



Case Study

Management Leadership Academy

Maximise & Accelerate

Situation/Problem

A key leader in the Saudi Arabia telecom sector started facing fierce competition when new telecom players launched their operations in country. Competition became more intense in term of pricing and product categories. This was putting pressures on how managers should contribute to business solutions and solve daily issues. Meanwhile, increasing demands for better customer service and discounted tariffs made the situation even more challenging. Also, the results of the success-managers index survey were very low, putting more pressure on the management team.

As a result, the company leaders in liaison with the **capability development team** developed a few actions to foster a motivated, inspired workforce:

- Launch revamped Company Values
- Develop an 8-competencies framework and align behaviours among company layers
- Invest in the development and retention of human capital

Furthermore, during the early stages, the Consultants of TTM associates suggested to run a climate survey in order to acquire deeper insights on the performance environment of managers and their teams.

Client Needs

As part of the Capability Development project, the company launched these 8 Core Competencies that were meant to be spread throughout the entire organisation.

<ul style="list-style-type: none"> • Communication • Taking Initiatives • Teamwork • Customer Service Focus 	<ul style="list-style-type: none"> • Decision making • Developing People • Drive for success • Leadership
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The amplified efforts contributed into the formation of a strong performance culture, and anchored the company position in the market as a leading telecom operator for consumers and businesses in Saudi Arabia.

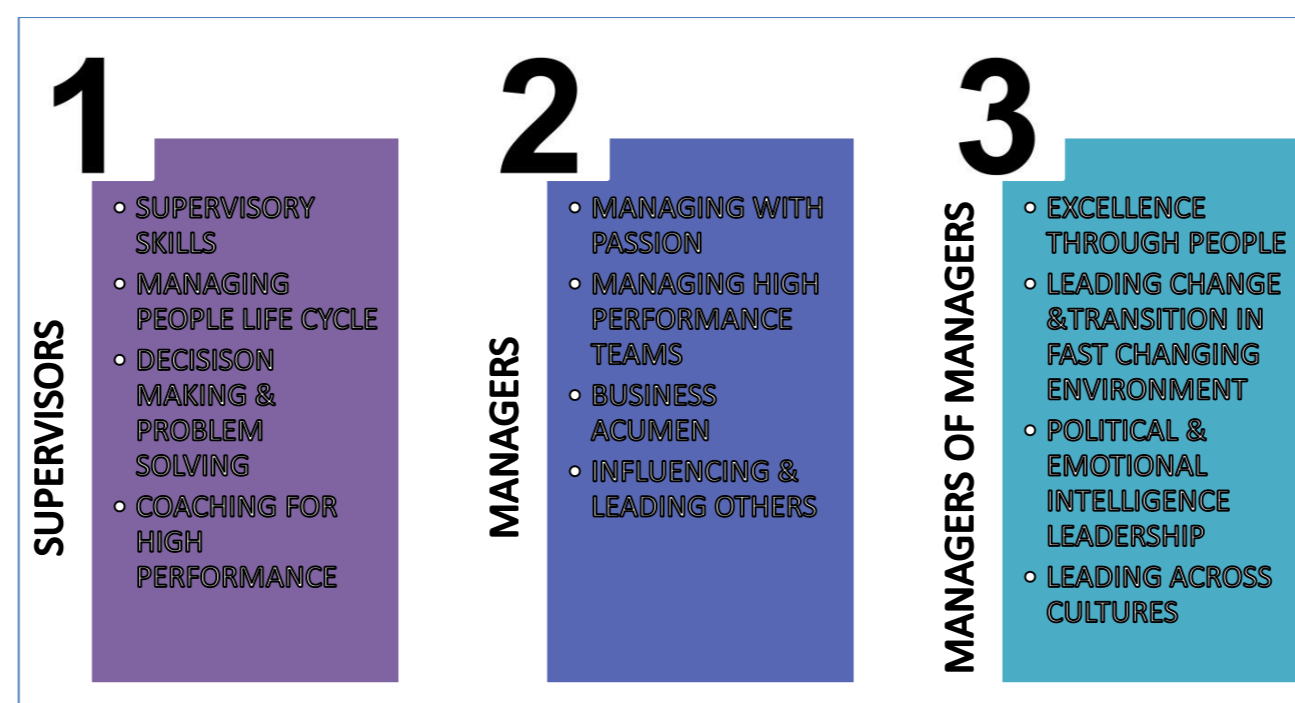
In addition, the results of TTM associate's post project survey on the climate-success indicated that 'People' Managers created less favourable environment for their team members. As a result, the Head of the Learning & Development team decided to establish a Management & Leadership Academy in order to put a structure into the Development efforts of **Supervisors, Managers and Managers of Managers.**

TTM Solution

TTM associates **proposed 3 parallel developmental tracks in the management and leadership academy, with ample consideration of the 8 core competencies, and the company's core values.**

1. **Supervisors development track**
2. **Managers development track**
3. **Managers of Managers Development track**

The advantage of this approach is that it enhances and highlights the relationship between the skills required at different tracks, both individually and collectively. In addition, the parallel learning tracks enable learning continuity among participants from different tracks, regardless of their authority level. For example, a supervisor can influence what a director learned without having any authority over him.



Parallel development track offers the continuity of learning from one track to another!

Outcome

Over 800 supervisors and managers successfully participated in TTM associates' Management and Leadership Academy over the course of 2 years. Each track entailed four modules which resulted in the enhancement of the **collective relationship** of the various skills required at different levels (group and individuals), and the enrichment of the **learning application in the sphere of influence** at the individual level. This helped in developing a homogenous organisational workforce focused on action- based results.

This project encouraged the organisation to initiate a two-year journey of change, aimed to harmonise, organise and energise the entire managerial level on a synchronised competency-based approach.



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