UNIVERSITY OF CAMBRIDGE
Department of Engineering

IfM Education and Consultancy Services

PADERBORN UNIVERSITY

Gold for Experts

talents for company progress

Trusted partner for your **Digital Journey**

Atos

Contents

06 Executive Summary

07 Introduction

08 The Challenge

10 The Commitment

12 The L&D Initiative

15 The Impact

18 Reflections

19 Appendix

Word count: 3944

"Gold for Experts is our flagship programme for developing business technology leaders. It is implemented throughout Atos worldwide and its goal is to broaden talents' expertise, encouraging them to step out of their technical comfort zones to see the big picture, and enable them to contribute effectively at the intersection of technology and business.

Delegates learn by doing through simulations and apply new insights, tools and approaches that integrate business and technology thinking with colleagues across all Atos businesses.

This gives them the practical knowledge and confidence to apply their learning back in the business to become a 'trusted advisor' who is sought after by our customers to help them anticipate and navigate the challenges of tomorrow."

Marc Meyer
EVP Group Executive & Talent Management Group Communications

Executive Summary

Atos recognises that its solutions and services business requires exceptionally talented expert people who can work with clients to create innovative new solutions.

A vision was born to create a new breed of business technologists and trusted advisors for Atos' customers who will have the strategic perspective and business acumen to complement their deep technology knowledge.

A unique partnership has been formed between Atos, Cambridge University's Institute for Manufacturing (IfM) and Paderborn University where each partner played a key and distinctive role to create the Gold for Experts Programme.

First run in 2013/2014 this six-month programme with a combination of taught modules and a major project is now starting its 10th Intake. The programme has met the challenge laid down and is now the cornerstone of Atos' Expert career track to develop the leadership skills of people with a technology background.

The delegates engage in a personal transformation journey:

- From a 'focussed' expert to an expert with a strategic 'end-to-end' view who can connect their role to the bigger Atos picture and appreciate the impact of their work on different stakeholders.
- From a 'local contributor' to a 'networked influencer' who can proactively shape innovative Atos solutions and strategy.
- From a 'technology expert' to a 'technology entrepreneur' who can co-create innovative solutions to meet client business needs.
- From a 'problem solver' to a 'trusted advisor' who is sought after by clients, colleagues and partners to help them anticipate and navigate the challenges of tomorrow.

"You interested me, you challenged me, surprised me, even irritated me sometimes but you certainly did not leave me indifferent. I have had some very inspiring times and appreciated all this knowledge put in its global perspective giving a consistent vision of the challenges we, as Atos, but also as individuals, are going to face in the coming years"

Participant feedback

The trusted partnership between Atos, Cambridge University and Paderborn University has exceeded all expectations and to date, the programme has welcomed 300 delegates from 23 different nationalities across all entities of Atos. The programme continues to deliver impact for Atos:

- at the business level, through high expert retention, cross company networks, creation of new innovative solutions and post-merger integration, and
- at the individual level, by developing connected business technology capabilities and providing an expert career track that leads to exciting promotion prospects.

Introduction

The trusted partnership between Atos, Cambridge University and Paderborn University has exceeded all expectations and delivers impact at the business level.

Atos is a global leader in digital transformation with circa 100,000 employees in 72 countries and annual revenue of around €13 billion, serving a global client base.

Atos strives to create the Firm of the Future, believing that bringing people, business & technology together is the way forward. At Atos, we embrace this journey, striving to remain the trusted partner that delivers digital empowerment to our clients.

The Group is the Worldwide Information Technology Partner for the Olympic & Paralympic Games and operates under the brands Atos, Atos Consulting, Atos Worldgrid, Bull, Canopy, Unify and Worldline. Atos SE (Societas Europaea) is listed on the CAC40 Paris stock index.

"Atos' vision for the future is: to accelerate progress by uniting people, business and technology"

Thierry Breton
Chairman & CEO

IfM is part of the University of Cambridge's Department of Engineering.

Its world leading research aims to help

- companies develop life-changing products and services, build better businesses, create meaningful jobs, and improve the environment for the future.
- governments foster innovation and enterprise to deliver social and economic benefits.

