



## DEVELOPMENT & MOBILISATION

# Developing and mobilising high potential

Developing and mobilising human potential in operational projects in order to successfully carry out a strategy of growth through acquisitions in the Central and Eastern European region while doubling sales between 2006 and 2010.

### The stakes

The stakes consist of forming an incubator of promising individuals who represent the future generation of top managers in the Central and Eastern European region. On the one hand, the task amounts to anticipating and preparing for the passing of the torch from expatriate managers to their homegrown counterparts. On the other hand, it calls for selecting the talents who will be in charge of conducting the next acquisitions and transformations in this region and beyond, in Bulgaria, Ukraine, Moldavia, Russia and so forth. And right behind this question about human development, there is the success of the Group's strategy in this region at stake.

### ► Context

#### TRANSFORMING A STATE-RUN COMPANY INTO A HIGH-PERFORMANCE PRIVATE ENTERPRISE

This company, a European leader in energy services, wanted to double its sales between 2006 and 2010. It had been pursuing an acquisition growth model at a sustained pace, particularly in the Central and Eastern European region, with a payroll that already amounted to 10,000 employees. The acquisitions were made either in the context of privatisations or through buyouts negotiated directly with municipalities, which were often the owners of power generating stations and heat and/or electric power distribution networks.

The transformation of a company in a formerly communist country into an efficient private enterprise calls for a process of massive, complex reorganisation. These changes often necessitate a swift replacement of the supervisory level, a drastic cutback in employees, a complete upheaval in governance, a radical change in the organisational culture, etc.

The company's Central and Eastern European Region manager consulted the BPI Group and asked for the design, the deployment and the management of a programme for improving managerial skills. Twenty-four high-potential individuals were chosen for the first round of the programme in the five countries of the region: Poland, Hungary, Czech Republic, Slovakia and Romania. The programme was announced as "Specific" "Complex" and "Prestigious" from the outset. The process amounted to building a "Central European MBA" for the client.

### ► Task

#### AN MBA FOR HIGH-POTENTIAL INDIVIDUALS

A nine-month mobile programme divided into six intensive seminars plus one oral exam. It includes an assessment mechanism, tutoring and individual coaching to rally the participants in the implementation of strategic projects with a high added value for their customers.

### ► Perspectives

#### CUSTOMER BENEFITS

- Development of human capital, to ensure sustainable growth in the region
- Alignment and mobilisation of human capital to go with the strategic objectives of the business
- Building loyalty while encouraging mobility among talented individuals
- Identification and promotion of the best local practices
- More systematic sharing of both positive and negative feedback that has a strong impact on the business
- Collective learning by means of outside benchmarking
- Dissemination of the company standards
- A reinforced spirit and pride of belonging
- Dissemination of the Group values and culture
- Development of cooperative networks throughout the Central and Eastern European region

Twelve months later, the programme will start again with another group of high-potential trainees.

### Focus

The programme is organised around the central theme of a case study that is based on reality. It will concern complex issues pertaining to takeovers, transformation and growth. The general design of the programme comprises six seminars of three days each that are typical of the life cycle of a business unit, plus four complementary modules :

- A simulation based on a case study
- Managerial skills & methods
- Implementation of strategic projects
- Benchmarking of best practices, both internal and external

### Key principles

Individual coaching and tutoring, an intensive pace, very tight deadlines, trial and error teaching method, working on the cases in trans-national and multifunctional teams, an emphasis on simulations, and a final oral exam before the COMEX members at the end of the programme, leading to a hiring decision related to strategic projects.