global focus

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Recognising Outstanding Learning and Development Partnerships

2024 Excellence in Practice AWARDS

SPECIAL SUPPLEMENT

Excellence in Practice 2024

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The EFMD GLOBAL Business Magazine

SPECIAL SUPPLEMENT | EIP 2024

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2024 Excellence in Practice AWARDS

Introduction

As in previous years, this year's batch of Excellence in Practice cases has once again showcased a fascinating array of outstanding practices, presenting a significant challenge for the juries in selecting the award winners. This volume features these cases, demonstrating the diversity of submissions received from organisations worldwide. We hope you enjoy reading and find the cases inspiring. We also invite you to submit your own projects for the next round of submissions in 2025.

Each year, the Excellence in Practice awards provide us with a privileged look at the current state of the learning and development sector, as well as insights into its future direction. In this respect, the 2024 Executive Development Conference 'Learning 2025' will be an interesting addition, aiming to create a picture of how the sector and its practices are evolving. When reviewing the submissions, we can generally state that we are in the business of delivering programmes or journeys that include courses, content, and exercises. Additionally, we incorporate interactions, experiences, and guidance (such as mentoring and coaching). We also take pride in our infrastructure and experts.

Interestingly, the cases refer twice as often to the individuals addressed than to the organisations to which these individuals belong, where the impact of the intervention is supposed to be generated. This dominant focus on individual participants is also reflected in the impact indicators, which again led to some critical reflections by jury members this year (see also last year's introduction to the Global Focus Supplement on EiP for further analysis).

Excellence in Practice Awards

The propositions predominantly address both cultural and process challenges in organisations. In the next tier, we see the building of strategies and the development of capabilities. Further down the list, there is a recent focus on societal concerns, along with traditional themes such as leadership, transformation, and business-related challenges. The case descriptions pay considerable attention to painting a picture of value propositions that are innovative, collaborative, personalised, impactful, sustainable, strategic, engaging, diverse, trustworthy, and adaptable. However, with respect to technology and the people involved in delivering these solutions, there are no real surprises in comparison to previous years. Interestingly, building partnerships or supplying ecosystems remains a weak spot for our sector.

Winners

2024 Excellence in Practice AWARDS GOLD

2024 Excellence in Practice AWARDS SILVER

Category: Organisational Development

★GOLD★
Securitas & IMD

★SILVER★
Canto da Rua & Fundação Dom Cabral

Category: Talent Development

★GOLD★
Kier Group & Cranfield School of Management

★SILVER★
ADQ & London Business School

Category: Leadership Development

★GOLD★
Bayer & IMD

★SILVER★
Woodside Energy & AGSM @ UNSW Business School

Category: Professional Development

★GOLD★
Eurasian Resources Group (ERG) & ERG Corporate University

★SILVER★
TÜV SÜD & Technical University of Munich (TUM)

Category: Ecosystem Development

★SILVER★
KPMG Private Enterprise & The Ivey Academy

★SILVER★
News Corp Australia & Google & Melbourne Business School

Securitas | IMD

Securitas' 5-year Transformation Ushers the Security Industry into a New Era

When Magnus Ahlqvist became President and CEO of Securitas in 2018, the security industry was characterised by low margins, price wars, intense competition, and ongoing consolidation. Securitas had already invested in innovative security technology, but it needed to take a greater leap to remain at the forefront of the industry for years to come. Ahlqvist and the leadership team knew they had a unique window to refocus the company's strategic direction to address these challenges head-on.

Their ambition? To transform Securitas from a traditional security services provider to an intelligent protective solutions partner for clients. This new strategy would require tremendous organisational development efforts to improve people capabilities, infrastructure, innovation models, operating systems, and management processes.

"At the Group level, we needed to review the strategy. We also needed to understand our 'hidden' challenges so that we knew what we had to fix in order to connect more closely with clients, improve how we work across the organisation, and move up the value chain. We had to get out of our comfort zone," Ahlqvist says.

Together with IMD (International Institute for Management Development), which served as a partner throughout this process, Securitas embarked on a journey to formulate a new five-year strategy and an underpinning organisational transformation.

Pedagogical principles

IMD's pedagogical approach rests on four key principles:

1. Bottom-up engagement: Recognising the limits of a heavy top-down approach, IMD reached out to hundreds of people across the organisation – based on geography, function, hierarchy, and talent – to capture their insights, which served as rich inputs for the top management team discussions.

2. Listen and learn: As opposed to a classic teaching methodology with standard models and frameworks, IMD's approach focused on listening to the organisation's needs and expectations. This informed the leaders' thinking about what strategic transformation should mean for the company, its clients, and society at large.

3. Outside-in, future-back view: The top management team and next-level senior executives were pushed to recognise how the world is changing today and in the future and grasp the opportunity for Securitas to not only reshape the company but also profoundly impact on the security industry overall.

4. Dual role of IMD as provocateur and advisor: Throughout the journey, IMD advised the leadership team to sharpen their thinking and challenged them along different dimensions to define a bold, comprehensive, and aspirational path forward.

> "We needed to review the strategy and understand our 'hidden' challenges to connect more closely with clients, improve how we work across the organisation, and move up the value chain. We had to get out of our comfort zone"
>
> **- Magnus Ahlqvist - President & CEO, Securitas**

Transforming the business: Six key goals

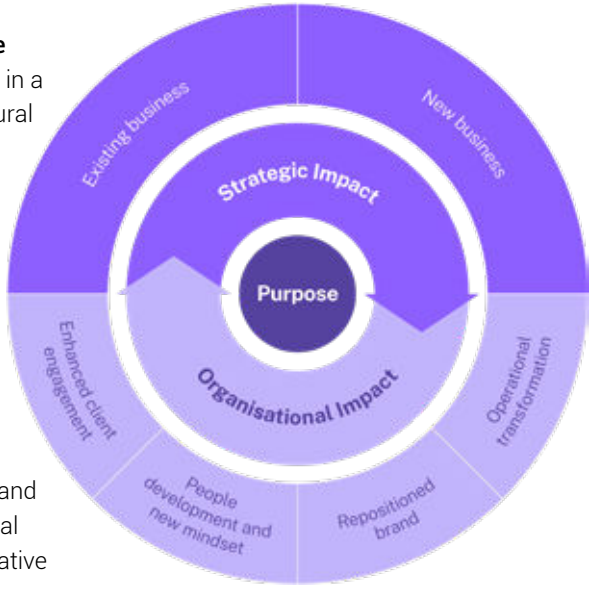
In setting the company's five-year strategy (2018-2023), the Securitas leadership developed six clear goals:

1. Lead in the existing businesses. Securitas needed to evolve its core guarding services, strengthen specialisation in electronic security, and systematically combine its various protective services to accelerate the solutions business.

2. Create new businesses. The company aimed to become more predictive and data-driven, leading the industry in innovation and intelligent security services.

3. Enhance client engagement. To become a high-value-adding trusted partner, Securitas would need to rewire it approach to clients, creating more personalised, bespoke value propositions based on clients' unique and evolving needs.

4. Develop people and evolve mindset. Steering the company in a new direction would require a cultural shift, and that started with scaling great leadership across the organisation.



5. Modernise operations. The fast-changing technology landscape drove the need to modernise existing systems and build common processes so that all parts of the global organisation spoke the same language, worked collaboratively, and represented themselves externally as one brand.

6. Reposition the brand. Industry-wide brand messaging was – and still is – largely product-centric, alluding to risk and danger. Securitas wanted to highlight positivity and potential instead, reflecting a human-centric, progressive, and innovative approach to security.

Gold Winners | Category: Organisational Development

In the five years following the establishment of these six goals, Securitas diligently executed strategy and organisational development initiatives. In 2021, the top management team convened for a midway review and workshop alongside IMD. The result was a sharpening and acceleration of the key drivers of Securitas' strategic and organisational transformation.

The leaders agreed that speed was imperative since the company was halfway through the strategy cycle. Securitas ramped up its efforts in multiple areas – operations, infrastructure, people, brand, client engagement – to scale the organisational transformation in tandem with accelerating strategy execution.

People as the building blocks

People development was key to enable strategy execution. Securitas decided to launch an Executive Development Programme for the company's top talent. A 16-person cohort from across the organisation participated in a first-of-its-kind leadership and strategy programme. The programme was co-created and co-delivered by IMD faculty, Ahlqvist, and CFO Andreas Lindback.

Ahlqvist shared his vision for reorienting the company, explained the rationale for the massive organisational change, and articulated his 'asks'. Candid discussions ensured a unified understanding of the organisation-wide priorities along with renewed enthusiasm to attain the goals. Back at their respective units, the cohort shared their learnings with their teams and clarified the unique role that each colleague could play in transforming Securitas.

This helped to engage colleagues in meaningful work and unite them under a common goal, fostering a collaborative environment where everyone felt connected to the overarching mission and motivated to contribute their best efforts.

Uniting with a shared purpose

Another element of the transformation journey that brought colleagues together was the development of Securitas' purpose. As part of the strategy development, a workstream led by Ahlqvist sought to capture the essence of the organisation. Hundreds of colleagues were engaged in over 45 global workshops to define a common purpose.

After several iterations, and with board approval, Securitas articulated the company's core purpose – we help make your world a safer place. The announcement was made to investors during Capital Markets Day in December 2019. With a newly defined corporate purpose, Securitas could build a unified global identity – internally and externally.

10

Securitas is now recognized as a top-10 Swedish brand globally

"Irrespective of where they are in the organisation, our people feel that they are a part of something bigger and are making a positive contribution," says Helena Andreas, Securitas' CHRO and CMO.

Enduring impact: A best practice for transformation

The past five years have seen tremendous transformation at Securitas, driven by the ambitious strategy and comprehensive organisational development initiatives. The company's journey to become an intelligent protective solutions partner has been marked by significant achievements.

The strategic acquisition of STANLEY Security, launch of the Securitas Digital business unit, introduction of a Global Clients Group, and establishment of several common platforms across the highly decentralised group are just a few examples of the milestones reached.

