



Background

The directors at Thomson Financial made an important decision about the future of their leaders. They realised that they needed to develop the talent pool they had available in order to make sure that they had the next generation of senior managers available to operate at country manager level. They were aware that they had the talent but not the mechanism to develop it.

The Challenge

Thomson Financial approached mc-cubed with the remit to raise people’s thinking to the strategic level and prepare them for the leadership challenges of being a country manager. The initial group was 12 people of different European nationalities of a very commercial and results focused background. These were people who were identified as being potential high flyers who now needed to step-up.

The Solution

mc-cubed approached the challenge from two angles. Firstly: What is the end result that the client wants? Secondly: How can we tie this in with other development initiatives already running in Thomson Financial and the Thomson Financial corporate culture? Our initial solution was to base the programme on the Thomson Corporation Leadership competencies on which all the senior managers and directors at Thomson are assessed. This gave the programme instant credibility. Firstly with the delegates who could quickly see the relevance of the programme and the importance of them developing these competencies. Secondly, with the senior management who could see a programme that was supporting their requirements and developing people in the right corporate direction.

We also wanted to ensure that we provided a programme that allowed for all learning and development styles whilst also ensuring that the programme resulted in genuine behavioural and attitudinal changes.

The Programme

For all the reasons above we went for a blended approach that used assessment tools, 360 feedback, four 2-day facilitator led training modules separated by 2-3 months, one-to-one telephone coaching, group work between sessions and presentations from very senior members of the Thomson Financial Management team. This included the CEO of Europe and Asia.

Outcomes so far

The programme has so captured attention that the Global CEO was involved in the final 2-day module and the HR director for Europe is looking to roll it out when she moves to the Asia region in 2008. The final session resulted in two of the proposals from the delegates’ project groups being given immediate management backing and funding.

The best comment so far was from a delegate who said that normally on courses when they are sent off to discuss something, they just talk about golf. On this programme we actually talk about the assignment! Another comment was that this course really felt like it was serious and for senior managers.

One delegate has already been picked up for promotion and has moved to a more senior appointment.

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