

THE DESTINATION

As part of its drive towards delivering successfully ambitious future strategy, Medicover decided to create a Leadership Profile that articulated the competences required by its leaders - current and future.

The aim was for the Leadership Profile to be the cornerstone of all development activities, and to be linked with other key HR processes, such as recruitment and 360 degree feedback. In particular, the profile was to enable Medicover to identify the right people for its talent programmes and offer them a development experience that would ensure they had the right skills, knowledge and competence to drive the organisational strategy, regardless of what division or geography the people originated from.

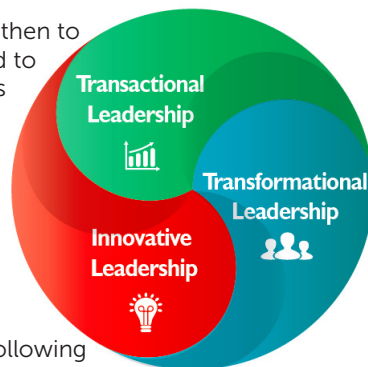
THE INTERVENTION

Leadership Model

Prior to articulating the brief for Sticky Change, there was an in-depth review of the existing organisational development programmes and what competencies were required by a successful Medicover leader.

The brief to Sticky Change was then to define 3 levels of leadership and to articulate a number of elements for each level. For example, at the Innovative level, two of the elements are:

- Inspirational and Visionary
- Maintains in-depth Market Intelligence



For each of the elements, the following was created:

- A descriptor
- 3-4 questions to enable managers to self-assess their current competence
- A resource guide, with recommended books, TED talks, videos and training materials

Once the profile was drafted, it was robustly discussed and validated throughout the business, at various levels including senior management and alumni from previous talent programmes, and a series of changes were made as a result of the feedback.

The aim of creating a Leadership Model that is the cornerstone of Medicover's development activities and complete relevance to business requirements was achieved.

360 Degree Tool

Once the Model was finalised, a number of the stakeholders were keen for it to be available as a 360

degree tool. Sticky Change was asked to further support Medicover to:

- Identify a provider to take the self-assessment questions in the Leadership Model (for the Transformational and Innovative levels only) and develop them into a 360 degree online tool, available in a number of languages.
- Liaise with the provider in the design and delivery of the tool.
- Facilitate a workshop with the HR community to obtain feedback on the draft tool.
- Write the content for the report that is generated.
- Hold the feedback sessions with the HR representatives who piloted the tool

THE 'SO WHAT' FACTOR

- The leaders can be certain that all core processes and development activities are aligned and in service of delivering the organisational strategy regardless of country or Division.
- The investment made in development programmes is now completely aligned with the capabilities required of the Medicover managers to deliver the strategy.
- Managers benefitting from the 360 degree feedback can be confident that development activities arising from their results are both grounded in their role realities and contexts and will positively advance their career ambitions in Medicover.
- There is no longer duplication of leadership initiatives in the different localities, allowing for budgetary savings.
- The robust evaluation and calibration processes meant that the profile is relevant to generational, language and cultural differences, thereby heightening its acceptance throughout the business.
- As a result of the work done in the initial exploratory work for the Profile, it was identified that there was a lack of Innovative Leadership development in the current Group programmes, which was rectified.
- An increase in the credibility of the HR Function and the development programmes they offer, with their business colleagues.
- The Leadership Model was highly commended by the Business Culture Awards 2017 in the UK, giving Medicover well deserved publicity.
- Medicover is creating a culture in which feedback is the norm: people understand their impact, and are able to become more effective as a result.

Both the Leadership Model and the 360 degree tool have been extremely well received across the business. The Model is being actively used by the HR community and leaders across the company and a number of localities are planning the roll out of the 360 degree tool in 2018.

To quote the Group Development and Talent Director:

"The thoroughly professional approach from Sticky Change was first class. The expertise, not only in terms of content and input, but also in gaining buy-in and rolling out, was a true factor in the overall success of our Leadership Profile. As a result, the organisation is focused on developing the right and required leadership traits in a consistent and valued way".