

Developing the leadership capabilities of senior executives at Société Générale

Société Générale is one of the largest financial services groups in the euro-zone. It employs more than 120,000 people worldwide in three key businesses: Retail Banking & Financial Services, Global Investment Management & Services and Corporate & Investment Banking.

1 The Challenge

In order to continue its strong organic and external growth, the Société Générale Group felt it was important to further strengthen the competences and capabilities of its senior executives internationally – in order to better implement their strategy. The solution would need to involve developing a common culture of leadership best practices within the group.

2 Development and Solution

Together with MCE a customized solution was developed with key objectives that included:

- Defining personal 'models' of effective leadership
- Understanding the roles of Société Générale's leaders today and of its leaders tomorrow
- Maximising the impact of key relationships and situations
- Improving networks of managers with different roles
- Encouraging the exchange and sharing of best practice

Special attention was paid to three key areas of leadership - individual, team and organizational. Specifically:

Individual leadership

identified personal styles of leadership and looked at the differences between managing and leading;

Team leadership

looked at feedback from colleagues and management to see how teamwork and understanding could be improved;

Organizational leadership

provided a strategic view of roles within the organization.

As follow-up, after three months participants were provided with individual coaching, and after nine months with a report and a discussion on the impact that their initiatives had made.

3 Results and Benefits

Since 2004 more than 120 senior executives of Société Générale have taken part, with further sessions planned for 2008 and beyond.

All of the above sessions were customized to the needs of Société Générale.

Société Générale

Société Générale is one of the largest financial services groups in the euro-zone. The Group employs more than 120,000 people worldwide in three key businesses:

- Retail Banking & Financial Services: Société Générale serves 27.6 million individual customers worldwide.
- Global Investment Management & Services: Société Générale is one of the largest banks in the eurozone in terms of assets under custody (EUR 2,585 billion, Sept 2007) and under management (EUR 450.1 billion, Sept 2007).
- Corporate & Investment Banking: Société Générale ranks among the leading banks worldwide in euro capital markets, derivatives and structured finance.

Société Générale is included in the five major socially responsible investment indexes.

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'MCE helped us to further strengthen the leadership capabilities of our senior executives internationally - in order to better implement our strategy. The solution involved developing a common culture of leadership best practices within the group.'

O. Corre, Responsible for Management Training, Société Générale.



Customer Specific Solutions

We have developed customized management development programmes for Companies such as Royal Philips Electronics, Starwood Hotels & Resorts Worldwide and Carlsberg. If you are working (or starting to work) on aligning your People and Processes, and developing the necessary metrics, we can help you. Just call Patrick Faniel, our Director of Customer Specific Solutions to outline our proven approach:

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