IfM researchers work on a wide range of manufacturing-related topics including:

- how new technologies can be nurtured through the development phase and turned into successful businesses.
- effective business tools and processes that can help organisations achieve their strategic goals

Real-world application of IfM research takes place through its dissemination arm, IfM Education and Consultancy Services (IfM ECS) Ltd. They provide consultancy and professional development programmes to companies of all sizes and to national and regional governments. IfM ECS is owned by the University of Cambridge and profits are gifted to the University to fund future research.

Paderborn University was established 1972 and is located in the state of North Rhine-Westphalia in Germany.

Paderborn University has a strong foundation in computer science and its applications influenced by the German computing pioneer Heinz Nixdorf, which is reflected by the motto "University of the Information Society"

The Software Innovation Lab (SI Lab) and the C-LAB are two interdisciplinary research institutes of Paderborn University connected to the Gold for Expert programme. The SI Lab is part of the SICP – Software Innovation Campus Paderborn, which is a cooperation between ten leading-edge technology companies (incl. Atos), the Paderborn University and the Fraunhofer IEM. The Software Innovation Lab is a research and technology transfer institute that enables a successful transition of research results in industrial practice.

The C-LAB – Cooperative Computing & Communication Laboratory – is a joint research and development laboratory operated by Atos and Paderborn University.

The challenge

"We are constantly adapting to meet tomorrow's challenges, increasing scale, reach and expertise to service our clients wherever they are. We provide advanced IT solutions and outsourcing services with a global reach. Together we progress as Atos, a strong combination that drives growth and greatly enhances the services we provide to you as a client."

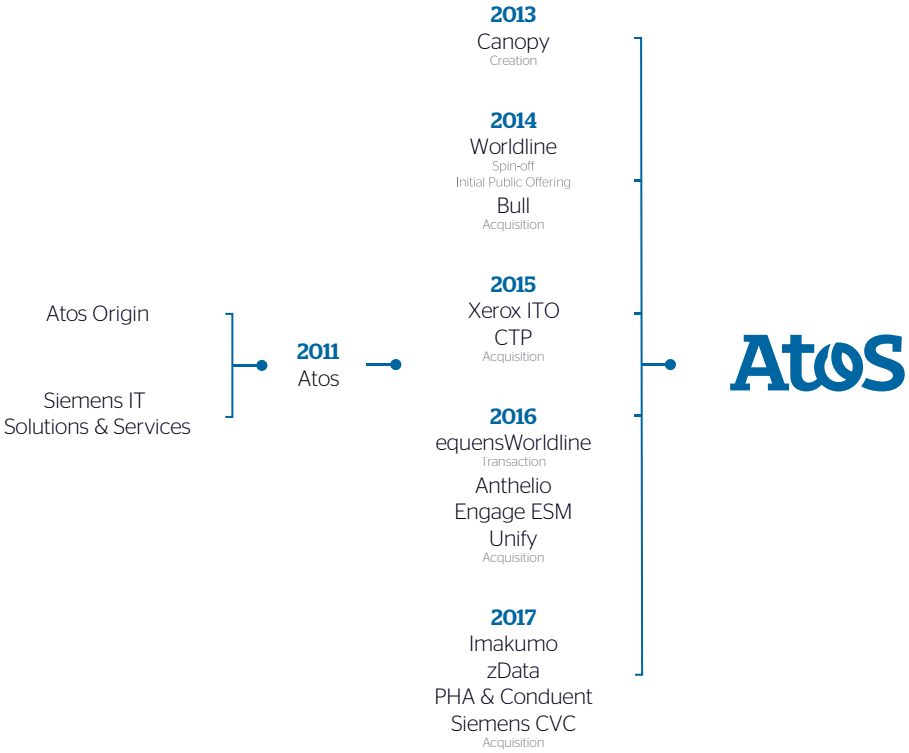
Thierry Breton
Chairman & CEO

The value of experts who could work with customers or partners to co-create innovative IT solutions was recognised by the Atos Group Executive Committee as strategically important to the success of the company and Atos was determined to attract and retain the very best.

"We want to show that there's a real career path for experts in this company. You do not need to become a manager to make a career for yourself at Atos."

Atos had previously recognised that its solutions and services business required exceptionally talented people who would be in high demand by the industry. As a result, a group-wide Talent Management function was created and managed separately from Human Resources to provide the necessary focus on this business priority. A talent programme had already been established with HEC Paris for Atos' high potential business managers and leaders ("Gold for Managers"), and the responsibility for building an equivalent programme to support the development of high potential expert business technology leaders naturally fell to this team. The resulting programme has become known as "Gold for Experts".