This period of intense focus and rapid execution has resulted in the development of technology-enabled security solutions to better serve client needs, higher collaboration among business units, and increased operational efficiency, leading to increased business margins. It has also elevated the brand value, pushing Securitas to become recognised as a top10 Swedish brand globally.

Overall, sustained investments in people capabilities, infrastructure modernisation, and innovative business models have paid off, positioning Securitas as a global leader in the industry.

The leaders agreed that speed was imperative, so Securitas ramped up efforts across operations, infrastructure, people, brand, and client engagement to accelerate transformation

Kier Group | Cranfield School of Management

Kier Group and Cranfield – a winning combination

With over 10,000 employees Kier is a leading infrastructure services, construction and property group in the UK and has undergone a transformation in recent years.

This follows a transformative turnaround for the company. In 2018, the construction industry was rocked when one of the faced the collapse of Carillion, one of the UK's largest construction companies collapsed, destabilising the entire UK construction industry, including Kier.

In March 2019, Andrew Davies took over as CEO marking the beginning of a critical transformation for the company. Which at the time faced high levels of debt and underperformance.

Andrew immediately launched a strategic review and began to streamline operations, reduce costs and improve the balance sheet. By divesting non-core businesses, debt was significantly reduced, and operations were restructured to focus on core areas, including regional building, infrastructure, utilities, and highways.

Due to high levels of change and associated uncertainty around the company, employee engagement was low. This was exacerbated by employees worried about the future as well as facing into, a global pandemic, Kier's succession planning needed some sharp focus.

Kier believes its people are critical to its business and, as part of its strategic action pan, Andrew and the team wanted to make its people front and centre, by giving people visibility of opportunities and internal progression.

Andrew Davies told the Kier Board, "to stay on course, we must re-engage potential talent and build a robust pipeline. We need people capable of stepping into Executive Committee and leadership roles."

Kier engaged Cranfield Executive Development which, as part of the UK's only wholly postgraduate University, has decades of expertise in creating industry-focused leadership development programmes.

Kier wanted to work with a learning organisation experienced in supporting people who were highly-skilled technically, in transitioning to leadership excellence.

10,000

With over 10,000 employees Kier is a leading infrastructure services, construction and property group in the UK and has undergone a transformation in recent years

Together, Kier and Cranfield collaborated on a "Building Leaders" programme which focused on:

• Role-modelling Kier values/ways of working

• Understanding client needs and connecting them to Kier's value proposition.

• Building commercial acumen

• Inspirational and engaging leadership

• Role-modelling accountability and better decision-making

Both partners believe in "starting with the end in mind", so utilised Cranfield's Design for Impact™, a unique, systemic approach to impact management which uses five key drivers that transform individual behaviours into organisational level outcomes.

Knowing the outcomes Kier needed, Cranfield translated them into a programme design which would catalyse the individual leadership behaviours Kier wanted to see. Knowing the required behaviours meant Kier could later easily measure readiness for promotion into critical senior roles.

Andrew Davies wanted diverse thinking and different perspectives in his senior leadership population. He told Cranfield, "I need people around me who aren't afraid to tell me what they believe is right for the business." It was vital that the programme encouraged people to be authentic as well as improving diversity within Kier.

> "I need people around me who aren't afraid to tell me what they believe is right for the business"
>
> **- Andrew Davies -**

Cranfield created a customised Grounded Experiential Learning (GEL) business-simulation. GEL is a highly interactive learning process which generates authentic behavioural shifts.

At its heart is a bespoke teaching-case comprising an unfolding client story. While the story created for Kier was fictional, it so closely replicated the Kier reality by mirroring their typical project lifecycle, posing a series of challenges/dilemmas, brought to life by role-played meetings with key stakeholders, all of them played by Cranfield faculty. Participants took part in the role plays to try and address those dilemmas with the stakeholders and received detailed feedback afterwards.

Leigh Thomas, Group Managing Director for Kier Property, said "The courses we are delivering in partnership with Cranfield are great way for future leaders to take time out from the pressures of the day job to focus on the bigger picture. Simulating the different stages of a project lifecycle helps those taking part build skills, confidence and resilience". Every Kier participant acknowledged just how true-to-life the GEL experience was.

Cranfield also built a bespoke toolkit comprising digital modules, industry expert podcasts, including some from experts and senior stakeholders within Kier's network.

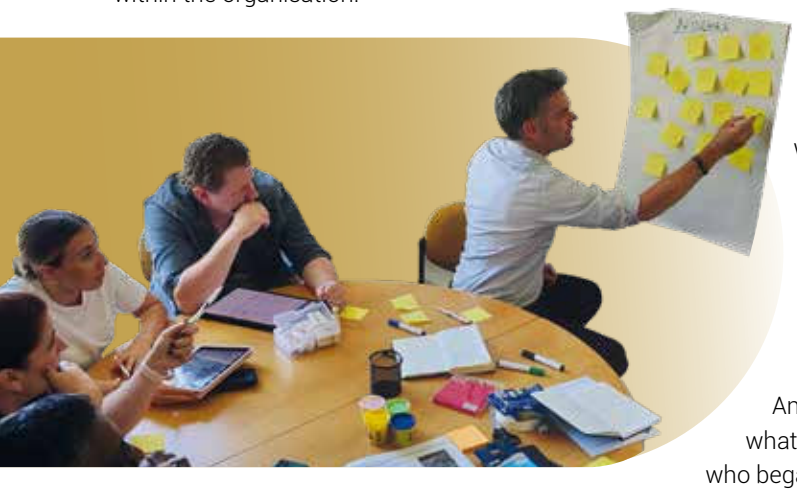
To ensure participants implemented learning into the business even before the programme was finished, Cranfield created "The Kier Challenge". Groups of participants were set their own business challenge by a senior Kier sponsor.

Gold Winners | Category: Talent Development

Each group had to research their problem, workshop possible solutions, and present recommendations and/or working solutions to the senior management team, including the CEO.

To date, participants have presented hard-hitting evidence and recommendations, which has galvanised action and improved business performance at Kier.

The future leaders of the organisation have already turned their ideas into a reality and are building a legacy within the organisation.



During COVID-19, so many organisations slowed down their operations, or put things on hold. Kier was different. Andrew Davies wanted to create a Kier which was stronger. While other organisations paused or delayed learning and development programmes , Andrew maintained his commitment to running "Building Leaders". He joined every single module, emphasising to participants how important it was for Kier's success.

And "Building Leaders" gave Andrew and Kier just what they wanted: eminently promotable leaders who began to progress into senior leadership roles.

The journey of internal promotion and retaining top talent was firmly established and meant that action was required throughout the talent pipeline. It produced succession gaps with mid-level leaders, a group of people who needed to shift from being operational to strategic.

In 2021, Kier and Cranfield launched a complementary programme, "Raising Leaders", for those aspiring to move from mid-level roles into more senior management positions. "Raising Leaders" created a talent 'domino-effect' with further upward movement plugging the gaps and further demonstrating Kier's commitment to retaining talent.

"Raising Leaders" focused on:

- Leading and engaging others
- Building and using networks
- Strategic thinking
- Creating diverse and inclusive environments
- Commercial acumen and sustainability

Once again, Andrew plays an active role, and every cohort is sponsored by an Executive Committee member who helps participants build senior relationships across Kier.

"Raising Leaders" was also designed using Design for Impact™ and founded on principles that "you should never send a changed person back into an unchanged environment". The line managers of "Raising Leaders" participants are hugely involved.

They identify and create genuine opportunities for participants to put knowledge into practice and to stretch their capabilities. Cranfield facilitators support the line managers, so they know how best to engage, challenge and support participants.

"Raising Leaders" participants must work out how to implement the programme learning into business-relevant actions, so in small "Catalyst" groups they coach each other and hold each member accountable for turning the learning into business successes. They learn almost as much from the experience of being part of their Catalyst Group as they do from the programme itself.

Both programmes continue to produce leaders, whose newly-developed abilities are getting them promoted

To demonstrate the value-add of Kier's investment, each participant creates an Impact Log throughout the programme. They record reflections, successes, constructing a personal development story they share at the final Capstone Event to line managers and senior Kier stakeholders, including Andrew.

Both programmes continue to produce leaders whose newly developed abilities are getting them promoted. Furthermore, directly challenging construction industry stereotypes, more females and ethnically diverse colleagues are progressing.

And this is generating further positive momentum. Retention and promotability of those reporting into "Raising Leaders" participants has also significantly increased.

Louisa Finlay, Kier's Chief People Officer, is proof of success from within, being promoted to the role after 30 years with the organisation in operational roles. She says: "Kier is built by brilliant people, and through these talent development programmes, we are nurturing our talent.

"We are setting them up for success, with the skills, theory and cognitive thinking to help them confidently take the next steps in their careers. I could not be prouder of the programmes we are delivering with Cranfield, and the difference I see it makes to our people."

Looking Ahead:

Kier and Cranfield continue to deliver both Building Leaders and Raising Leaders. Kier's resilience, commitment to delivering high-quality infrastructure and construction services, and their decision to develop their people's leadership capabilities, at a time when everyone else was putting learning on hold, has helped take them successfully through significant transformation and adversity.

Boasting a strong leadership team, healthy talent pipeline, and an enthusiastic learning culture, Kier is well-positioned for future growth, sustainable construction and digital innovation, and navigating evolving challenges in the construction industry.

Andrew concludes: "Kier today is very different to the one I walked into in 2019. We have transformed all parts of the business and are delivering high and balanced performance. I knew our people would be critical in turning this company around and investing in our programmes with Cranfield has been essential to our business Transformation.

"I chose a route for this company which meant our people were central to its success, and what you see today is a thriving organisation with a fantastic pipeline talent."

"Kier today is very different to the one I walked into in 2019. We have transformed all parts of the business and are delivering high and balanced performance"

- Andrew Davies -

Eurasian Resources Group (ERG) | ERG Corporate University

Innovative Training at ERG: A Comprehensive Approach to Improving the Professional Skills of Heavy-Duty Vehicle Drivers

Eurasian Resources Group (ERG) — a prominent international mining and metals company headquartered in Kazakhstan. ERG integrates exploration, mining, processing, energy, and logistics operations across Asia, Europe, Africa, and Latin America. Committed to adhering to international standards, ERG prioritises sustainable development and environmental protection. A cornerstone of the ERG sustainability strategy is the establishment of the Corporate University, serving not only as an educational centre but also as a hub for the company's innovative development.

