

Advancing Leaders Programme (ALP) September 2006 – ongoing

Fujitsu Services wanted to engage 160 middle managers in taking more responsibility for their personal development, including solving business issues and driving organisational change. It also wanted to understand how best to develop a community of experienced and mature managers, many with 15-25 years in the business.

As consultants with SHL and later, Barker Dewson, an objective assessment questionnaire (SHL OPQ32i) was used to understand strengths and development areas. No two managers were the same, and so each met with a consultant to create their development plan, and discuss their personal motivation for achieving it. The plan also involved working in an Action Learning Project team to tackle an issue that was critical to the development of Fujitsu Infrastructure Services (IS), so linking personal development with organisational development – and change management.

The project teams were successful and Fujitsu commissioned a second round of projects in the summer of 2007. Objective measurement of the programme by an independent auditor showed that, 'ALP has developed a shared understanding of the overall direction that Infrastructure Services is taking. All have found it very valuable...and are generally more able and willing to collaborate with others.' The ALP programme was featured in an article about training and development in the Sunday Times in June 2007.

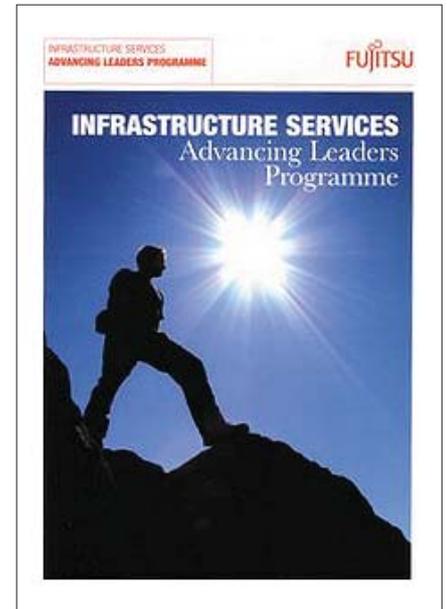
Bringing in a Fresh Perspective

(Sunday Times in June 2007)

FUJITSU SERVICES called in the consultant SHL to organise a training-development programme for 160 of its managers last September.

The workplace-based programme involved assessing people's strengths and weaknesses and aimed to bring together people from different parts of the organisation to improve the way they worked together and responded to change. After seven months, Brenton Clark, 'Fujitsu Services' people development manager, believes that the programme has given Fujitsu a much larger pool of managers ready for the next step up. He said: "Sometimes things can be limited within an organisation by what is considered normal. SHL brought fresh thinking."

SHL's principal consultant, Jon Pope, said objectivity was a key factor. "It's sometimes difficult for leaders to be objective about people in their own organisation," he said. And the cost? About £100,000, or less than £700 per manager.



OPQ32i is a trademark of SHL