Developing and delivering a growth strategy: W.S Atkins Plc in partnership with Oxford Saïd Business School Ltd, University of Oxford

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Executive Summary

W.S Atkins plc has partnered with Saïd Business School, University of Oxford to develop a global learning and development initiative for its senior leaders. The Group Executive Leadership Modules (GELM) is designed to help Atkins’ senior leaders deliver its 2020 strategy, to address its most pressing business challenges.

The design and engineering sectors are changing rapidly with many new non-traditional entrants introducing innovative technologies, leading to disruption and disintermediation.

**Atkins recognised that it needed to change:**
- how it operated
- how it worked with clients
- differentiated its offerings
- embraced digital approaches and products.

The 2020 strategy is focussed on making Atkins more client-centric, collaborate internally and externally and invest in technology and digitalisation.

The joint Atkins and Oxford team carried out an in-depth analysis amongst senior stakeholders to understand their learning needs.

**There were three main findings:**
- Encourage senior leaders to think in new ways
- Enable senior leaders to gain new knowledge
- Provide senior leaders with practical tools to deliver the 2020 strategy.

The Group Executive Leadership Modules (GELM) is a series of one to three day modules held in Oxford over an 18-month period for Atkins’ top 50 leaders.

Each module is focussed on one of the 2020 strategy themes - clients, collaboration, and technology. The modules are delivered by a blend of Oxford faculty, senior Atkins personnel, customers, suppliers and thought leaders from other industries. Each module is designed to enable classroom learning to be quickly translated into action and then integrated into processes to achieve tangible results.
GELM has had a significant impact. As part of the group’s ‘Win Work’ initiative, a client value proposition toolkit has been rolled out by Atkins and Oxford. As a result, over £70 million of new revenue has been generated with clients.