Not only would the programme need to address leadership development for people with a broad technical background but also make sure that it remained relevant and up to date in the ever evolving world of Atos and information technology. It would need to take the changing internal business structure and environment into account as well as align with the growing ambitions of the organisation.



In a communication to potential providers the challenge was described as building a cross-functional, organisation wide leadership development programme dedicated to top talented experts that would allow them to further:

- develop Atos expertise in line with strategy – strengthening strategic and business views, in addition to broadening their technical view
- recognise the need for, and realise expert development and expert career paths, to attract and retain key talents
- become the Trusted Advisor to our customers actively contributing to the process of selling innovative solutions.

The link to Atos strategy had multiple strands including:

- corporate growth through innovation,
- talent attraction and retention,
- and post-merger integration.

The corporate innovation process needed to be closely associated with the Gold for Experts programme. Those who played key leadership roles in the innovation process, including the Head of the Atos Scientific Community and the Global Chief Technology Officers (CTOs), worked with the development team to ensure programme alignment. Atos set up an internal advisory committee to oversee the development of the programme and to ensure that the multiple stakeholders across the Atos Group were all involved and aligned – these included Group HR L&D, Scientific Community, Group Talent Management and Group CTOs.

The Commitment

Atos was looking for long term programme partners with aligned academic interests and high credentials.

"Gold for Experts has been in place for 5 years now and has trained 300 talents. The programme was designed together with 2 leading European universities to deliver the best possible experience, Cambridge University was chosen for their extensive business background while Paderborn University offers very deep technical expertise. This unique combination has proven to be an efficient and successful way to further develop our experienced expert leaders. I have been involved in the programme since the beginning and have been present during all the final presentation sessions. Together with select members from the Atos Executive Committee we have seen a marked improvement in both the technical expertise of our people as well as the ability to effectively communicate their message to C-level stakeholders."

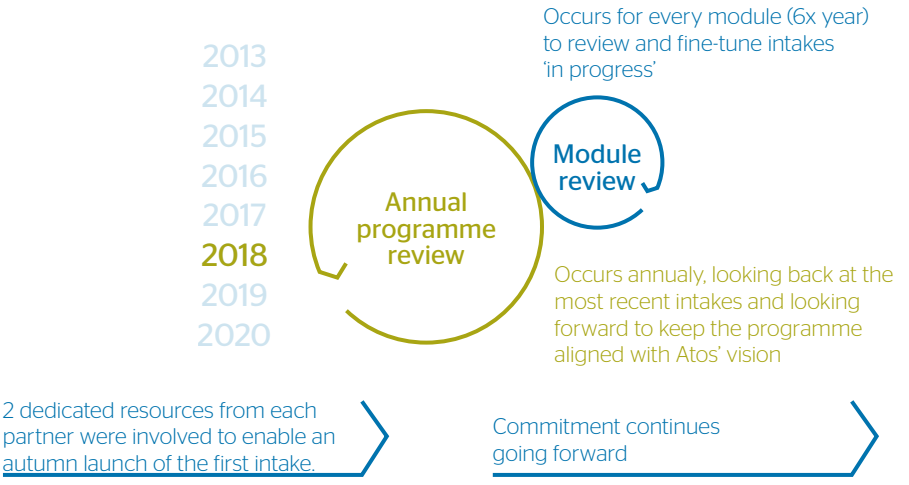
Hubert Tardieu
Advisor of Atos CEO
Founding member of the Atos Scientific Community

A world-leading University with a proven track record and leadership in technology and innovation management research and professional education expertise was required and the University of Cambridge, Institute for Manufacturing (IfM ECS) met these criteria.

For expertise in Computer Science, the preferred partner was Paderborn University allowing Atos to leverage their existing 30-year strong research collaboration, initially developed by Siemens. Atos, IfM ECS and Paderborn University joined together and developed a partnership that is still thriving today and plays to their different strengths. IfM ECS is the contracted programme supplier to Atos and Paderborn University is a subcontractor of IfM ECS.

The programme design was developed over a period of eight months led by IfM ECS who employed the Kirkpatrick business partnership model to ensure the desired results were kept in the foreground at all times. The team met regularly.

