

Thales Alenia Space *strengthens* *the professional development* of its people with SHL

The client

Thales Alenia Space, a joint venture between Thales and Finmeccanica, is the European leader in satellite systems and a major player in orbital infrastructures. The organisation sets the global standard in solutions for space telecommunications, radar and optical Earth observation, defence and security, navigation and science. It is made up of 7,200 collaborators based across 11 industrial sites in France, Italy, Spain, Belgium and Germany.

The transnational structure and the organisational culture of Thales Alenia Space promotes a multicultural mix and approach as well as placing professional development right at the heart of the company.

Background

Its willingness to support both technical and professional talent development has led Thales Alenia Space to adopt focused and proactive talent processes. Its aim is to improve performance; develop potential and build the loyalty of its best people.

“Our project involved putting a professional programme in place that was focused on our best people and future leaders”, explains Claire Oksman, HR Director of Professional Development at Thales Alenia Space. “To do this, we wanted to adopt a proactive roll-out, addressing our best people, identifying their potential, and then helping them along their career paths.

SHL partnered with Thales Alenia Space on the roll-out of its professional development programme, customising it to the specific needs of the organisation.

“It is very rare to see a professional development programme focused on both assessment and coaching to this extent. The participants have given very positive feedback, saying they have grown in maturity, autonomy and self awareness.” *Claire Oksman, HR Director of Professional Development, Thales Alenia Space*

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Solution

The first step in this collaboration was the definition of a dedicated competency framework for the programme. Claire Oksman comments: "SHL really helped us with communication. As well as the new competency framework, we worked together on our in-house programme to ensure its successful adoption.

Once the programme participants are identified and selected, they sit a series of SHL tests: personality profiling (OPQ) and motivation (MQ) as well as a 360° evaluation. The results from these are then used and interpreted at the company's Talent Development Centre.

The Talent Development Centre is a product of the partnership of the Thales Alenia Space HR team and SHL consultants. Each year the participants are brought together at the Centre in Cannes, France, where they attend a number of sessions, including three for 'young talent' and one for 'senior talent'. These comprise a wide range of simulations and interviews with SHL consultants, followed by feedback and the development of action plans. Personalised coaching is then provided throughout the year.

SHL manages the whole of the Talent Development Centre programme – from logistics, organisation, tests, feedback and coaching through to satisfaction surveys.

"Although our Talent Development Centre is based in Cannes, we ensure that each session includes talent from each country. We do this to guarantee a systematic international mix and to ensure equality between the different nations", comments Claire Oksman. Consistent with this transnational approach, the SHL project was dual-managed by teams from both SHL France and SHL Italy.

Benefits

SHL's ability to work across the multicultural structure resulted in the first pilot being completed in just three months. The immediate adoption of this programme quickly demonstrated its potential; since 2007 more than 160 people have passed through the Talent Development Centre.

The successful collaboration between SHL and Thales Alenia Space, and the dynamic relationship created between the two organisations, has ensured its recognition and acceptance within the organisation.

Participant feedback has been very positive and emphasised the greater maturity, autonomy and self awareness achieved as a result of the programme. Today, Thales Alenia Space is noticing a real career evolution for many of its best employees who are reaching their potential within the organisation.

"Thanks to excellent feedback from Talent Development Centre participants, we will soon be collaborating on new projects with SHL across Group Thales", concludes Claire Oksman.

Key points

Thales Alenia Space wanted to launch a proactive professional development programme for their best people, customised to their specific requirements.

SHL worked on the end-to-end roll-out of the programme, from consulting through to the creation and management of the Talent Development Centre.



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We call this People Intelligence, Business Results.