



case study

Cap Gemini UK and Ireland

Programme Title:

Leadership Challenge-Winning the future.

Organisational Context:

Cap Gemini employs 7500 people in the UK. Outsourcing accounts for 4000 of these people managed by a core of 500 people.

Sample business issues:

- A highly competitive market which was leading management to expect their teams to produce more with less
- Poor project management skills that were causing projects to overrun both in time and budget
- A lack of perceived project and team leadership
- Poor communication within and across outsourced teams
- A poorly networked management community.

The solution:

“To provide a series of focused and high impact leadership modules, which equip Cap Gemini senior managers with a Leadership Toolbox of applicable tools and skills in order to accelerate individual and team performance”.

Programme Target groups:

Middle/senior managers working in the UK and Ireland within the following functions:

- Outsourcing
- Consulting
- Technical services
- Project managers.

Programme interventions:

- Discovery workshop and Training Needs Analysis (TNA) conducted internally to define the key challenges faced across the business at a corporate and a local level
- Leadership MTS 360 degree feedback survey
- Pre-programme research focused at gathering data on each individual attending the programme. This data is then fed into the programme delivery to make the programme relevant to each individual attending
- 3.5 day offsite programme run regionally for groups designed to teach and coach the key leadership and team concepts. (First night and the Second day are water based on racing yachts in the Solent)
- Full day offsite coaching workshops conducted 6-8 weeks beyond the programme to review experience and to coach the implementation of the key aspects of the programme
- Mission provides feedback and coaching to each team as the process continues. In addition Mission provide feedback to the executive board in a workshop format designed to raise their

awareness of issues at a local level, specifically how the corporate functions can work more seamlessly with local and regional teams.

- Programme supported by an internal leadership forum based online and set within their learning management system.

Programme Content: Leading High Performance Teams:

Defining team culture and performance:

- Setting personal and team values
- How values drive/guide activity
- Defining mission and purpose statements
- Developing team charters.

Leading teams:

- Integrating new members
- Objective setting and performance management
- Sustaining high performance - Addressing under performance
- Crisis management
- Balancing individual team and task requirements and priorities
- Effective versus efficient leadership – long term versus short term – project team versus organisational leadership
- Using individual team and task model as a tool to review the leadership culture within teams and organisations.

Emotional Intelligence:

- Effective self-leadership
- Me – You – Us skills:
 - ME: Building Self-Awareness
 - YOU: Developing empathy
 - US: Encouraging, developing and sustaining positive relationships within your team and organisation.

Notes:

This programme has been recognised as the default leadership and team development programme for all middle and senior managers within the UK and Ireland.



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