To better understand Atos, IfM ECS and Paderborn analysed publically available information such as company results and company brochures as well as many internal documents e.g. talent management brochure. Preliminary ideas for the programme presented by the Atos Global Talent were probed, challenged, refined and developed.



The first milestone was to deliver Intake 1, a pilot programme, for 30 delegates with Module 1 in October 2013 in Cambridge, Module 2 in January 2014 in Paderborn and Module 3 in March 2014 in Cambridge, subject to a high level programme design being approved in July 2013. It was envisaged that should the programme prove successful it would run two or three times a year – similar to the other Atos Gold for Managers Programme.

The pilot programme was considered a great success and Intake 2 followed in quick succession during 2014. From 2015, two intakes have been delivered each calendar year and the programme is contracted for two years at a time giving all partners forward continuity.

The partnership is absolutely committed to continue delivering an excellent and aligned programme for Atos. Substantive feedback is collected from delegates and Atos stakeholders and a stringent review process is held to refine and improve the programme and keep the programme aligned with current research and Atos strategy.

"The Gold for Experts programme empowers the participants of Atos to cope with newest technological developments in their daily work with customers."

Prof. Dr. Gregor Engels
Chairman of Board SI-Lab and C-LAB

The L&D Initiative

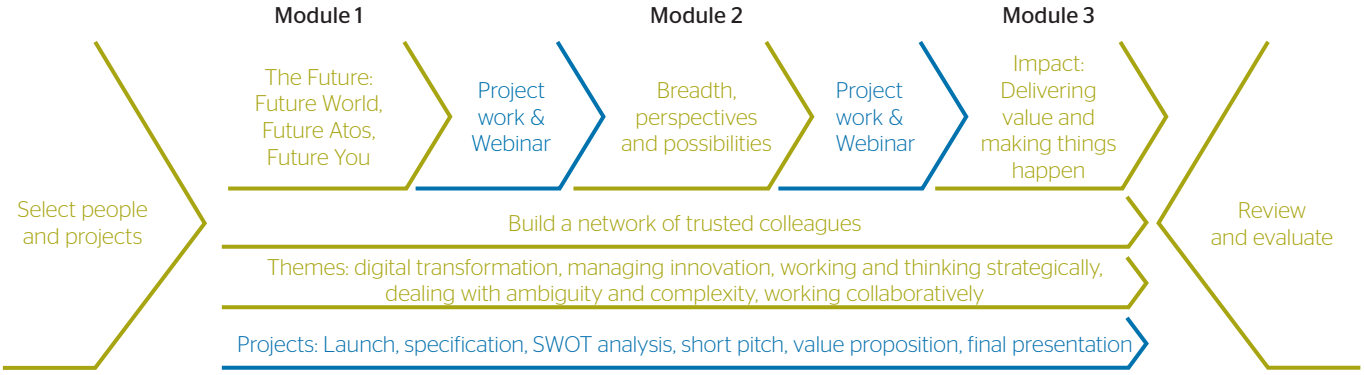
Each programme consists of multiple components the major ones being 3 residential modules (over a period of 6 months), each with its own focus and the programme projects.

Learning Outcomes: By the end of the programme period delegates will be able to...

- Combine broader, end-to-end technical knowledge, with knowledge of the global business context and how it is changing, using expertise in technology, service and innovation management to
  - act as trusted advisors to external clients, helping them to think through strategic technology options during the early stages of their forward plans
  - create and implement innovative technological strategies, bespoke solutions and new portfolio items that align with Atos business strategy and those of its clients.
- Develop a relationship with a client, taking into account the client's business context and evolving business needs, and propose or co-develop, innovative value-adding solutions with an associated compelling business proposal.
- Exert their influence in Atos by developing, maintaining and contributing to networks, and transferring their expertise effectively using their understanding of how the Atos businesses work end-to-end across the value chain.
- Build on the above learning to further their development as trusted advisors, making use of Atos talent development processes and learning opportunities.

"At IfM we understand the challenges faced by driven companies and are able to devise programmes that deliver the outcomes companies require. The fundamental challenge to develop Atos Experts has not changed since the programme started in 2013, but the digital context within which Atos operates and Atos has, making refinements essential to maintaining this programme's success"

Professor Tim Minshall
Head of the Institute for Manufacturing



The programme includes a variety of sessions including: interactive taught sessions, facilitated workshops where proven tools are learnt and applied, simulation exercises and project discussions and presentations. In addition, social occasions for informal networking are scheduled such as course dinners and punting in Cambridge; and opportunities to be inspired by the exhibits at the Heinz Nixdorf Forum (largest Computer Museum in the world) in Paderborn are provided.