Business Challenge and Creation of a Training Programme

One of ERG's significant business challenges was enhancing the competencies of heavy-duty vehicle drivers. The company's transportation fleet needed skilled specialists proficient in efficiently and safely operating dump trucks at ERG's open pits.

To tackle this challenge, ERG developed a comprehensive training programme aimed at improving drivers' skills and reducing operational costs. This initiative was expected to elevate safety standards and professionalism among personnel while also significantly curbing harmful emissions into the environment.

Environmental Aspect and Social Significance

The Company adheres to international best practices in business conduct, environmental protection, safe working conditions, and human capital development.

To bolster these principles, ERG established the Corporate University, featuring:

- A unique educational ecosystem offering blended learning across campuses in all regions of operation, focusing on leadership and industrial training.
- Practice-oriented content tailored for management at all levels.
- Expertise in business transformation encompassing people, processes, and technologies.
- A network of partnerships with both Kazakhstani and international companies and communities.

> "Environmental considerations played a pivotal role in programme development"

Across all aspects of its operations, the Group actively seeks opportunities to mitigate its environmental impact. Environmental considerations played a pivotal role in programme development.

Transportation represents a significant source of greenhouse gas emissions, making reducing environmental impact a crucial objective for ERG. The training programme specifically targets reductions in fuel consumption and tyre wear through recycling, leading to substantial decreases in emissions during ore mining and transportation.

Transportation stands as one of the largest contributors to global greenhouse gas emissions (approximately 16%), with cars alone accounting for 11.9%, followed by aeroplanes and ships at 1.9% and 1.7% respectively, and trains at 0.4%. The reduction of emissions from transportation plays a pivotal role in the global effort against climate change.

The project's social significance lies in ensuring the safety of workers. Training is conducted under conditions closely resembling real-life scenarios, enabling drivers to hone their skills without risking life or health.

Technical Solutions and Infrastructure

The programme centred around a simulator custom-built for ERG in collaboration with OPEREX, the simulator development partner. The simulator faithfully replicates the operational environment of ERG's open pits, encompassing weather conditions and technological processes, enabling drivers to refine their skills in a secure virtual setting that precisely mirrors actual operating conditions.
The training infrastructure features dedicated classrooms equipped with state-of-the-art simulators. Through extensive expertise and meticulous project preparation involving all Group companies,
the training programme was successfully launched.

Training is conducted under conditions closely resembling real-life scenarios

Gold Winners | Category: Professional Development

It operates around the clock to maximise accessibility and efficiency for all employees.
• Identical control system: The dashboard and control panel feature original components.
• Recreated visual environment: All open pits, routes, and weather conditions are faithfully reproduced.
• Comprehensive coverage of driver operations: The system encompasses 100% of tasks performed by drivers.
• Simulation of emergency and abnormal situations: Scenarios include engine fires, tyre blowouts, hydraulic system pressure drops, engine overheating, and more.
• Maximum safety assurance for employees: Both during training sessions and actual driving scenarios.

95%

of trainees achieve test results at a level of 95%, compared to 35% before training

Our specialised training infrastructure and expert trainers **enable 24/7 training sessions** and comprehensive progress monitoring, generating detailed reports with specific recommendations.

Through meticulous analysis and precise specification of requirements, we have developed landscapes and visuals that precisely replicate the mines and open pits of our enterprises. A notable feature of our simulator is its accurate modeling of weather conditions specific to the latitudes where our operations are located. Every lever, control panel, and the driver's seat are exact replicas of those found in a real dump truck.

"Training on the simulator closely mirrors actual transportation operations at the workplace — providing the same perspective from the cab, following identical routes, and navigating through challenging sections," explains Marat Seilkhanov, a driver at the Transport Shop of SSGPO.

The training programme is available to employees holding diplomas as heavy-duty dump truck drivers, with **over 1,000 drivers** undergoing training quarterly. Business clients, represented by enterprises, express complete satisfaction with the programme's outcomes, which were initially defined as follows:

• Knowledge and skills improvement by 60%.
• 95% of trainees achieve test results at a level of 95%, compared to 35% before training.
• Post-training, fuel consumption decreases by up to 30%, equating to approximately USD 100,000 per month depending on the operational season.
• Tyre consumption also sees a substantial reduction of up to 70%.

A significant outcome is the ability to monitor a **30%** reduction in greenhouse gas emissions.

This success story illustrates how training can profoundly impact both the company's business operations and environmental challenges, paving the way for the initiation of new and more intricate projects.

100.000

Post-training, fuel consumption decreases by up to 30%, equating to approximately USD 100,000 per month depending on the operational season

Programme outcomes and outputs

ERG has attained substantial achievements through its training programme:

• Enhanced Skills: Drivers have shown notable readiness improvements, leading to increased productivity, fewer incidents, and enhanced workplace safety.

• Fuel and Resource Efficiency: Trained drivers have achieved significant reductions in fuel consumption and tyre wear, resulting in substantial resource conservation and cost savings.
• Environmental Advantages: Optimised operational processes have contributed to reduced emissions of greenhouse gases and other harmful substances, yielding environmental benefits.

The training programme at ERG Corporate University stands as a stellar example of successful implementation of innovative training methods and their profound impact on both the company's operational efficiencies and environmental sustainability. ERG has demonstrated how aligning educational objectives with business interests can lead to significant enhancements across various facets of its operations. The future prospects of such initiatives appear promising not only for ERG but also for the broader global natural resource extraction and processing industry.

"The developed methodology for assessing the training's impact aligns perfectly with our expectations. We observe tangible improvements in driver actions and can monitor real-time fuel consumption to manage exhaust emissions effectively. There is a direct correlation between personnel competence, its impact on our business, and environmental outcomes," emphasises Vitaly Gupalov, Head of the Automobile Convoy at Sokolovsko-Sarbai Mining and Processing Plant JSC.

ERG stands out not only as a leading mining and metals company but also as a pioneer in innovative sustainability and education initiatives. Their ambitious training programme for heavy-duty vehicle drivers has enhanced staff professional skills and been instrumental in alleviating environmental impact. Through the use of advanced technology and simulators, ERG drivers have honed their skills in a secure virtual environment, leading to substantial improvements in safety and operational efficiency across production levels.

ERG's training programme exemplifies the transformative impact of investing in human capital and technological solutions on critical business facets. It has bolstered employee professionalism while significantly reducing the company's environmental footprint. ERG's approach not only reinforces its market leadership but also establishes new benchmarks in the industry, underscoring how sustainable development and innovative education and training practices can mutually drive economic growth and environmental stewardship.

> "The training programme was successfully launched. It operates around the clock to maximise accessibility and efficiency for all employees"

Bayer | IMD

Lessons from Bayer's Upskilling at Scale Programme

IMD's Paul Hunter describes why, contrary to popular belief, upskilling at scale can create meaningful impact for teams and organisations.

With a history spanning over 150 years, Bayer is a leader in the healthcare and agriculture sectors. The organisation offers a wide range of products, from speciality therapeutics for managing chronic illnesses and over-the-counter (OTC) medication to chemical and biological pest-control solutions for crops. Facing challenges such as ageing populations and a worldwide food crisis, as well as the ongoing threat of the emergence of new diseases, Bayer realised that it needed to harness the potential of its workforce – and especially its managers, as the guiding lights for employee endeavour.

To empower managers as quickly as possible, it was important to rethink the relationship between scale, speed and impact. In training, scale means reaching the greatest number of participants. Speed alludes to how quickly the programme can be deployed across various corporate populations. And impact refers to what changes occur for participants and their teams and organisations as they apply the skills they acquire from the programme to their professional environment.

Consciously or unconsciously, HR leaders run the risk of compromising on impact as they focus on speed and scale. This can potentially lock them into a mental model somewhat akin to compliance training – in essence, a deployment more focused on knowledge dissemination than on learning application. But Bayer's upskilling initiative (which was achieved through an IMD Sprint programme) reached over 12,000 people within nine months – onboarding around 500 participants every week – achieving a completion rate of 83% with measurable impact and behavioural deltas that surpassed expectations. Such programmes are changing the mindset and show that cascading at scale need not result in low impact or quality.

How was this achieved? First, as mentioned, the triangular relationship between scale, speed and impact

was reconfigured so that all were accorded sufficient attention. Secondly, impact was maximised through sharing of real, personal experiences. And, lastly, Bayer and IMD recognised the appetite for learning among its workforce and co-created a programme that met employees' expectations.

Lesson 1: Rethink the triangle

Building critical mass quickly is one key component of driving cultural change and creating impact. Bayer's programme resolved the tension between scale, speed and impact through combining engaging multimedia asynchronous modules with synchronous live discussions in small groups.

More specifically, further to participants interacting with IMD's cutting-edge content in a self-paced manner, live synchronous sessions attended by 500 people, updated Bayer's managers on the latest thinking on a particular concept (such as psychological safety). The 500 trainees were then split into groups of 30, each led by an in-house facilitator who could show the trainees how they had practically applied these concepts to the organisation's business.

> "Bayer discovered that the optimum daily learning period for its workforce was 1-1.5 hours, spread across a two-week programme"

Each group of 30 managers was then further divided into groups of five. This gave the trainees an opportunity to discuss how these concepts could apply to their teams and talk through any problems they foresaw or had experienced. The final stage was for the individual to apply the learnings in their work lives and to decide on next steps. These different units of interaction, as we call them, were a key factor in enabling impactful learning for large populations in a short period of time.

Impact also requires engaged learning and as such, it makes sense to reflect on what is a reasonable period to allocate participants for learning, allowing them to maintain focus and benefit fully. Bayer discovered that the optimum daily learning period for its workforce was 1-1.5 hours, spread across a two-week programme. Managers were engaged through live interactive sessions every other day, which achieved an 80% live-session attendance rate. Peer-review assignments, cutting-edge research, engaging articles, AI-enabled assessments, practical toolkits and further discussions with in-house facilitators on the third week created a fully rounded, interactive experience and helped participants to take accountability for their own learning.

