Leading the Future
Developing Global Leaders
Marks & Spencer

Marks & Spencer is one of the world’s leading retail organisations, employing over 80,000 people in the UK and internationally, with over 700 stores in the UK and over 400 stores in 44 territories across Europe, the Middle East and Asia.

In November 2010, Marks & Spencer set out a three year plan with the aim of becoming a truly international, multi-channel retailer.

As part of this strategy, an increasing number of UK-based employees will now be working with international colleagues, suppliers and, ultimately, customers.

The degree of engagement will be varied and include collaborating on projects, managing international teams and influencing key stakeholders.

Communicaid

Communicaid is a global culture and communication skills consultancy that assists the world’s leading organisations to mitigate the risks and maximise the opportunities of working in a complex and ever-changing international environment.

We work with international organisations such as Marks & Spencer to provide a complete suite of consultancy services as well as targeted intercultural, language and communication skills training.
Training Objectives

The core aims of the programme were to:

- Increase employees’ awareness of their own culture and its impact when working with internal and external contacts from other cultures
- Motivate global leaders to adapt their leadership and management styles when working internationally
- Develop practical skills and strategies for improved global leadership in key Marks & Spencer territories
- Develop curiosity to learn more about specific global markets from a cultural perspective
Training Approach

Communicaid worked closely with the Head of Learning, Recruitment and Organisational Development at Marks & Spencer to develop an extensive understanding of the organisation’s international strategy and the expectations of their top 100 managers.

Key considerations included the need to create a high-level programme that was relevant for senior employees with varying degrees of international experience. The training also needed to integrate practical scenarios and exercises to enable senior leaders to adapt their global mindset and bring about change in the organisation from the top down.

Using this knowledge, Communicaid designed a one day programme - “Lead to Succeed, Leading the Future in a Global Marketplace”, which forms part of an ongoing suite of development modules for senior level Marks & Spencer employees.

Communicaid’s programme was preceded by a session focusing on the importance of international development for the business. This session, delivered by a leading business school, was positioned to ensure maximum relevance and engagement on Communicaid’s “Leading the Future in a Global Marketplace”.

Our Solution

The core one-day programme provided global leaders with:

- An understanding of culture and its impact on international business and leadership
- Targeted cultural context for leadership in key overseas territories
- A cultural framework for effective global management and leadership of international teams
- Access to CultureWizard™, an interactive online intercultural learning resource
Results

To-date, Communicaid has delivered numerous “Lead to Succeed” training workshops to Marks & Spencer’s top 100 leaders. The workshops have developed the intercultural competence of this key population, cultivated a global mind-set and provided them with practical tools to lead and influence in the new international environment in which they operate. Participants report that they are able to build a stronger leadership capability with the knowledge and understanding of key cross-cultural values and behaviours they have gained.

Testimonial

“The Lead to Succeed (International) programme has proved to be a real eye opener for our leaders. Understanding how world economic power is shifting and how different cultures operate and behave has been inspirational. It has allowed our leaders to enhance their capability to get the best out of their international relationships and provided them with practical tools to continue our journey of becoming a truly international business.”

Nigel Jeremy
Head of Learning
Recruitment & Organisation Development
Marks & Spencer