A collaborative and cooperative learning environment has been created and is maintained throughout the programme. Delegates sit in small groups (that are changed every day) and many of the sessions include table group exercises and discussions.

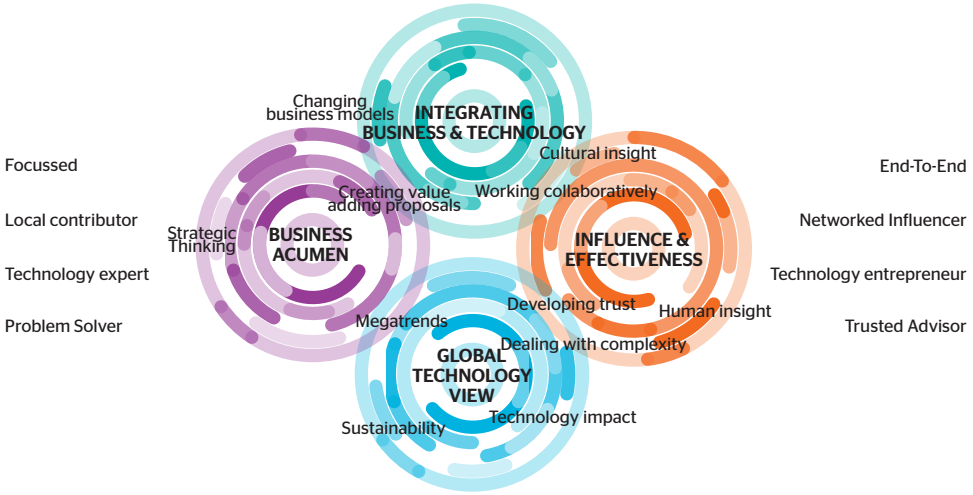
In support of individual learning and recognising the wide range of expertise and experience amongst the delegates, pre-reading is provided to enable familiarisation with topics. All sessions include information on key resources and how to access them and delegates are pointed to relevant internal Atos training programmes and L&D initiatives. Crucially, broader career development advice and access to development opportunities within Atos are on offer for delegates to continue to grow and advance their careers.

A key component of the programme structure is a group project that runs throughout the entire programme culminating in a presentation made to Atos senior executives on the final day. The projects require delegates to work in teams of 5 people and tackle a real and significant concern for Atos where expert input is essential. Projects are sponsored by a senior Atos executive and supported by course tutors. Time is provided during each module for the project teams to work together and certain key exercises are undertaken by project groups from which the generated learning can be directly applied to support the project.

Teams are expected to work on their projects in between modules and have a variety of assignments to complete that are designed to aid the progress of their projects, develop and test their strategic thinking skills and each team must deliver high quality presentations.

The L&D Initiative

The definition of the "delegate journey" became a core mantra of the programme being able to describe to the delegates the type of expert they were being developed to become.