Bayer's upskilling initiative (which was achieved through an IMD Sprint programme) reached over 12,000 people within nine months

Lesson 2: Tap into real experiences to add power and credibility to the learning

Internal resources often become untapped opportunities for creating lasting impact. Sharing real experiences can engage, inspire and build a culture of trust and transparency within teams. That is why a significant key to the success of Bayer's programme was the training of senior managers to become in-house facilitators. Their role was to disclose, listen and facilitate discussions.

In-house facilitators led the second unit of interaction (made up of 30 people). In this session, they shared their experiences around the topic in question, signalling transparency and making participants feel more comfortable about participating in these types of conversations with their seniors. Further, it positions the facilitators as role models.

Facilitators' examples encouraged participants to share their own personal experiences. In the following session, facilitators circulated among the groups of five, picking out common threads. They subsequently facilitated discussion by addressing the group of 30 to consolidate learnings and determine the best solutions.

Such focused individual attention and vulnerability from a senior manager makes employees feel valued and trusted. This results in high levels of engagement, as evidenced by the high completion rate of the Bayer programme.

Lesson 3: Foster a learning community

The Bayer programme brought out its participants' appetite for learning. The training wasn't mandatory and yet, simply through word of mouth around the business, the number of participants grew from 5,000 to over 12,000. A typical completion rate for massive open online course (MOOCs) is around 7%, so, in other words, 93% of people don't reach the end of the programme. An online programme with interaction can sometimes achieve a 25% completion rate. By comparison, an extremely impressive 83% completed Bayer's upskilling at scale initiative.

This was due not only to resolving tensions in the triangle and utilising in-house facilitators but also by making content accessible to employees around the world. The training was delivered in seven languages, across 95 countries and six

> "That is why a significant key to the success of Bayer's programme was the training of senior managers to become in-house facilitators"

time zones, with each cohort being mixed in terms of geography and function, creating a newly connected global community of colleagues. Chat forums and community sessions further encouraged this learning community. Such interactive processes tapped into participants' eagerness to learn, provided materials that worked for them, and kept them accountable for their progress through peer reviews.

83%

An extremely impressive 83% completed Bayer's upskilling at scale initiative

Why upskilling at scale is important

Bayer realised that upskilling is an ongoing process that needs to be rolled out to a critical mass of employees, rapidly and efficiently. The organisation subsequently sought to create a democratisation/cascading strategy that works for them – and with great success.

Nowadays, employees expect this type of dynamic, well-thought-through program. A failure on the part of employers to provide such learning opportunities may result in high employee turnover, as people look for an employer that will encourage their personal growth. Employees expect community, interaction and cross-departmental learning, as well as opportunities to share their experiences with others – and to do it all online, at their convenience.

Designing and delivering impact at scale and speed can be a complex process, consisting of a plethora of online meetings conducted in multiple languages and requiring engaging, easy-to-access content. For best results, organisations should consider partnering with pedagogical and logistical experts to handle this complexity, to allow their teams to focus on learning.

Canto da Rua | Fundação Dom Cabral

Open Strategy and Collaborative Practices to Tackle a Street-Dwelling Situation: The Case of FDC & Canto Da Rua Partnership

Considering society's grand challenges, such as homelessness, collaborative responses seem to be the way to achieve better results. Thus, Canto da Rua a social organisation dedicated to assisting the homeless population in the city of Belo Horizonte (BH) in Brazil, undertook the construction of a strategic plan based on a collective approach called 'open strategy', with the help of the FDC Business School.

The process ran from August to November 2022 involving internal and external collaborators, such as suppliers, partners, universities and research centres. The open methodology was used to solve complex social problems, leading to the promotion of more effective solutions. It also creates social capital, strengthening the cohesion of those involved and allowing them to use their relationships to achieve the desired results – as became the case for Canto.

2022

The process ran from August to November 2022 involving internal and external collaborators

The pandemic and the rise of Canto da Rua

When the crisis of the new coronavirus broke out in Brazil in March 2020 and city halls in several cities decreed the lockdown, the Homeless Apostolate of BH had to act in an emergency way to take care of the street-dwelling population. The crisis initiative was supported by several private volunteers, the Development Department of the State of Minas Gerais, bodies of the federal and state justice system, the City Hall and foundations of private entities. The enterprise was considered successful: the population was welcomed, fed, and referred, and many were housed in temporary housing. However, as the pandemic subsided, the country's economy deteriorated, and the number of homeless people increased. In BH for every 100,000 inhabitants, 340 were homeless. The multi-sector stakeholders involved in the project decided to join forces so that the collective action would

340

In BH for every 100,000 inhabitants, 340 were homeless

become perennial. Canto da Rua, a civil society organisation was born with their support. They received the assignment of an area of land large enough to build accommodation and housing and where it will be able to apply its principles on a permanent basis.

The entity also received donations from private organisations and foundations such as ArcelorMittal Brazil. The counterpart demand was the creation of a strategic plan to guarantee the use of the resource in an organised manner.

The challenge

FDC was the institution that provided guidance for the planning, and the challenge was configured in two dimensions – the design of the solution to deal with the homeless population in an integrated manner with clear accountability to current and future donors; and the 'open' strategic process with the beneficiaries as protagonists.

Designing the solution for homeless people

According to the Brazilian government, the homeless population is the group "that has in common extreme poverty, interrupted or weakened family ties and the lack of regular conventional housing, and that uses public places and degraded areas as a place to live and support, temporarily or permanently, as well as shelter units for temporary overnight stays or provisional housing." However, there is no integrated public policy that addresses them.

Silver Winners | Category: Organisational Development

The great concern of Sister Cristina Bove, leader of the National Apostolate and the Canto da Rua Project, is that "the demands of the street population are transversal to the fragmentation of public responses: the pop street demands housing, but also work and income, health, culture, leisure and sport..."

Open Strategy Challenge

It is recognised that expanding participation generates ambivalent effects in building an open strategy. Despite improving the content of strategic decisions, controlling the process is more complicated. Specifically, when dealing with a multisector entity the process can result in biased participation. These are characteristics raised from the literature, which still claims to lack empirical studies.

Thus, through an agreement between the organisations, the L&D initiative was articulated as action research. In this way, the teacher who guided the intervention also studied the process as it unfolded. This led to knowledge generation that is on the rise in academia. Therefore, we can summarise the initiative's main impacts:

- Design an integrated solution to deal with the homeless population, taking advantage of knowledge acquired through the emergency period;
- Integrate the homeless population as protagonists;
- Build strategic planning with a high degree of participation by internal and external agents, with transparency and high-quality decision-making processes;
- Generate knowledge about social organisations' open strategy process facing grand challenges and its effectiveness.

The L&D initiative

The PILARIS Program is a long-term approach focused on the development, management, governance and leadership competence for Civil Society Organisations. Besides the planning process, the organisation receives monitoring on specific topics and its managers are trained through a Leader Development Program.

Members from eleven different entities participated in the planning process, which included ten workshops inspired by the classic logic of strategic planning. The group itself adapted the logic, customising each subsequent step as the process unfolded. FDC's activities with the group included training (flipped classroom methodology) and referrals for strategic decision deliberation.

Considering the classic stages of strategic planning, the participants had a theoretical introduction to strategic planning and a proposed approach with stakeholders. As protagonists of the process, the group prepared the following meetings and reassessed the choice of invitees for an extended group. With the process ongoing, they defined the priorities and, with the help of FDC, built the strategic map, discussing each objective and its integration with the whole. The definitions did not take place in a linear fashion. Throughout eight meetings the issues were renegotiatiated in terms of meaning and decisions.

At the 10th meeting, the strategic plan was presented to public administration and civil society authorities, with 12 institutions represented, they approved the plan.

> “The process was slower than the traditional one, requiring many realignments to ensure consistency and logic for all participants, with each meeting beginning with a recap and the potential for revisiting prior decisions”
>
> **- Professor Maria-Elisa Brandão Bernardes - planning coordinator**

The open strategy dilemma

The process was in fact slower than the traditional one and many realignments were necessary to ensure consistency and logic for those whose participation was intermittent. In fact, every meeting began with a recap of the overall logic of the programme, where the programme was, and the decisions taken up to that point - which could (and often were) questioned and eventually revised. To address the expected effectiveness of the contributions every decision taken was exhaustively explained as to its criteria and assumptions.

To fulfill the research aim, 16 in-depth interviews were conducted, and the researcher professor's field notes were analysed to generate the expected knowledge about the process.

