



Developing Future Key Players at Logica

The Client

Logica is a provider of a wide portfolio of IT related services from strategic consultancy and products to systems integration, solutions delivery and business process outsourcing. It has been at the forefront of the application of IT to business for over 30 years and prides itself in delivering mission-critical business solutions. The company operates across a wide range of sectors, including energy and utilities, financial services, distribution, transport, telecoms and the public sector. Since 1998 its turnover has grown from £473m to £1,102m and staff numbers have increased from 6,000 to almost 11,000. This expansion has been achieved through a combination of acquisition and organic growth.

The Challenge

Logica started planning for this rate of growth in 1997 - they recognised that such a fast rate of growth would place a strain on the organisational structure and that the demand for high quality senior staff would be difficult to meet. They decided to find these key players within their own ranks, and set about identifying and developing an international pool of high-flyers from which senior managers might be drawn.

Why OPDC?

OPDC already had a successful track record with Logica, and was the natural choice as far as Logica were concerned.

“We were looking to develop a course that developed interpersonal skills but which was anchored in the core strengths of Logica’s business,” HR Director, Keith Smith, explains. “OPDC had worked with us before, understood those strengths and had a well organised methodology.”

The Intervention

The first step was to choose the right members of staff to take part in the programme – people who had the talent and potential to succeed into senior management positions across the whole business. The selection process ensured that it was not just high-profile staff who got onto the programme. The aim was to use the programme to develop strength across all functions of the business, focusing on internal as well as external relationships. Local managers put forward their brightest and best people, fully aware that they would be mentoring the successful candidates as part of the programme. Participants came from all

disciplines and backgrounds including Human Resources, Accounts, Project Management and Sales.

Logica and OPDC agreed the following objectives for the initiative:

- To identify the participants' existing strengths and development needs
- To meet the primary needs in a two-module programme
- To provide ongoing support for the participants as they developed.

The pilot programme was very much a team effort between Logica and OPDC - designed and run by OPDC, hosted jointly by two OPDC consultants and by a senior Logica HR executive. It consisted of two three-day modules, six to eight weeks apart. The programme was specifically designed to ensure that the participants started delivering real benefit to the business from the start. During the first module, they were organised into project teams to work on live projects which a) impacted the business and b) required them to liaise with each other and develop their learning in between the two modules.

To meet the primary objectives of the initiative, the hand-off at the end of the program was critical. Immediately on completion of the second module, each participant had a one-to-one follow-up interview with the HR executive who had hosted the programme. These interviews kicked off an ongoing dialogue, and had a double focus: career moves within the business and future development needs.

Following on from the success of the pilot, a further 7 groups of high-flyers went through the programme as it had been originally designed. Since then, the programme has been revised and adapted to match the rapidly changing business environment in the IT and internet sectors.

The Outcome

When approximately 100 of Logica's high-flyers had been through the programme, they were all brought together at a two-day Open Space event run by OPDC. This Open Space was much more than a mere reunion. OPDC's facilitation of the event delivered on three levels: tapping into the collective talent of this group to address pressing business issues; building their sense of identity as the future leaders of the business; and simultaneously reinforcing their application of the common language, skills and frameworks that they learnt in the training programme. The success of the event was recognised by senior management, with the knock-on benefit of reinforcing their commitment to ongoing mentoring of the high-flyer group.

"The programme has helped the participants realise their potential more quickly and a number of them have already reached senior levels of responsibility within Logica," says Keith Smith. The fact that, by the end of 2002, 19 groups will have been through the programme, is an indication of its success and its value for Logica.