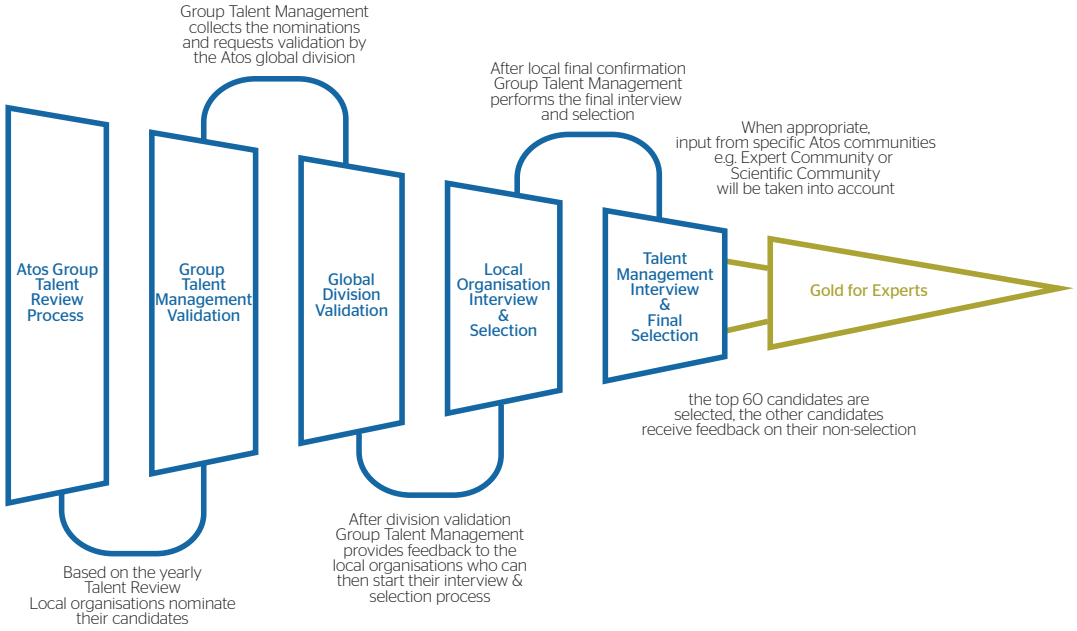


Selecting the right candidates for the programme is essential to its success.

The aim is to identify participants that have the potential to grow and develop into leadership positions, and that are believed to do so coming from an "expert" background.

The definition of "expert" used is a very broad definition, especially in a company like Atos which spans a wide variety of technical domains. More accurately it would be to define those who participate as "people with a passion for technology, and who see this as a core part of their interaction" within the group. Atos finds people from all technical walks of life in, architects, solution designers, project/ programme managers, technical account managers, CTO's and R&D specialists.

The common factors for all participants is that they have solid core expertise, have the potential to be elevated to the "next level" and are motivated to join the programme. The selection process is based around the yearly talent review Atos organises for all its employees. Candidates and their credentials are reviewed by different stakeholders e.g. Global Divisions, Local organisations and different "key" communities within Atos (Expert Community & Scientific Community). This leads to the top 60 candidates being chosen.



The impact

To date, the programme has welcomed 300 delegates from 23 different nationalities across all entities of Atos. The programme is very highly rated by the delegates and the impact on three different delegates is illustrated in the testimonials below.

The programme delivers the impacts initially sought and has delivered real value to Atos through the projects.

High retention rates of 96% achieved as a result of technical experts completing the programme

- Increased retention of Senior Experts post-acquisition lowering 'brain drain'
- Increased cross-division integration of Senior Experts

A career path for the expert community with promotion of participants is 2x as high as comparable profiles

- 80% of delegates are actively working on their personal & professional development
- Active inclusion of existing participants in organisation succession planning

A global network of alumni

- From personal relationships forged on the programme
- Through connections between the different intakes through in-company social networks

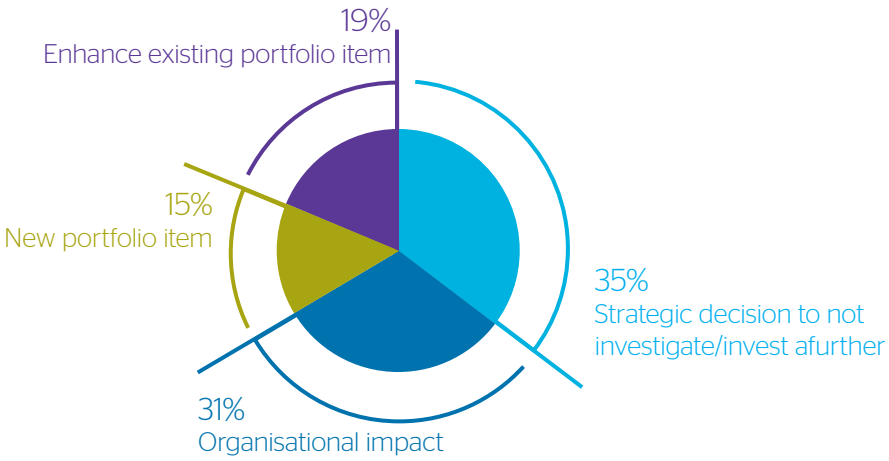
"I have been involved with Gold for Experts (GfE) from its inception and seen the programme grow into a vital enabler for our best technical people to become more effective within the business. They have the opportunity to better understand Atos outside of their daily role, build a network of colleagues across the organisation and, most crucially, develop greater business awareness of their contribution and how that can be relevant to the wider strategy of the company. The feedback from GfE alumni I have met has been consistently that it makes them more effective and offers them a similar career development opportunity to their management colleagues. Our technical experts are the lifeblood of our company and GfE undoubtedly makes them better."

