



Background

Enthios has been working with Equifax (an international consumer credit reporting company) since 2012 on culture change, team development and coaching projects. In 2015, Equifax contacted us with a specific project as they had a need to identify and develop the high potential talent within their organisation. The aim of the programme was, 'to enhance the bench strength of the potential next generation of Executive Team members'.

With 7,000 employees, Equifax is a truly global organisation and is listed as one of the Top 20 companies to work for in the Atlanta-Journal Constitution.

As in any fast-moving, dynamic organisation, having a talent pool readily available is fundamental to their success. They need to ensure they have a pipeline of people with the relevant skills ready to step into leadership positions.

The Challenge

In such a fast-paced global organisation, delivery, execution and continuous service are critical. Equifax need people in a new role to be able to hit the ground running, as the company undergoes rapid growth.

The **objectives of the programme** that Enthios were asked to deliver elements of are outlined in the diagram below:



Increased Bench Strength - this simply refers to the competence and number of employees ready to fill vacant leadership and other positions.

Real Time Leadership Development

They wanted to challenge and 'stretch' their top talent to deliver business solutions. They were also keen to develop strategic leadership skills in respect of individuals, teams and tasks.



Increased Talent Retention

As a result of increasing talent retention, Equifax wanted to enhance their curiosity and commercial impact.

The elements requested of Enthios were:

1. Hogan 'Leadership Series' report feedback
2. Observation and feedback to participants on their development day
3. Project management of the programme
4. Pre and post programme evaluation stating 'distance travelled'

What Enthios did

Together with the organisation's Learning and Development specialist, we created a one-day development centre using the existing competency framework. Prior to the development centre, each of the twenty two participants were invited to complete the Hogan Leadership Series psychometric tests, after which they received one-to-one coaching from one of our team around their five reports.

The Leadership Series gives you an indication of likely leadership behaviours and reactions to pressure.

The development centre itself was based around a change simulation designed by Experience Point which was a real time experiential project focusing on decision-making, for which we supplied a team of ten observers. Following the centre, each delegate received a report on their observed leadership behaviours with insights for future development. We have found that as the reports are based on independent, evidence-based feedback, participants are often more ready to accept the suggestions than can be the case when they come from a colleague or manager.

The results

On completion of the six month programme, success was measured against eight criteria, and through the feedback surveys we were able to demonstrate improvements in all categories, ranging from 15% to 73%.

Some of the criteria against which significant improvements were noted were:

- ability to plan next career move
- understanding of the competencies required to reach next career goal
- understanding of the meaning of innovation within Equifax UK and knowledge of how to implement the process to create it
- knowledge of how to develop others and the value this brings

It was rewarding to see just how much 'distance had been travelled' when comparing the pre and post programme evaluations.

What did the training give participants?

'It has been an eye-opener and has made me realise what I want going forward, but even more importantly it has given me the ability to visualise how to make it happen'.



'A much better appreciation of my core strengths and also of those areas where I can focus to achieve both professional and personal growth'.

'A clear focus on what I need to do to be 'job ready' for that next move and as a result I've formulated a clear development plan. I now have a real sense that Equifax is committed to developing and retaining key people'.

And what did the client think?

Simon McGoran, Regional Learning, Organisational Development & Executive Recruitment Consultant said, 'Equifax sets an extremely high bar for partners delivering elements of its High Potential programme. Enthios delivers unique insight, efficiency and adaptability, along with value of money and seamless partnering with other vendors as well as our internal team. Enthios has proven itself consistently to be the right partner to choose. Customer centricity has been synonymous with the Enthios brand throughout the Equifax High Potentials programme'.