Silver Winners | Category: Organisational Development

The Impact

As intended, flexible, customised strategic planning was carried out, involving heterogeneous participants in open participation and input from all. The process had constant transparency of the content under construction, and the decision was shared through mixed class/intervention meetings. After the completion of the project, Canto da Rua has already advanced in the legal definition, and different initiates under its umbrella have already achieved the following principal results:

> "A bunch of people who thought different things, but who at a certain moment managed to align these ideas in the proposal to build something unprecedented aimed at a forgotten segment of the population, and we kind of materialised it in front of them: 'this is going to work, this is going to work'"
>
> **- Samuel Rodrigues -**
> **Coordinator National Movement of the Street People Minas Gerais**

- Inauguration of the Canto headquarters
- **1,928** individuals assisted
- Qualified listening to **358** homeless individuals by the 'Streets Office'
- **472** people participated in dialogue circles where **64** hours were employed
- **882** individuals' registrations in the Entrepreneurial Lives Programme
- **79** individuals participated in a total of **24** workshops
- **360** hours of training for different initiatives of solidarity economy (food service; cleaning products; ecological crafts; fabric reuse)
- **60** hours of training provided in a total of **10** courses to prepare students for their first employment
- **48** people assisted, **24** of whom are already living in the houses of the Housing First programme
- **48** individuals entered the formal job market

The best explanation of the success of the collective process was expressed by: Samuel Rodrigues - Coordinator National Movement of the Street People Minas Gerais *"A bunch of people who thought different things, but who at a certain moment managed to align these ideas in the proposal to build something unprecedented aimed at a forgotten segment of the population, and we kind of materialised it in front of them: 'this is going to work, this is going to work'."*

CANTO DA RUA

Vision

Consolidate a space that promotes coexistence, boosts protagonism and incidence in public policies for the homeless population

Mission

To promote convergences and connections for the integral care of life and guarantee of rights, aiming at overcoming the street situation

Strategic imperatives	To act using integrated policies based on axes.	Integrated methodology grounded in the reality of the homeless.	To act in networks (public, private, and social partnerships).		
Relationship with Stakeholders	To communicate with each sector of society in a custom manner. To promote actions and exchanges with the surrounding community.	To engage with private companies to support actions. To liaise on an ongoing basis with different government bodies in a non-partisan manner. To mobilize civil society.	To raise funds on a permanent basis. To broaden the ecosystem's network to tap into new sources of funding. To enable self-sustainability.		
Fundraising					
Recipients	Housing First .	Citizen corner.	Undertaking lives.	Culture, Sport and, Leisure.	Documentation, Research, and Memory.
Internal processes	To develop permanent mechanisms for innovations in management procedures and methodology.	To develop channels for social participation and control in internal and external decision-making bodies.	To work closely with recipients. To implement a management system.	To develop an integrated, agreed-upon, and detailed methodology. To enable the development of Canto da Rua.	To act with a legal personality in line with the demands of the axes. To foster processes for self-sufficiency.
Learning Growth/HR	Systematize data for access by street population and society.	To provide ongoing training for management and staff.			

Contribution to the UN Sustainable Development Goals

Canto da Rua's Strategic Planning was supported by FUNDAÇÃO DOM CABRAL and drew upon a methodology that involved various entities from the public, private, and civil society sectors.

ADQ | London Business School

How Does a Company Help Change a Nation?

London Business School's contribution to Abu Dhabi's dynamic economic growth through its partnership with ADQ has proved "life-changing" (a direct quote from a participant). The school has delivered an inspirational accelerator programme, generating immediate, tangible results. The learnings have proved constructive and practicable. The dynamic energy instilled over three years continues to power positive outcomes for the future. Abu Dhabi's impressive aims have moved from the planned to the dynamically productive.

The Challenge

Abu Dhabi is both a capital city and an emirate. With a population approaching four million people, it is home to some of the largest sovereign wealth funds in the world. The country's far-seeing leadership is set on a future that moves away from a reliance on oil and gas, in a rapidly changing world. ADQ and its 25 and rising number of portfolio companies are working to support this agenda and the country's ambitious Abu Dhabi Vision 2030, to move to a broader skills and knowledge-based economy.

"Life-changing"

London Business School's contribution to Abu Dhabi's dynamic economic growth through its partnership with ADQ has proved "life-changing"

2030

ADQ and its 25 and rising number of portfolio companies are working to support this agenda and the country's ambitious Abu Dhabi Vision 2030

There was a need to accelerate formal succession planning for middle managers who are critical in driving ADQ's growth and whose mandate aligns with strategic government priorities. After assessing business programmes across the world, Head of Portfolio People Strategy, Alyazia Almazrouie selected London Business School for its bespoke approach. The school's emphasis on building adaptability and agility through collaborative co-working – a commitment to working *with* people – was fundamental to her choice.

Summarised, the challenge was formulated across three strategic levels:

- Talent impact: Build a robust pipeline of top talent at middle management level
- ADQ strategic portfolio: Support the strategy to build sustainable high-performing businesses across ADQ's portfolio companies
- Societal impact: Develop future leaders who will help contribute to Abu Dhabi's current and future prosperity.

> "The Learning and Development initiative was launched as 'Game Changers' in 2021, the 50th anniversary of the United Arab Emirates"

The Approach

In answering the challenge, the critical tasks were to instil confidence, inspire and enthuse a large group of managers, and provide practical take-aways for use in the real world. An intended, secondary benefit was that participants would, in turn, become catalysts for change through their own changed behaviour, thanks to profound learning about leadership and how to demonstrate success. This was an educational programme designed to drive momentum.

In the docking stages of what became a structured, three-year programme, robust working practice balanced precision with flexibility. Every phase, with its modules and associated workshops, had to be proved fit for purpose. Every participant was to be encouraged to have face-to-face encounters. Teamwork was integral. This principle was cemented into the partnership from day one. The 100 people taking part were to meet course leaders and their colleagues in person at least 25 times.

The three levels of the programme were devised between the school and ADQ. 'Talent Impact' identified stellar individuals as future leaders. Second, there was an imperative to strengthen the strategic portfolio of workable propositions to fuel growth in Abu Dhabi businesses. Third, a societal transition 'road map' had to be developed for the generation charged with helping to determine the Emirate's future economic well-being.

Implementation

The Learning and Development initiative was launched as 'Game Changers' in 2021, the 50th anniversary of the United Arab Emirates. The school expanded the 50 original places to accommodate 100 participants after more than 1,000 employees across the group companies applied to take part. Representing 15 of ADQ's portfolio companies, they were each put through a stringent vetting and application process, from completing cognitive tests of numerical, verbal and reasoning skills to undergoing tough 90-minute interviews. From cardiologists to engineers, the diversity of occupations was immensely promising.

Silver Winners | Category: Talent Development

Those selected for the 'Game Changers' segment, were inducted into ways of working that were not so much about partnership as about full integration. London Business School and ADQ's agendas became one and the same. An adherence to remaining one team, with frequent design sprints and absolute clarity of communication, was embraced by all, whether trainer or trainee. Mixed learning – the tripartite development of 'sense makers', 'meaning makers' and 'agility enablers' – were encouraged to cross-fertilise team plays. Instead of a reliance on buzzwords, clear expressions became bywords for better business.

In the event, the arrival of Covid pivoted much of the first year's activity, centred on soft skills, online. Turning challenge to advantage, an online launch meant it was able to be more impactful by including not only participants but line managers, CEOs and CHROs. As in-person meetings returned in Year Two and Three, groupings were slimmed to a maximum of 50, usually limited to 33 with break-out and tutor groups of five. Encouraging feedback from across the full group made it clear that reciprocity, that sense of giving back to ADQ and Abu Dhabi, had landed as an individual responsibility. Intentional 'high involvement processing' in the learning experience was delivering dividends.

> "My learning journey has been remarkable. I went from an engineer to a futurist, coach, entrepreneur and general manager"
>
> - ADQ Game Changers graduate -

After an initial emphasis on soft skills, London Business School developed the course to focus on future technologies, how to manage disruption (the Covid pandemic being a perfect real-world test case) and how, in Year Three, to prepare for and accelerate change in a post hydrocarbon world concerned with sustainability. Constant feedback was welcomed. The programme was adapted when required. Between physical meetings, a rolling schedule of webinars kept the topics alive and energised across the cohort.

The Impact

"My learning journey has been remarkable. I went from an engineer to a futurist, coach, entrepreneur and general manager." ADQ Game Changers graduate.

Barely a year since its conclusion, the results of the ADQ association with London Business School speak for themselves. 98% of those attending completed the course with 95% saying it has been either extremely or very impactful. A 4.8 out of 5 approval rating was achieved – a testament given the duration of the programme and the added complications imposed by the pandemic in Year One.

Already, the learning programme has reached 1,500 (and counting) people across ADQ's portfolio companies. The 250 completed experiments, projects and challenges over the three-year duration

have proved direct triggers for positive developmental change. The effects in Abu Dhabi have been immediate – 98 highly-skilled future leaders have emerged. They have begun to exert positive, influential change in their business, societal and familial networks; 56 have been promoted, and 10 have been given important, business-critical projects to lead. New sustainable organisations, departments and initiatives have germinated and are thriving in the economy's private sector. Fully circular economy enterprises and health programmes have been introduced into existing Abu Dhabi institutions. Three Game Changer graduates have also launched their own, entrepreneurial ventures.

98

98 highly-skilled future leaders have emerged. They have begun to exert positive, influential change in their business, societal and familial networks; 56 have been promoted, and 10 have been given important, business-critical projects to lead

"The big picture has become clearer. It's about understanding everything related to business, society, lifestyle, problem-solving and decision-making." ADQ Game Changers graduate.

"I was working in a silo. Now I can visualise how people connect, how decisions cascade and evolve, how personal growth is linked to professional culture." ADQ Game Changers graduate.

The programme may have concluded, but London Business School's partnership with ADQ is helping to drive Abu Dhabi's economy forward. All those who participated in the programme are now equipped to address the challenges of accelerated change with a full toolkit of strategic, managerial skills. A spirit of restless enquiry and forward momentum has been instilled in those who are crucial to realising the Emirate's ambitions. Facing no let-up in the pace of change, the graduating group from the ADQ programme has been equipped with the confidence and capabilities to bring about astonishing transition and extraordinary success.

> "The big picture has become clearer. It's about understanding everything related to business, society, lifestyle, problem-solving and decision-making" - ADQ Game Changers graduate -

Silver Winners | Category: Leadership Development

Woodside Energy | AGSM @ UNSW Business School

Navigate your Way to Leadership – a Leadership Development Programme to Uplift Leadership Capability for Every Employee

The year 2020 will be remembered as one of the most challenging in Australian history. The intense COVID-19 lockdowns resulted in unparalleled changes to both society and the economy. Simultaneously, the Australian energy sector was experiencing disruption. In response, energy sector leaders and the government accelerated their efforts to find new energy solutions while balancing the imperative to fulfil current energy demands.

This dual impact was keenly felt by the team at Woodside Energy (Woodside), a global energy company founded in Australia. Woodside's aim is to thrive through the global energy transition while providing energy to heat and cool homes, keep lights on and support industry.

The Challenge

In 2020, Woodside recognised that a distinct type of leadership was required to remain competitive and be recognised as a leading global oil and gas company and new energy provider.

2020

The year 2020 will be remembered as one of the most challenging in Australian history. The intense COVID-19 lockdowns resulted in unparalleled changes to both society and the economy

The CEO and Executive Leadership Team formulated a critical challenge: How can we lead through a business, industry, and global energy transformation simultaneously? Woodside's answer: redefine a whole-business approach to leadership and uplift foundational leadership capabilities to deliver on the multi-dimensional transformation.

