

Old Mutual Group

Global Leadership Potential Programme

Case Study

Business Challenge

OMG is an international savings and wealth management group. Recent expansion has been heavily reliant on external recruits for the new top leadership positions. To implement the Group's further strategy OMG is seeking to identify and develop its future business leaders from within the company.

Understanding

Creative Edge Consulting (CEC) is working in partnership with OMG to design and deliver the Global Leadership Potential Programme. We understand that programme needs to have an effective process that enables participants to understand the nature of their potential and formulate robust Development Plans. This process must also inform OMG as to how the development of the future leaders can be accelerated and supported.

Solution

The programme commences with attendance at a three day Development Event with the purpose to understand the nature of each participants' potential in terms of the OMG leadership capacities. Their potential is demonstrated at the event through participating in a bespoke business simulation designed by CEC. The simulation is based on an industry that mirrors the OMG business model and replicates a number of the strategic issues being addressed by the company. Through local talent reviews OMG identifies and confirms the selection of the high potential managers to the programme. The participants are invited to complete pre-work that includes, a biographical questionnaire, psychometrics and the drafting of a strategic plan for the business unit they will lead in the simulation. During the event the participants receive feedback on the nature of the potential they demonstrated in the simulation from CEC consultants and OMG senior managers. This is supported by psychometric feedback. The CEC consultants coach the participants to produce robust Development Plans. The relationship between the participant and their consultant is one of joint discovery. This process culminates in the drafting of a Feedback Report which captures the agreed nature of the participant's potential in terms of the OMG Leadership Capacities and makes recommendations as to how the participant can develop further. The report also enables OMG to gain an overview of the leadership potential in the business and how it can be supported and accelerated.

Business Benefits

The pilot run of the programme has so far demonstrated that it enables OMG to build a rich picture of the leadership potential of the participants. Additionally, pilot programme has enabled an insight to the cultural working patterns that manifest at OMG. It is now planned that participating leaders will now go on to implement robust development plans with the support and challenge of their sponsor and the HR department. As the programme continues to be rolled out it is expected that these benefits will enable OMG to deepen and strengthen their succession pool enabling successful business unit leaders to be selected from within the Group.

What the client said

"It has been a great pleasure to work with CEC on this programme. Terry has continually worked in partnership with us to learn about our business in order to design a programme that will help prepare our leaders for the future."

Faiza Khokhar, Senior OD Consultant,
OMG.

