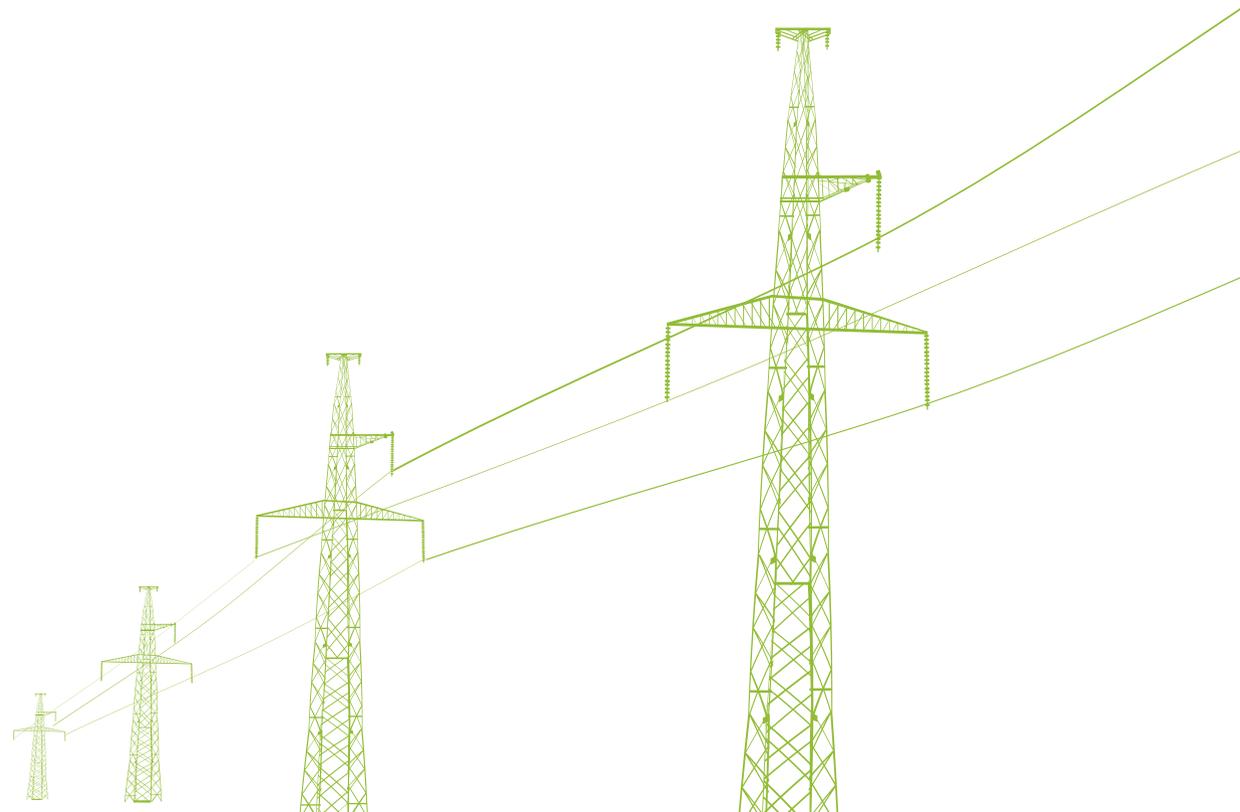




EFMD Excellence in Practice Awards

# The Iberdrola MBA in the Global Energy Industry





# Executive Summary

How does a growing international organisation take steps to 'future proof' its talent pipeline?

In the case of Spanish based energy giant, Iberdrola, it enables a transition from effective but parochial talent solutions, to a bespoke global solution. It achieves this by

- ▶ Commissioning its own customised MBA in the Global Energy Industry,
- ▶ Aligning it into its pre-existing executive programmes and frameworks
- ▶ Investing in its high potential emerging leaders population worldwide
- ▶ Aligning with the company strategy and the talent philosophy (to attract, develop and retain talent)

Iberdrola is a world leader in renewable energy and one of the world's top power companies. At its heart it is an electrical engineering organisation focused on future international growth. A key part of its strategy is ensuring that its top people are familiar with the organisation's complexity, its cultural diversity and its overarching strategic approach.

Executive leaders in the organisation have their development needs catered for by the Business's own in-house academy – the Iberdrola School of Management – via a series of structured leadership programmes.

With 60% of the senior Executive grades having attended one of these programmes, Iberdrola's attention turned to another pool of staff whose global leadership capabilities needed to be addressed - the emerging leaders population.

Iberdrola's twin specialisms of engineering and business led it to partner with two renowned universities Comillas Pontifical in Madrid who's Engineering and Business Schools both became involved and the triple accredited Business School of the University of Strathclyde in Glasgow. The blend of Engineering and Business expertise within the Universities worked effectively with a supportive Corporate Partner who had a clear specification and a willingness to engage at all levels.

The result was the creation and subsequent delivery of a dual bespoke MBA in the Global Energy Industry which has already begun to stimulate the next level of the Iberdrola international talent pool by developing cross cultural, cross business and cross functional relationships and solutions.

## Key Elements of the programme are:

- ▶ Bespoke energy sector technical modules e.g. Regulation in the Electricity Industry
- ▶ Tailored Business modules
- ▶ Multinational, cross cultural participants
- ▶ Cross Business, cross functional diversity
- ▶ 16 taught classes plus a final project
- ▶ 30 months duration

## Key Impacts

- ▶ Strong Partnering Relationships
- ▶ Career Progression
- ▶ Skills Enhancement and Knowledge Acquisition
- ▶ Cross-Cultural Appreciation
- ▶ Global Awareness
- ▶ Deeper Organisational Understanding and Insight
- ▶ Global Networking
- ▶ Communication Enhancement
- ▶ Leadership Capability
- ▶ Talent Retention
- ▶ Engagement