

	<p>One of the most successful custom programmes is the Programme of Management Excellence (PME) that GIBS runs for Anglo American. In the last 10 years 33 programmes have been run with almost 1,500 learners completing it. This global leadership programme ensures leadership growth for learners from all over the world, reflecting Anglo American’s global presence. Cross-functional teams choose their action learning projects, which are focused on real problems that the company faces. What makes the programme unique, is the selfless involvement of line managers in coaching and providing direction to action learning groups. It’s not uncommon to see scores of line managers at the GIBS campus on a Saturday morning coaching and guiding the groups, and learners often indicate in their evaluation how powerful they found the engagement. “Anglo American has seen the value add in the business in terms of leadership development as well as a notable return on investment through the application of the learnings, especially through the action learning projects.” says Maryanne Trollope, Senior HR Manager. “These projects have made significant differences in the company especially during the difficult times. The projects are chosen by the delegates as they then have the ownership to deliver these back into their work areas and make a significant contribution.”</p>
	<p>Bidvest is a high performing organisation which has achieved tremendous results. One of their success factors is that they focus on individual businesses within the context of the collective. A custom programme from GIBS capitalised on this strength and focused on individual development while at the same time emphasising strategic thinking capability. Immersions formed an important part of the learning experience, and the groups took various trips to places like Braamfontein to submerge themselves into another reality. Many leaders found their unique “voice” through these experiences and refined the value that they add to the group</p> <p>In</p>
	<p>In 2014, RCL FOODS aligned four business around a new central strategy. They needed an intervention that would equip their leaders to take RCL FOODS into the future, and deliver on their ambition, GIBS has been delivering a customized Leadership Development programme offered at three levels (Foundational, Senior & Executive) which aims to develop authentic leaders the RCL FOODS WAY. “Nearly 3 years into the partnership and each programme has made a significant impression on participants, as reflected in the average overall attendee impression score achieved of 9+”. Rather than being a “once off” intervention, the programme is part of an ongoing development plan with each leader leaving the programme with a well thought through</p>

CLIENT STORIES

	<p>individual development plan. Further to this, GIBS uses the same Learning integrator to ensure continuity across the various leadership levels, ensuring that the facilitators have customised and aligned their content to speak to the RCL FOODS strategy and Standards of Leadership whilst ensuring that the coaches are all upskilled in using the RCL FOODS 360 degree assessment as well as the personality profile tool that RCL FOODS preferred .RCL FOODS attributes the programmes success to its world-class leading delivery through GIBS, the support of the RCL FOODS Senior Executive and the simple fact that they see and do things differently and have fun!</p>
	<p>GIBS Custom Programmes designed an intervention around diversity and inclusion for a group of high performing partners in EY. The programme had a unique design: the partners connected with the business, its people as well as an external provocateur who had a very different paradigm from theirs. These rich discussions allowed them to identify beliefs and assumptions that they may have taken for granted, specifically about diversity and inclusion. The partners then took these insights back to their teams and interrogated how decisions are taken on allocating resources to projects and the unintended impact of unintended individual biases and beliefs. This led to a shift in how the individual, leaders and organisation engaged with its people and clients in turn.</p>
	<p>The GIBS Custom Programmes team were honoured to join up with the EY leadership team as a learning partner. The programme design was unique as instead of formal learning processes, it focused on collaboratively identifying trends that might impact the business, finding solutions and identifying opportunities through an explorative learning journey. Using the design funnel theory created by Roger Martins, the leadership team identified “mysteries” for discussion and exploration. GIBS then introduced various provocateurs to challenge the teams’ thinking and create insights. This approach allowed the group to frame and re-frame issues, holding different paradoxes simultaneously and identify how to take these forward into solutions and ultimately building a better working world from inside out.</p>
	<p>The Vodacom Advanced Executive Programme is accredited at NQF Level 8. Learners, who have a minimum qualification of an Honours or Master’s degree, are exposed to the company’s future vision and challenged to add value through business-based action learning projects.</p> <p>Lynda Pefile: Managing Executive Talent Management adds “The Telecommunications market is changing continuously, and GIBS faculty has customised the programme every year to ensure that it is both relevant to Vodacom and has the associated academic rigour of an accredited</p>

CLIENT STORIES

	<p>programme. Both the overseas immersions and the action learning projects challenge learners' paradigms and comfort zones. Because GIBS takes care to keep the same faculty year on year, there is a strong sense of continuity which ensures a positive learning impact for the client."</p>
--	---