative feedback from HR directors on the impact they perceived – March 2021

Isabelle HAGARD
HR VP
Financial Services

Caroline KHOURI
HR Director
CIS

Delphine RENARD
Deputy HR Director
Capgemini France

Emmanuel RETIF
VP HR
DEMS

Emmanuelle ROCHETTE
HR Director - Sogeti

Delphine ROBIN
HR Director
Capgemini Invent

*"The bet we made to support the **LEAD transformation** is won. With three waves, Making Leaders will have trained and certified over 500 managers. The whole organization has been **impacted**, at all levels, with **tangible results** which we measure with a higher rate of **engagement** and increased **brand attractiveness**".*

*"Clearly, we wouldn't have been able to overcome the current health crisis without what Making Leaders gave us; our managers have been **agile**, **close to their teams**; they have acted with **good will and creativity** in their managerial approach, at a distance".*

*"I've witnessed a change, with frequent references to learnings, a higher **level of care**, an increased willingness to genuinely address behavioral and managerial issues".*

*"The unique situation we've been going through for a year has created an opening to tackle these leadership/people issues in Executive Committee and top management settings: there is **genuine interest in, and sensitivity to, these topics**. We're devoting much more time to them than a few years back".*

*"I've noticed a **real change** in the HR heads who took the program: more **strength**, more maturity on business topics as well as increased commitment, a willingness to **take the initiative** and try new things… all of which feeds back into how they lead, and into the HR team as a whole".*

*"In the end, I'd say that there is significantly more buy-in from Executive Committee members and managers for the HR strategy as we've crafted it; and I have no doubt that **much credit must be given to Making Leaders** for this".*

*« Making Leader's become a **trademark**, a label which enables us to have a **different outlook on situations**; clearly things have changed. Just this past week, I heard in a meeting someone say "*I really enjoyed the concept of Flow in Making Leaders, perhaps we could use it more broadly to assess our team members' level of commitment and performance?"

ii. Desired outcomes

In this section, we seek to assess whether *Making Leaders* made the **desired positive contribution** (as per Kirkpatrick's concept of Return on expectations) to a number of strategic HR indicators. Other factors (such as Capgemini's HR policies, environmental conditions, other initiatives…) contributed to **the positive shift of these indicators**; given the **unambiguous data collected on the first three KP levels**, however, *Making Leaders* program did its part in this regard.

HR KPI	**What is measured/and how**	**Progress at Capgemini** (France)
Participant promotion rate	Participants who were promoted within 6-12 months following *Making Leaders*	**28%** - N : 355

Engagement level	Capgemini measures the engagement level of its workforce continuously via several digital solutions and tools. Engagement is here defined as company loyalty and the tendency for team members to recommend Capgemini as an employer to talents outside the company.	In the past 2 years : ▪ Feeling of achievement at work **+3%** ▪ Professional growth & support **+6%** ▪ Freedom to express oneself **+7%** ▪ Personal recognition **+5%** ▪ Managerial support **+6%** ▪ Meaning at work : **+4%** These trends are felt across all entities and managerial/seniority levels A 1-10 scale is used in assessing these KPIs: most responses are given in the 7 to 8 range (already high); progress is still felt across the board
Attrition	Team member turnover in the context of an ongoing, fierce war for « talent »; 2019-20 results should be construed in the context of a "black swan" worldwide pandemic. Still, results are impressive.	**- 2pts** between 2018 and 2019 **- 6pts** between 2019 and 2020
Employer brand	Every year **Universum** polls engineering school graduates in « *Student Most attractive Employer* » survey	**+ 18 places** in 2020 (from 2019) **+ 25 places** in 2020 (from 2018) ▪ Within its peer groupe, Capgemini registers the highest progression ▪ Strong points: dynamic work environment that allows for creativity, growth, training and team work
	The « **Happy Trainees** » index polls nearly 500 interns to evaluate their experience at various companies	▪ **84.5%** feel they've learned and developed ▪ **84%** underline the quality of human relations (respect, sincerity, accessibility) ▪ **100%** feel they have the means to achieve their work ▪ **100%** see the impact and the meaningfulness of their work

Reflections and concluding remarks

Making Leaders has had **just as much of an impact** on the people who have designed & delivered it as on the people who participated in it. The experience has also generated **intense intellectual work** with a view to:

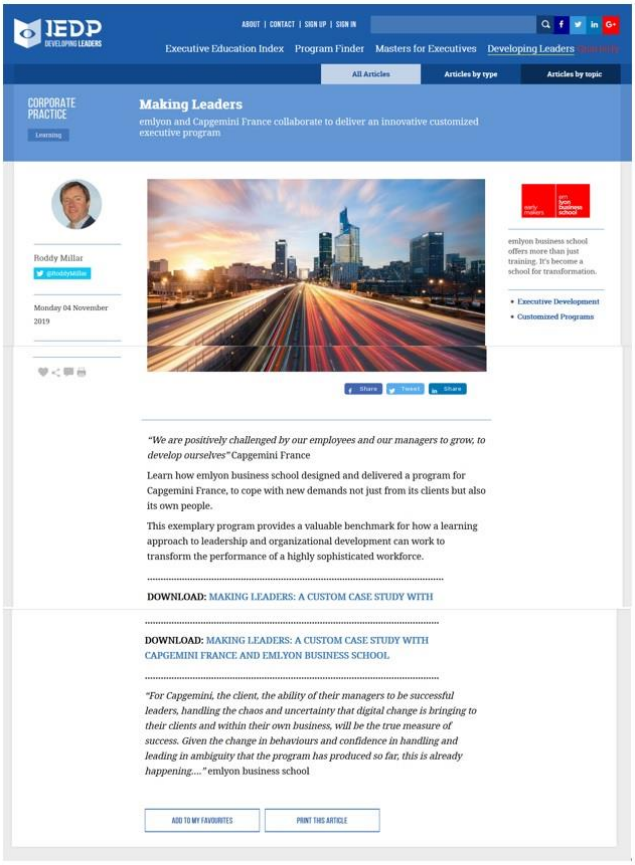
- deepening the **lessons learned**
- **sharing them** broadly
- and **confronting them** with others

a) Case study

Making Leaders: a case study of a custom program with Capgemini France and emlyon business school

Link to PDF

Link to online version



b) New projects

The relationship between Capgemini and emlyon business school has deepened since the beginning of *Making Leaders*, and there are now four ongoing projects all in the service of growth and development:

- *Making Leaders* – since 2018
- L'Ecole by Capgemini – since 2019
- Executive Committee training – since 2020
- Government Agility Program (GAP) – since 2020

A **book on leadership training and development** is also coming out largely based upon the *Making Leaders* experience. Due September 2021, the book draws on the experience of professors, consultants and project managers involved in the program.

c) Recognition

In 2020, *Making Leaders* was recognized in France for its innovative learning approach to blended learning – Link here