Woodside, known for its superior engineering and technical skills, recognised the need to become truly international, grow its new energy business, and retain its uniqueness as an organisation. To address this, Woodside initiated half-day hackathons to harness employee ideas on necessary changes and required leadership, ultimately creating a vision for 2026 and 2030:

• By 2026, Woodside will have a proud and high-performing organisation, an inclusive and diverse workforce, and an outstanding leadership talent pipeline.

• By 2030, Woodside will have an adaptive culture and organisation with agile and innovative employees.

A leadership framework was created, incorporating leadership expectations across all roles, and a leadership development programme was launched for every employee.

The Collaboration

AGSM was appointed to co-create and deliver the leadership development programme. Scott Marshall, Global Head of Organisational Capability and Talent said, "We appointed AGSM because we saw them as an empirically grounded organisation and one prepared to own the programme alongside us. They displayed the passion and tenacity we were looking for to co-create the programme and to take us into the future".

Both Woodside and AGSM committed to role-modelling the leadership expectations to build a sustainable team culture. From kick-off, the Woodside and AGSM team came together as one Navigator team. Adjunct Associate Professor and Navigator Design Lead Eva Freedman says, "My Woodside team colleagues feel like my everyday team members. Working with Woodside has been highly empowering, and the collaboration is now between an organisation and a trusted learning partner."

Woodside and AGSM conducted co-creation workshops involving 150 employees to understand current capabilities, finding that managers needed to uplift fundamental leadership capability. This led to the development of six Learning Themes, which would be woven through every element of the leadership development programme, ensuring consistency and cohesiveness. The leadership development programme became a key part of Woodside's leadership framework and was named Navigator.

The collaboration has grown and delivered innovation. From the onset, Woodside wanted AGSM to bring all it had as a university. This has included a digital twin research study focused on leadership career acceleration. As the collaboration has grown, there has been experimentation. A good example is the AI-enabled coaching platform powered by predictive analytics. The trust built between AGSM and Woodside has delivered business outcomes.

Silver Winners | Category: Leadership Development

The Initiative

Navigator aims to provide a consistent leadership language and understanding of what constitutes great leadership across Woodside. The programme, sponsored by Executive Leadership Team members and driven by the CEO, was designed for all Woodside employees to embark on a leadership journey.

Navigator was rigorously designed with all roles categorised into Phases (1 to 5), and leadership framework objectives distilled into Phase outcomes. The curricula, focusing on inclusive leadership, global mindset, sustainability, and ways of working, were designed based on these outcomes. The content, tools and experiential activities were then developed. Each Phase had a different learning journey aligned to Phase outcomes.

SCOTT MARSHALL AND EVA FREEDMAN PRESENTING ABOUT THE NAVIGATOR PROGRAMME

Each phase follows a structure of three stages: Immerse, Apply, and Extend.

Immerse sees every employee attend an immersion programme (primarily residential, ranging from 1 to 4 days) to discover who they are as a leader. A programme of this scale and vision is unique in Australia.

Apply encompasses continuing development and a deep dive into leadership fundamentals supporting individual development plans.

Extend integrates capability and succession planning processes to provide stretch development, role-relevant exposure experiences and external connection events.

The Impact

Navigator has uplifted leadership capability globally, with more than 2,600 employees attending a Navigator immersion and over 2,500 Apply Learning experiences completed. User experience ratings for Navigator Immersions averaged 4.5 out of 5.

Qualitative interviews with leaders showed increased confidence, authenticity, and a growth mindset, which led to better learning, collaboration and improved stakeholder and team relationships. Leaders spoke about better engagement with team members, listening, questioning, empowerment, devolved decision-making, and constructive challenge positively impacting their work and personal relationships.

Silver Winners | Category: Leadership Development

What Woodsiders say about Navigator

"Facilitation was world class."

"The methods and materials were extremely effective! Each one invoked great reflection and was done in a way that will be memorable for application back at work, or easily able to be referenced."

"Looking forward to my next interaction with Navigator."

"I have made more close connections and value adding networking connection in these 3 days than in the previous several years."

"I am impressed with what Woodside is investing in us and look forward to leaning into the skills that we learned this week."

"I loved the opportunity and valued that everybody in the organisation will undergo the same process."

"This is an actual case of building a company culture that works."

"Thank you to all the facilitators for the entire immersion experience. It was well done, and I enjoyed meeting all the people that participated."

"The stories and lessons were all impactful, and I will hold these for the rest of my journey in both my career and personal life."

People survey data showed there was an improvement in leadership practices including inclusive leadership, psychological safety, and empathy. 80% of leaders with large teams saw improved staff satisfaction, 73% saw an increase in the number of staff who would recommend them as a manager, and 70% saw staff feeling safe to speak up. Navigator's impact was evident in better performance and productivity, with the business valuing the programme and requesting follow-up workshops.

We have also seen the value of a more networked organisation with participants reporting they are now more connected to people in their location. The triads that were kicked off at the immersion and coaching groups are continuing to informally meet and learn from each other.

Regional Head of Human Resources Ruth Lyall recognises the excitement and enthusiasm of every employee focusing on their personal development, "Feedback from our internal tools and surveys shows many participants feel they now have the knowledge, skills, and capabilities to instill in their roles, achieving great visible results. Together with AGSM, we have forged a long-lasting, collaborative, cohesive, integrated, and trusting relationship. Our organisations are committed to developing ethical and responsible leaders by empowering Woodside employees to lead us through change and transform how we do business."

Further pathways to learning

Through successful completion of Navigator elements, employees receive points towards an AGSM Certificate in Executive Management and Development (CEMD), providing a unique bridge between Navigator and postgraduate degree programmes, including an MBA.

The Digital Twin Research Study is enhancing Navigator by integrating collected data with organisational data to build a predictive, evidence-based analytical model of leadership development – the Digital Woodsider.

Lessons learned.

Sustaining momentum and engagement has been a key challenge for the Navigator team over two and a half years. Initial feedback showed employees felt they needed permission to develop themselves, and they needed to understand how Navigator applied to them and what value it might take in their day-to-day role and future. The resolution was to develop continuous, clear, and engaging communication, especially in a large, geographically dispersed organisation undergoing constant change.

Data analytics was critical to elevating Navigator, including providing leader boards, understanding impact through People Survey data, and supporting Navigator's evolution via the Digital Woodsider study.

Navigator was not just a programme but a key element in a unique whole of organisation leadership development approach. Navigator continues to evolve and is ready to support Woodside's vision and transition to the future.

Silver Winners | Category: Professional Development

TÜV SÜD | Technical University of Munich (TUM)

Fostering Internationalisation and Innovation: The TÜV SÜD Global Expert Development Programme

The TÜV SÜD Global Expert Development Programme was created and is being implemented in partnership with the Technical University of Munich (TUM). It shows the power of targeted educational initiatives in driving corporate innovation and internationalisation. This programme, which has evolved over a decade, aims to equip TÜV SÜD's technical experts with the skills necessary to navigate and lead in a rapidly globalising and technologically advancing world.

The Genesis of the Programme

The TÜV SÜD Global Expert Development Programme originated from the company's need to adapt to fast-paced international growth and a broadening range of services. Founded in 1866, TÜV SÜD has grown to become the world's largest technical inspection association. This growth brought with it the need for a new breed of technical experts – professionals who could operate seamlessly in an international context, drive innovation, and foster a culture of knowledge sharing and customer orientation.

Partnership with TUM

Recognising the magnitude of this challenge, TÜV SÜD sought a partner with both a stellar technical reputation and strong business acumen. The Technical University of Munich (TUM) was a natural choice. TUM's commitment to excellence in research and teaching, particularly in engineering, technology, and applied sciences, made it an ideal collaborator. Moreover, the geographical proximity and existing cooperation between TÜV SÜD and TUM in other fields facilitated a smooth partnership for this ambitious programme.

The collaboration aimed to shift technical experts' mindsets from being mainly focused on their specific fields to adopting a holistic company view, thinking internationally, and understanding customer needs deeply.

Prof. Dr. Claudia Peus, Academic Programme Director and TUM Vice President for Diversity & Talent Management: "Our partnership with TÜV SÜD has proven to be special from the outset - their open dialogue,

> "It shows the power of targeted educational initiatives in driving corporate innovation and internationalisation" – Claudia Peu –

PROF. CLAUDIA PEUS -TU MUNICH - ©MAGDALENA JOOSS/ TUM

their willingness to foster a culture shift, and their desire to contribute to a genuine professional development opportunity for technical experts – these are among the key aspects that have impressed us about TÜV SÜD throughout our collaboration. We are delighted to work with such a valuable partner and to share our strong technical expertise and comprehensive knowledge transfer to engineers in order to contribute to expert development at TÜV SÜD."

Markus Schwarzenböck, TÜV SÜD Head of Corporate Human Resources: "What sets this exceptional programme apart is its focus on technical expertise, its strong impact, and the collaborative partnership between TUM & TÜV SÜD. Thanks to our continuous exchange of knowledge and expertise, we have been able to develop, deliver and continuously improve this highly effective programme together, making the most of our respective strengths."

Programme Structure and Content

The TÜV SÜD Global Expert Development Programme is structured around three core modules, each designed to address specific competency areas:

1. Innovation and Product Development: This module focuses on the TÜV SÜD innovation process, covering various methods such as ideation, business model canvas, and value proposition canvas. Participants learn to develop, evaluate, and implement new ideas effectively.
2. Selling Solutions and Project Management: The emphasis here is on understanding customer needs and delivering targeted solutions. This module enhances participants' ability to communicate with customers and stakeholders, ensuring that they can offer solution-oriented services.
3. Change and Knowledge Sharing: This module prepares participants to support and drive change processes within the organisation. It also highlights the importance of knowledge sharing and how to contribute to cultural change.

In addition to these modules, the programme includes various supplementary elements to reinforce learning and ensure practical application. These include personal action plans, project work in groups with coaching sessions, lab visits, social events for networking, evening sessions with TÜV SÜD management, and an international module conducted outside Germany.