Guy Lidbetter
CTO Atos Infrastructure & Data Management
Atos Fellow and Founding Member of Atos Scientific Community

The impact

48 programme projects have been completed to date.

This opportunity to develop innovative technology ideas is recognised as a key source of innovation in Atos and is mapped on the Atos innovation funnel. The projects have generated the following results and continue to attract significant interest from Atos senior executives.



Post-merger integration remains a key benefit through bringing delegates and senior technical stakeholders across Atos together in support of delivering the programme – not only did the programme assist in the integration of the initial Atos and Siemens organisations but Atos has continued to grow through acquisition and the programme has particularly helped delegates in the newly merged companies to gain a good understanding of Atos.

"For me, Gold for Experts was an enabler. I came into the programme not knowing what to expect with the assumption that it was simply a higher grade of training for company talent, my assumption was wrong. The programme changed the way I saw Atos and how the organisation develops talents. It opened my eyes to how a single individual can make change happen and be a part of an organisation that enables success. When the programme ended, I looked at how I approached my work, customers and challenges differently and instead of simply reacting, I explored the ways in which I can make the situation or solution transformative. Gold for Experts was the doorway for me to grow and be an agent of change and enabler in the organisation I work for today."

Steven Savenelli, US

"The Gold for Experts programme amplifies the investment and belief our global leaders place in us. Just as great leadership inspires and brings out the best in us, the Atos programme brings together the very best global talent, enabling colleagues to learn, collaborate and achieve. The achievements made during and beyond the programme culminate in real world customer and personal benefit, underpinning and promoting the Atos values. The programme polarised my view of Atos, our incredible people and our technological capabilities. It has empowered me to own, drive and imagine possibilities I was too scared to take on before Gold for Experts. Being part of the ever-increasing community strengthens my network and as a consequence my chances of further professional and personal success."

