



CLIENT STORY

DIMENSION DATA

How we created an ongoing, flexible learning partnership to support an ambitious growth and transformation strategy.



THE STRATEGIC AND LEARNING CHALLENGE

Dimension Data, a global technology integrator and managed services company, had ambitious goals. A subsidiary of NTT since 2010, Dimension Data employed more than 28,000 staff across 47 countries on five continents. It aimed to double sales by transforming itself from a systems integrator to a managed services provider in its rapidly changing markets. To achieve its goal, Dimension Data needed to enhance the skills and expertise of its high-potential employees.

This meant working with a flexible learning partner that could design, adapt and enhance its bespoke learning programmes as and when required. It would also ensure that employees perceived the company as being serious about promoting talent, encouraging collaboration and preparing its next generation of leaders.

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HEADSPRING TAKES TIME TO REALLY UNDERSTAND US AS AN ORGANISATION. THEY UNDERSTAND WHAT OUR STRATEGY AND GOALS ARE, AND WHERE WE ARE GOING AS A COMPANY.

Victoria Ward | Director of HR | Dimension Data



PROGRAMME DESIGN AND EXECUTION

Dimension Data found its long-term learning partner in Headspring. Both companies spent more than a year carefully crafting a programme at the most senior levels. The result was the launch of the 'Fast Track Programme' (FTP), providing high-potential employees with the theoretical knowledge as well as the practical skills in finance, marketing, innovation, leadership and strategy. The blend of face-to-face and virtual learning reflected the working day of Dimension Data's talent.

As Dimension Data's Programme Specialist Carla Bowker explained: "... candidates from across the organisation were nominated for Fast Track by their managers based on evidence of ambition, ability, agility and achievement. Around 70-85 participants are now selected each year, an increase on the initial intake of 50 participants, thanks to growing demand for the programme internally."

The programme began with a two-day, face-to-face, regional induction that allowed participants to meet one another as well as the coaches and mentors for the following months. The initial meeting was followed by five

months of supported, online tuition before participants met again in Madrid for a week of intensive learning with selected educators.

Participants were then divided into groups of seven and given real-world challenges that the company faced, to be solved over the following five months. Each group presented its ideas, such as cloud computing solutions and talent retention, to a panel of Dimension Data executives, followed by a formal 'graduation ceremony.' The teams' recommendations have been explored further by the relevant business areas and in many cases now form the basis of new initiatives and processes.

The first programme was seen not just as a way to develop emerging leaders- "a wonderful experience both professionally and personally" reported one participant-but also to solve problems that stood in the way of the company's growth target.



HEADSPRING FEELS LIKE AN EXTENSION OF OUR OWN L&D TEAM.

SELECTED EDUCATORS



Prof. Martin Boehm
Professor of Marketing



Prof. Virginia Bombin
Professor of Finance



Prof. Carl Kock
Professor of Strategy



Prof. Juan Carlos Pastor
Professor of Leadership



Prof. Joseph Pistrui
Professor of Innovation



A TRUE LEARNING PARTNER

Following the FTP's initial success, three new editions were launched. Moreover, Headspring was asked to design a new, six-month blended programme – the Advanced Leadership Development Programme (ALDP) – for its senior leaders in Europe.

Again, a combination of video conferences, multimedia cases, guided business project preparation, and face-to-face sessions in Madrid and Segovia, provided senior

leaders with an understanding of company strategy as well as management functions. Further programmes are currently in development.

The continuation of the FTP, the addition of the ALDP, and a third programme reflects the Headspring own ethos and strategy of developing true, long-time learning partnership at all levels of management.



OUR RELATIONSHIP WITH HEADSPRING HAS BEEN FANTASTIC. I COULDN'T BE HAPPIER WITH THE RESULT.

Victoria Ward | Director of HR | Dimension Data