Silver Winners | Category: Professional Development

Selection and Evaluation

The programme is targeting technical experts with significant experience and a willingness to engage in international projects. Participants must have over ten years of relevant experience, a focus on technical responsibilities, and a readiness to work internationally.

Evaluation is a critical component of the programme, utilising TUM's comprehensive evaluation model. This includes surveys, interviews, project work assessments, final pitches to TÜV SÜD management, and the use of a coaching app to monitor progress. These measures ensure that the programme remains relevant and impactful, and continuously improves based on feedback and evolving needs.

Impact and Success

Since its inception in 2014, the Global Expert Development Programme has trained 185 participants from 27 countries across 11 programme runs. The programme's impact is evident in several key areas:

- **Career Advancement:** 54% of alumni have transitioned into new roles, many of which are strategically important within TÜV SÜD, such as CTO Digital Service, Country CEO, and Technical Director International Projects.
- **Business Impact:** 85% of alumni report having created a business impact using the skills gained from the programme. This includes introducing new services, product development, and cross-selling initiatives.
- **Innovation Projects:** The programme has led to the initiation of 34 cross-divisional and cross-regional innovation projects.
- **International Networking:** 72% of alumni have expanded their international networks, fostering greater collaboration and knowledge exchange across the company.

85%

of alumni report having created a business impact using the skills gained from the programme

Continuous Improvement

The programme is not static; it has evolved significantly since the first pilot run. Continuous improvement workshops are held after each programme cycle to refine content and delivery methods. For example, the COVID-19 pandemic necessitated a shift to a virtual format in 2021, allowing greater participation from countries like India and Bangladesh. The programme is set to expand further in 2024 with new target groups and a blended learning format.

MARKUS SCHWARZENBÖCK
HEAD OF GLOBAL HR © TÜV SÜD

Conclusion

The TÜV SÜD Global Expert Development Programme exemplifies how strategic educational initiatives can drive innovation and foster a mindset shift. By partnering with TUM, TÜV SÜD has created a robust programme that not only enhances the technical and soft skills of its experts but also fosters a culture of international collaboration and continuous improvement.

Voices of participants:

- "GEDP enriched me both professionally and personally. It enhanced my understanding and aspirations, preparing me to make significant contributions."
- "GEDP brought innovations from concept to MVP through a structured, interactive process. It was a unique, experiential, and realistic learning experience."
- "It was exciting to share the experience with colleagues from all over the world. GEDP allowed me to open my mind, listen, and grow both personally and technically. First, we are humans, then experts."

> "Since its inception in 2014, the Global Expert Development Programme has trained 185 participants from 27 countries across 11 programme runs"
>
> - Markus Schwarznbock -

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Silver Winners | Category: Ecosystem Development

KPMG Private Enterprise | The Ivey Academy

Entrepreneurial Excellence and Innovation: The QuantumShift Programme

In the ever-evolving landscape of entrepreneurship, the ability to innovate and adapt is crucial for sustained success. Ivey entrepreneurship Professor Eric Morse, now Executive Director of the Western Morrissette Institute for Entrepreneurship, was teaching an executive development programme for KPMG where he met Dave Cook, who at the time was a partner with KPMG's Enterprise practice. The two discussed how each of their organisations had resources to support entrepreneurs but needed a different approach to drive transformative impact.

More than 20 years ago, Ivey and KPMG Private Enterprise created QuantumShift™: a tailored leadership development experience for Canada's most promising entrepreneurs. The two organisations had a common goal — to accelerate the growth of Canada's entrepreneurship ecosystem.

20

When Ivey and KPMG Private Enterprise partnered more than 20 years ago to create QuantumShift™, they had a common goal – to accelerate the growth of Canada's entrepreneurship ecosystem

QuantumShift™ stands as a testament to the transformative power of collaborative thought leadership. Over two decades, QuantumShift™ has redefined entrepreneurial education in Canada by blending practical business acumen with rigorous academic research, equipping high-potential entrepreneurs with the skills necessary to navigate complex market dynamics while fostering a thriving community of leaders committed to driving economic growth and innovation.

5

QuantumShift™'s programme design offers a comprehensive, 5-day intensive workshop that challenges entrepreneurs to think critically and strategically.

The Critical Expansion Stage: Tailoring Learning to Sustain Growth

The expansion stage of a company's lifecycle is a critical juncture where entrepreneurs face a unique set of challenges that demand strategic adjustments to sustain growth. Unlike the startup phase, where the focus is on survival and initial market entry, the expansion stage requires scaling operations, diversifying product lines, and tapping into new markets. This period of growth is characterised by increasing complexity in operations, a need for enhanced leadership capabilities, and the imperative to innovate continuously. As such, learning initiatives for entrepreneurs at this stage cannot follow a one-size-fits-all approach; they must be highly customised to address the specific needs and circumstances of each business.

QuantumShift™ recognises that the expansion stage is not merely about growing bigger but about growing smarter. Entrepreneurs must shift from hands-on management to strategic oversight, mastering the art of delegation and fostering a culture of innovation within their organisations. This shift necessitates a learning framework that is both flexible and impactful, grounded in real-world application and community-driven insights.

The Power of Collaboration

QuantumShift™ emerged from a strategic collaboration between KPMG Private Enterprise and The Ivey Academy, aimed at transforming Canada's entrepreneurial landscape. KPMG, with its extensive global reach and deep expertise in business growth, provides practical insights into the market dynamics and challenges that high-potential entrepreneurs face. The Ivey Academy at Ivey Business School, renowned for its leadership in executive education, brings a rigorous academic approach and cutting-edge research insights. This collaboration was created to merge the best of both worlds—practical industry acumen with academic excellence. Together, they have crafted a programme that for 20 years has stood as a beacon of innovation in entrepreneurial education.

Innovative Programme Design

The QuantumShift™'s programme design offers a comprehensive, 5-day intensive workshop that challenges entrepreneurs to think critically and strategically. The curriculum includes a blend of case studies, peer-to-peer learning, and sessions led by industry experts, focusing on areas such as strategic growth, innovation, and leadership. This design is continuously updated to reflect the latest in business trends and educational methods, ensuring it remains relevant and impactful.

The programme emphasises real-world application and sustainable community-building among its participants. It is structured to foster long-term relationships and networks among its alumni, enhancing the collective capacity for innovation and growth. The immersive nature of the programme, combined with ongoing support through the QuantumShift™ alumni network, ensures that learning translates into actionable, lasting change in each participant's business practice.

The Participant Selection Process

A critical component of the success of QuantumShift™' is its rigorous participant selection process. KPMG Private Enterprise leverages its extensive network to identify high-potential candidates, who are then vetted through a detailed application process. This ensures that only the most promising entrepreneurs, those poised to significantly impact their industries, are selected. The final selection is made by Ivey's faculty, ensuring that the academic integrity and high standards of the programme are maintained.

Silver Winners | Category: Ecosystem Development

The Alumni Community

QuantumShift™ places a strong emphasis on its alumni community, recognising that ongoing support and networking are vital for sustained success. The alumni network facilitates continuous learning, collaboration, and business opportunities. Peer-to-peer support sessions, and annual alumni events help individuals maintain connections they made while in the programme and enables new connections with alumni across all classes, providing alumni with resources and support long after they have completed the programme.

Measuring Impact & Success

QuantumShift™ uses a rigorous evaluation process to measure its learning outcomes and impact. Immediate post-programme surveys reveal that participants experience a 15% average increase in confidence across various leadership and strategic domains. Mid-term assessments, conducted six months post-programme, show that 94% of alumni have applied their learnings to their businesses, with 85% reporting positive results. Long-term surveys of alumni indicate sustained business growth, with 62.74% experiencing revenue increases and 56.86% seeing a rise in market share that they attribute directly to their learnings in the programme and the QuantumShift™ community.

Expanding Horizons

Building on its success, QuantumShift™ has inspired the creation of additional targeted programmes such as FamilyShift™ for entrepreneurial family businesses, QuantumShift™ Senior Executive Programme for senior employees of alumni companies, and CommunityShift™ for leaders in non-profit organisations. These initiatives extend the foundational principles of QuantumShift™ to a broader audience, while tailoring the content of the programme to address the specific needs and challenges within these groups.

62,7%

Long-term surveys of alumni indicate sustained business growth, with 62.74% experiencing revenue increases

The Road Ahead

Looking to the future, QuantumShift™ is poised to further its mission of fostering entrepreneurial excellence. Plans include integrating more cutting-edge technologies for community sustainment and expanding the diversity of its participant base to adapt to the evolving business landscape. This will ensure that it remains at the forefront of executive education and continues to serve as a catalyst for significant entrepreneurial transformation.

QuantumShift™ stands as a pivotal development in the field of entrepreneurial education. The programme has not only revolutionised the way entrepreneurship is fostered but has also set a benchmark for how business education can be dynamically structured to produce measurable and substantial outcomes. As it moves forward, QuantumShift™ carries with it the legacy of innovation, leadership, and growth, ready to shape the next generation of global business leaders.

> “QuantumShift™ places a strong emphasis on its alumni community, recognising that ongoing support and networking are vital for sustained success”

Silver Winners | Category: Ecosystem Development

News Corp Australia | Google | Melbourne Business School

Skillset, Toolkit, Mindset for Working Journalists: The Digital News Academy

Journalism needed a grassroots revolution. It's an industry facing rapidly changing technologies, platforms and business models.

Historically, newsrooms struggled - and often failed - to provide relevant ongoing training and professional development, with some journalists working without the opportunity of learning vital new digital skills and tools.

In early 2022, the Digital News Academy was launched, a world-first initiative to train working journalists in digital skills.

News Corp Australia (NCA), Google and Melbourne Business School (MBS) combined the knowledge and resources of leading media, technology and education organisations to drive grassroots change and deliver a stronger future for journalism.

A key taxonomy of skillset, toolkit, and mindset was factored in as objectives were identified, learning architecture was developed, a Learning Management System was selected and curriculum was built to cover mobile journalism, multichannel and vertical storytelling, audience engagement, verification, data journalism and in-depth reporting using AI with Google Pinpoint. More than 30 world-class subject matter experts were engaged.

