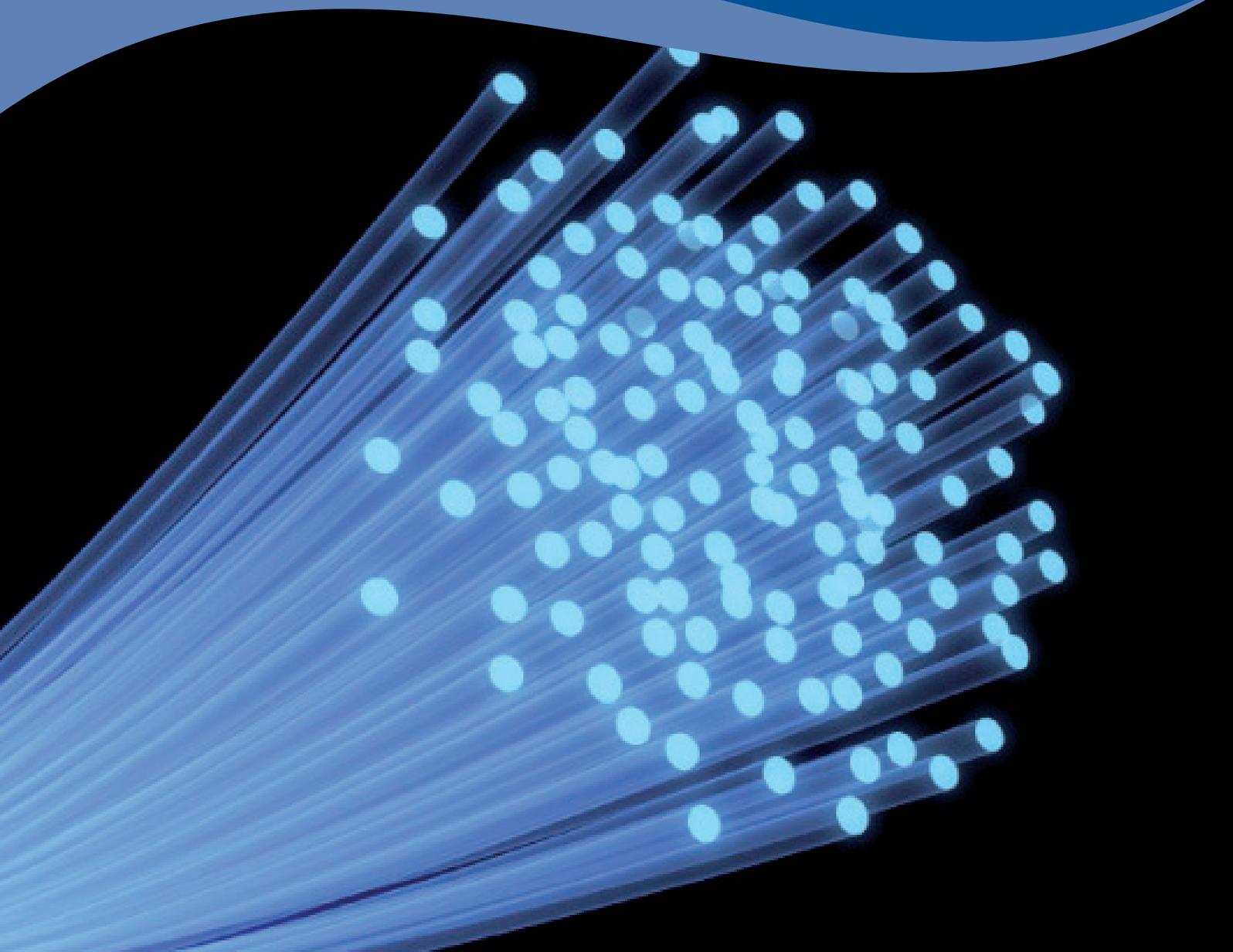


Case Study

FLSmidth



FLSmidth is the leading supplier of equipment and services to the global cement and minerals industries, employing more than 11,000 people in around 40 countries worldwide.

Situation

FLSmidth approached Henley to work in partnership to deliver a global talent programme designed to inspire, enable and empower the participants to deliver greater contribution to the business through improved management and human skills and enhanced organisational agility. The business wanted to create and grow leaders within the organisation who had both understanding of the business and the ability to help drive its future performance. This high performing network of global talent would strengthen succession planning on a global level.

