

Developing Managers to Lead Confidently Through Dual Digital Transformation

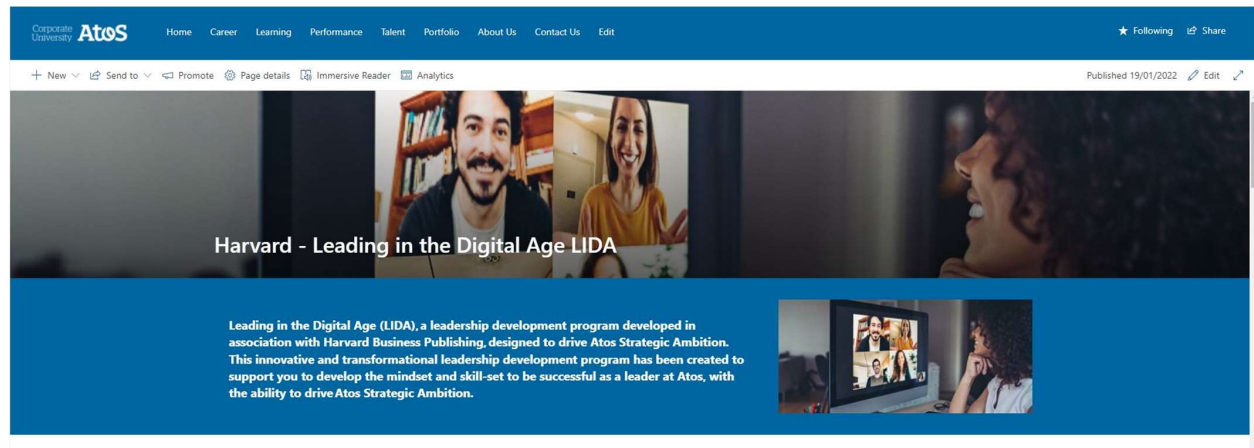


**Harvard
Business
Publishing**

Corporate
University

Atos

Executive Summary



In 2018, Atos partnered with Harvard Business Publishing (HBP) to design and deliver an in-role leadership development program, **Leading in the Digital Age (LIDA)**, for the manager population across Atos' geographies and units.

The initiative supported Atos leaders to develop the new leadership capabilities required to lead through digital disruption impacting their direct reports and teams in their own organization as well as their clients.

Between September 2018 – April 2022, eight cohorts of 200 participants each reached approx.1,500 leaders representing all regions and functions.

LIDA developed the targeted population into leaders who are capable of leading Atos' strategy, inspiring and motivating high performance teams, and leading by example in the digital transformation –the Atos way.

LIDA fostered a robust learning culture for Atos leaders, enabling them to develop an authentic approach to personal leadership, lead the business, and inspire and motivate teams. It featured:

- External perspectives from HBP, new trends in leadership aligned with Atos values and culture, and the best business cases
- Top leaders from Atos are involved as co-moderators to promote Atos strategy
- Many reflection and application exercises completed in the flow of work

LIDA's approach to design retained core curriculum while responding to such significant changes as the pandemic and a CEO change. Because of this built-in flexibility LIDA has maintained its relevancy and impact over three years.

Key achievements:

Business Impact

- Managers witnessing more **confident, strategic leaders** who are prepared to lead Atos into the digital future
- 74,6% participants made **behavior changes** to become the leader that they want to be
- High alumni **retention** ratio: 10% more than overall Atos retention rate
- 12 point increase in **Great Places to Work** survey since 2018
- Encouragement for **low cost countries** participation: 90% of recharging model

Talent Impact

- High alumni **promotion** ratio: 23%
- High **candidate nomination** requests: 45% over-subscriptions
- High **diversity**:
 - **60 countries** represented (86% of total Atos countries)
 - **gender** ratio 6% more than the overall Atos ratio

Program Engagement Impact

- The highest **engagement** rates Atos has ever seen in a virtual programme: 88%
- High learner **satisfaction** rate: 4.3 out of 5

"LIDA encouraged us to think differently. After doing this program, I felt better equipped in various ways to lead in the digital age."

- LIDA Participant

"People see themselves in the driver's seat and have a clear view of what they need to do – they are enablers for change."

- Manager of LIDA Participant