2022

In early 2022, the Digital News Academy was launched, a world-first initiative to train working journalists in digital skills

Impact, learner experience, engagement and completion reporting provide quantitative and qualitative feedback, demonstrating clear individual and industry results.

Three Australian newsgroups were represented in the pilot. Today, more than 45 newsgroups spanning Australia, New Zealand, the US and UK are on board, with close to 700 learners involved.

This is our story.

How the DNA began

The initial commitment stemmed from discussions between the Executive Chairman of News Corp Australia, Michael Miller, and Google Australia & New Zealand VP Mel Silva, which identified their vision for an academy.

NCA and Google approached MBS in 2021 with a challenge - to devise, develop and deliver a training programme within the year.

The Discovery and Design process involved detailed documentation delivered after extensive interviews and focus groups with industry stakeholders.

The exercise uncovered a vast range of potential curriculum areas, and responses were largely focused on skills and tools required to improve practice and make tasks easier.

45

Today, more than 45 newsgroups spanning Australia, New Zealand, the US and UK are on board, with close to 700 learners involved

Journalists reported being time-poor, so any solution had to be targeted, easy to access and follow from any location, from metropolitan centres to remote rural sites.

Any solution needed to be practically focused and an extension of their newsroom practice, creating and fostering community and establishing an equitable centre of learning.

Objectives

The Discovery & Define document outlined the preliminary primary objectives for the Academy to uplift capability, empower journalists to engage existing and new audiences and build a sustainable business model for local and regional journalism.

The desired impact was to create a world-first academy model that was accessible and relevant to journalists at all career stages and locations, adaptable to teach evolving digital skills, practical and integrated into newsroom practice.

The academy would build and foster community and contribute to a sustainable and thriving news industry.

The Programme

All stages of design and development received input from Google, NCA and key MBS representatives with regular design/programme working group meetings and workshops.

Silver Winners | Category: Ecosystem Development

During the Define stage, the MBS design team developed a delivery model for an effective, bite-sized skills, tools and mindset-focused programme.

A structure was suggested to provide synchronous and asynchronous components allowing for immersive Live Labs with world-class speakers, interactivity, high-quality self-paced content in a mobile-first LMS, drop-in sessions and learner communities called pods.

Sprints (or topics) were designed to run for four weeks, with nine sprints in the programme, evenly sectioned into Foundation, Intermediate and Breakthrough modules.

Each learning sprint was broken into an introductory video, Live Lab, Reflection, three-hour self-paced Explore section and activity-centred Embed section.

Each sprint would involve approximately 8-12 hours of learning.

> "Each sprint would involve approximately 8-12 hours of learning"

Gnowbe, a mobile-first LMS, was adopted to facilitate the agreed learning architecture.

Gnowbe was selected for its go-anywhere capabilities and ease of use for learners to engage with content and undertake activities.

The choice of technologies through Gnowbe and Google Meet supported the time-poor nature of learners, as well as time zone differences and locations.

Curriculum planning

While the Discovery document partially informed the initial stages of curriculum planning, MBS appointed Academy Director Sonja Heydeman to identify and develop key themes and content and deliver the programme.

Heydeman's intent for the programme was to develop a curriculum that resulted in tangible newsroom outputs, embracing practice pedagogy and pedagogies of inquiry-based and experiential learning.
A starter curriculum matrix was developed, validated and expanded with the support of numerous subject matter experts.

Topics would include: mobile journalism, multichannel and vertical storytelling, engaging with audiences, verification, statistics, data journalism - the basics, visualisation and in-depth reporting using the AI tool, Google Pinpoint.

Based on feedback and review, the content was refined and/or amended. Regular content and design reviews are in place.

Learning achievement was designed to gauge individual development in key skill sets and showcase how skills developed across the programme had translated directly into learners' journalism.

Successful completion of each of the three modules and completion of the overall programme receive recognition with electronic badges.

Subject Matter Experts

Multiple world-class SMEs were consulted and integrated into synchronous and asynchronous elements of the programme.

So far, more than a dozen experts have contributed videos, activities and checklists for self-paced content and dozens of Live Lab guests have been engaged.

DOZEN

...more than a dozen experts have contributed videos, activities and checklists for self-paced content and dozens of Live Lab guests have been engaged

Experts include Emmy Award-winning mobile journalist Mike Castellucci, the BBC's Dougal Shaw, the Wall Street Journal's Julia Munslow, Information is Beautiful's David McCandless, Verification expert Eoghan Sweeney, and Pulitzer finalist MaryJo Webster.

Proven Business Impact

The programme has achieved exceptional results against key measures.

The DNA's evaluation team conducts fortnightly data sweeps in Gnowbe to track engagement and completion rates for each cohort at different stages in the programme.

Impact reporting, determining the translation of curriculum into newsroom practice, is conducted at the end of each module, as well as Learner Experience surveys and focus groups. This involves quantitative and qualitative feedback.

Silver Winners | Category: Ecosystem Development

Impact:

• Impact: Reports show excellent application of learning. Between 81% and 94% of respondents report the programme's curriculum translates directly to practice.

• Learner completion rates consistently sit above 80% and more frequently above 90%.

• The Learner Experience surveys record how useful learners find the experience. The three most recent surveys show 95%, 100% and 100% of respondents agreed/somewhat agreed the experience was useful.

The initiative has changed the way journalists can tell stories, using new tools and skills to reach new audiences.

• NCA Motoring Editor, David McCowen: *"The Digital News Academy represents the best training I've had in almost 20 years as a journalist. The programme has given me the tools and confidence to improve reader engagement (e.g. video and interactive graphics resulting in more time spent on-site), boost social media performance (2m+ video views on TikTok) and develop techniques for more effective journalism (using spreadsheet tools to drive data stories)."*

For News Corp Australia, the DNA is contributing to a mindset shift business-wide to digital first. As leaders in media, NCA now also leads in training, including integrating senior leaders in key delivery roles.

Head of Academy and NCA Group Executive, Corporate Affairs, Policy and Government Relations Campbell Reid said that with hundreds of participants from more than 45 news organisations, the Academy's momentum exceeded all expectations.

"Working journalists who are part of the DNA programme are inspiring ground-up change in the way the organisations they work for are creating and publishing stories to meet the demands of today's digital audiences.

81% & 94%

Between 81% & 94% of respondents report the programme's curriculum translates directly to practice

"The programme is making a material difference to individual journalists and their professional skill levels and, just as importantly, it is delivering tangible benefits to the companies they work for."

Google's investment in the DNA has furthered its mission to support regional and local journalism, empower journalists to develop their careers and newsrooms for the future, as well as promote diversity of voices and publications.

Google's Head of News Partnerships for Australia and New Zealand, Nic Hopkins, said the Academy's e-learning programme had allowed journalists from diverse newsgroups to thrive and build essential skills for modern newsrooms. *"The Digital News Academy has set a new standard for professional development in news."*

Building on the success of the DNA, MBS has developed its next academy, to support the strategic direction of a global civil engineering and infrastructure organisation.

The DNA has won numerous awards for excellence in partnership, content and e-learning.

The future

From the outset, all parties knew the DNA would be a challenging project – to develop and deliver a programme with the capacity to bring about individual and industry change.

Google, NCA and MBS remain committed to the goals and outcomes for individual and industry success - the marriage of three interdisciplinary groups harnessing the skills, resources and unwavering commitment to a better future for the journalism industry.

The initiative has changed the way journalists can tell stories, using new tools and skills to reach new audiences

2025 Excellence in Practice AWARDS

Call for entries 2025

Excellence in Practice

The EFMD Excellence in Practice (EiP) Awards recognise outstanding and **impactful client-supplier partnerships** in the domains of **Leadership, Professional, Talent and Organisational Development**. Case studies can be submitted by an organisation either together with its in-house Learning & Development unit or with external L&D providers. The winners are selected based on the review of four key areas: a properly documented challenge, an effective partnering commitment, the appropriate L&D initiative, and a proven business impact.

Next Deadline for Submission **10 March 2025**

For more information on the assignment, submission guidelines and FAQs visit **https://efmdglobal.org/EIP**

Information session webinars

Tuesday 10 December 2024 - 12:00pm CET
Thursday 9 January 2025 - 10:00am CET
Monday 3 February 2025 - 6:00pm CET

For registration **https://events.efmdglobal.org**

Contact **eip@efmdglobal.org**

Excellence in Practice (EiP) Awards Gold Winners (2020-2024)

Africa Business School (ABS) | Alliance Manchester Business School | ArcelorMittal | Association of Entrepreneurship Development "SKOLKOVO Community" | Atos | Audi UK | Australian Centre for International Agricultural Research (ACIAR) | Australian National University (ANU) | Bayer | Bob Aubrey Associates | Brand-and-Story | Capgemini France | CEDEP Global Executive Education Club | Circle Health Group | Coverdale | Cranfield School of Management | Daimler | Deloitte Consulting | emlyon business school | Eurasian Resources Group (ERG) | ESCP Business School | ESMT Berlin | Fundação Dom Cabral (FDC) | Gordon Institute of Business Science (GIBS) | Harvard Business Publishing | Henley Business School | Hult EF Corporate Education | IMD | INSEAD | International Crops Research Institute for the Semi-Arid Tropics (ICRISAT) | Kier Group | Live for Good | Liverpool Business School at Liverpool John Moores University (LJMU) | London Business School | Moscow School of Management SKOLKOVO | Mindset | OCP | Pertamina | Randstad | Securitas | Standard Bank | The Lego Group | Tjitra and Associates Consulting | TRATON Group | Unilever Brasil Industrial | University of South Australia (UniSA) | Worldline

"Preparing our submission for the EFMD Excellence in Practice Awards was a significant endeavour, but I'm truly grateful we had the opportunity. The process with News Corp Australia and Google was immensely valuable, and we gained so much from the experience. Thank you once again for your encouragement."

- Sonja Heydeman -
Academy Director, Digital News Academy,
Melbourne Business School (AU)

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