

CASE STUDY

Global Leadership Development



A subsidiary of General Physics (UK) Ltd
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Client

G4S plc is a global security Services Company headquartered in the United Kingdom. It is the world's largest security company measured by revenues and has operations in more than 110 countries. Its services encompass manned and electronic security solutions, care and justice, cash management and various outsource solutions. Having grown through a series of mergers and acquisitions, it now has nearly 600,000 employees making it one of the world's second-largest private sector employers, with a consistent record of profitable growth.

Challenge

G4S is pursuing a market leading strategy, integrating its capabilities to provide business solutions for its diverse customer groups as well as expanding its core services in emerging markets. The challenge is to integrate its various businesses to create new customer solutions while sustaining the local focus and innovation that have led to its success. It was recognised that an essential part of the route forward was to connect the strategic and leadership development agendas, engaging the leadership population in the business challenge

and using the processes to develop their capabilities to meet the needs of the strategy. This meant connecting the senior team and many of their immediate reports in an exploration of change, their role in making it happen and generating the initiatives to move forward. In addition the talent development programme was re-worked to align to the future leadership behaviours needed to achieve the strategy. Bath Consultancy Group were invited to work in collaboration with the in-house team in designing and delivering an approach to achieve these goals.

Solution

The Senior Leadership Network was established for the senior talent population. The group has met through a series of sessions, with a number of the Executive Team. A foundation session was designed and facilitated by the combined team to make the connections between strategic shift and leadership development. As part of this we engaged a Professor of Strategy from a leading international business school to set the strategic challenge in context. At the foundation event a series of action learning groups were established to tackle a projects to focus on cross-business strategic issues.

The topics emerged from the group and have been pursued over time, with recommendations for change endorsed at a subsequent summit event. The group continues to meet as the changes are implemented and new challenges emerge.

The Global Business Leadership Programme targets a talent population at the next layer in the business and uses the same foundation design but then develops its leadership capabilities through a further 2 modules held at different locations around the world. Participants undertake a variety of work to apply their learning in their roles between modules. In addition to strategy the programme includes leadership, coaching; team leadership, change leadership, client relationship management, innovation, personal resilience etc. The process is highly participative, with a focus on changing behaviour through the work people are doing. It includes the use of coaching in learning groups on real, personal issues that connect with the programme content as well as increasing their coaching skills through immediate feedback. In addition the participants work with the local business on current client challenges, offering consultancy which draws on their experience and also their learning from the programme. This has made some significant differences to business

performance in these local offices. The two leadership populations have also been integrated to maximise the learning impact, with SLN members mentoring GBLP participants.

Outcome

The work of the SLN population has helped to deepen and develop the strategy, finding the places and processes for creating global inter-connection, (e.g. around account management processes) maximising buy-in and keeping accountability as close to the customer as possible. It has helped to generate a leadership population that bridges the strategic and operational agendas and drives performance in the business.

The GBLP continues to develop leadership capability through a series of cohorts. It has achieved very high levels of feedback for its impact on the leadership contribution of its participants and on the performance of their teams. This has led to significant achievements in change management in the business and client relationships grown and developed that has had real bottom line impact.

Please contact us on **+44 (0)1225 520866** or email office@bathconsultancygroup.com if you would like to find out more. We would welcome a conversation with you.