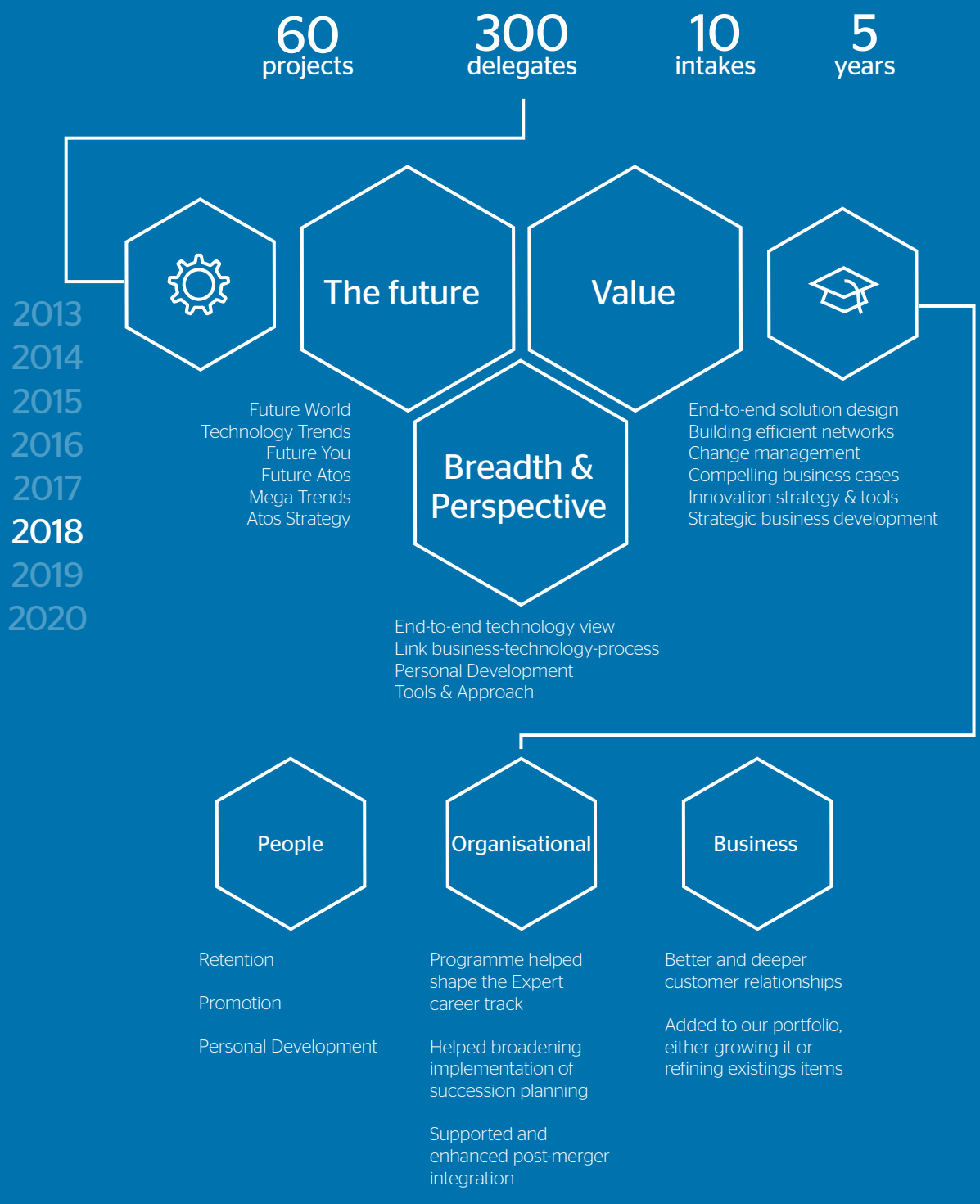
Steve Bishop, UK

"The beauty of the Gold for Experts (GfE) programme could be evidenced in such way that at the beginning of the programme, when all experts who focused on their respective areas, were put together to learn and accomplish certain projects but by the end of the 6 months programme, they were transformed into experts who see things from bigger picture, who talk about end to end strategic solutions and who see Atos group as a whole, not just silos or standalone business lines. I have benefitted so much from the learning experience in GfE, not only from the excellent courses but also the sharing and exchanging of knowledge amongst experts from various service-lines, backgrounds and geographical locations. To me, GfE programme did not end on the day when the course completed, it's a continuous learning and transformation journey which shapes my thinking and confidence in becoming the trusted advisor to our clients."

Soo Shin Puah, Malaysia

Reflections

"To enable Atos business technologists working with Atos colleagues and clients to identify, design, sell and deliver value adding solutions to clients' evolving needs"



Appendix

Atos

Sven Geerts
Group Talent Manager
Gold for Experts Programme Director

University of Cambridge – IfM ECS

Dr. Judith Shawcross
Head, Executive and Professional Development
Gold for Experts Programme Director

Paderborn University – SICP

Dr. Simon Oberthür
R&D Manager - Mobile & Cloud Systems
Gold for Experts Programme Director

About Atos

Atos is a global leader in digital transformation with approximately 100,000 employees in 72 countries and annual revenue of around € 13 billion. European number one in Big Data, Cybersecurity, High Performance Computing and Digital Workplace, the Group provides Cloud services, Infrastructure & Data Management, Business & Platform solutions, as well as transactional services through Worldline, the European leader in the payment industry. With its cutting-edge technologies, digital expertise and industry knowledge, Atos supports the digital transformation of its clients across various business sectors: Defense, Financial Services, Health, Manufacturing, Media, Energy & Utilities, Public sector, Retail, Telecommunications and Transportation. The Group is the Worldwide Information Technology Partner for the Olympic & Paralympic Games and operates under the brands Atos, Atos Consulting, Atos Worldgrid, Bull, Canopy, Unify and Worldline. Atos SE (Societas Europaea) is listed on the CAC40 Paris stock index.

Find out more about us
atos.net

Let's start a discussion together

All trademarks are the property of their respective owners. Atos, the Atos logo, Atos Codex, Atos Consulting, Atos Worldgrid, Bull, Canopy, equensWorldline, Unify, Worldline and Zero Email are registered trademarks of the Atos group. Atos reserves the right to modify this document at any time without notice. Some offerings or parts of offerings described in this document may not be available locally. Please contact your local Atos office for information regarding the offerings available in your country. This document does not represent a contractual commitment. March 2018. © 2018 Atos

CT_J640_180223_RY_B_GOLDFOREXPE