'We were extremely pleased by Henley's open approach to creating an effective and business-focussed programme. We were able to influence the shape and content of both the modules and business projects which added tremendous value to the educational integrity of the whole initiative.'

Approach

The FLSmidth Global Talent Programme has been run twice to date – in 2007–2008 and 2008–2010. Fifty participants have been through the programme so far and it is hoped a further programme will take place in the near future.

The programme is aligned to the future strategic challenges of FLSmidth and integrated with its global competencies. It consists of five, five-day modules focused around a selected number of business-critical projects. The projects require participants to work in cross-functional teams on topics of genuine strategic importance that are complex and wide-ranging, yet are real issues confronting the company's senior management. Previous projects have included topics around innovation, corporate social responsibility and knowledge management.

In developing the original programme the Henley team worked in close co-operation with HR Development Managers at FLSmidth, particularly Benedikte Sundberg, to create a programme that met the needs of the business as closely as possible, 'We were extremely pleased by Henley's open approach to creating an effective and business-focussed programme. We were able to influence the shape and content of both the modules and business projects which added tremendous value to the educational integrity of the whole initiative,' explained Benedikte.

The Executive Management team at FLSmidth were highly supportive of the programme, acting as mentors, coaches and project sponsors. Each project had its own sponsor who acted as a client, kept in touch with progress and gave feedback on performance. The way a group worked on the project was as important as the final result and each group was responsible for its own progress. They needed to be proactive, self-managing, inner-directed and resourceful. In addition, several of the five projects were interrelated and each group had the responsibility for establishing and maintaining a constructive dialogue with the other groups.

Henley provided technical guidance and taught modules on subjects including the leadership journey, thinking and acting strategically, managing for performance, organisation and change and managing people. The module content was geared towards participants becoming 'reflective practitioners' i.e. putting theory into practice, reflecting on

those experiences and planning how to implement new learning immediately, both during the programme and back at work. Delivery took place in the UK, India, USA and Denmark, with coaching in Poland, Denmark, Switzerland and South Africa. Members of the Executive Management team attended the modules wherever possible to lend support.

Results

FLSmidth undertook a comprehensive evaluation of the success of the programme using both qualitative and quantitative measures. Output from the projects themselves has been applied within the business – contributing to performance. A project around mergers & acquisitions for example, has been very effective in supporting the company’s acquisition activity. The original objectives of the programme – to facilitate retention of talent and aid succession planning – have been met. Almost all participants are still with the business and most have been promoted to management positions. ‘We have been very pleased with the results of the Global Talent Programme. Keeping qualified, talented engineers and managers is difficult in this climate and this programme has been very effective in helping us achieve this,’ commented Benedikte.

Comments from the participants perhaps most effectively sum up the human impact of the programme:

- ‘We have received tools and knowledge which will help us to start our leadership on a different level. Just creating a forum where it is OK to have ambitions is good for a company like ours.’
- ‘The programme has extracted and honed the inherent skills of the participants in a systematic way to develop the capability of business leadership and in turn has strengthened succession at a global level.’
- ‘GTP has been successful in identifying and nurturing a highly performing talent group within FLSmidth. This program has been tailor-made by FLSmidth and Henley to provide the future leaders in FLSmidth with the required skill sets and tools to lead this organisation successfully in a highly competitive business environment.’
- ‘GTP was a life changing experience to me. Personally it has helped me to accept changes, co-exist with different cultures and contribute to High Performance Teams. I have experienced working in a global environment, helping develop people, implement change, establish a global network, look at a bigger picture, communicate the vision effectively and align with overall company strategy.’

One participant from India concluded: ‘GTP program has helped me a lot in enjoying life as well as doubling my department’s business. I sincerely thank you and Henley for the program.’

‘The programme has extracted and honed the inherent skills of the participants in a systematic way to develop the capability of business leadership and in turn has strengthened succession at a global level.’

For more information

This case study is an example of the bespoke development work Henley carries out with organisations in the UK and worldwide. Henley also offers a portfolio of open programmes that provide development opportunities for leaders at all stages of their careers.

Case study

 For more information, please contact:

Gemma Kay

Henley Business School
Greenlands
Henley-on-Thames
Oxfordshire, RG9 3AU

exec@henley.com

Tel +44 (0)1491 418 767

www.henley.com/open

