



How to develop a leadership population that drives significant growth ambitions?



About Atos

Atos is a major global player in IT services, working on ambitious growth and transformation in a time where the organization has also faced its share of challenges in the public eye. With a “Covey-esque” End in Mind, Atos continues to invest in leadership development to realize its long-term vision. One of Atos’ flagship initiatives is the FUEL program, which integrates FranklinCovey learning solutions. We spoke with Jaime Carillo, Atos’ Talent Director, about this important and impactful leadership initiative, in which FranklinCovey has been actively and deeply involved for well over a decade now, fostering significant and meaningful growth.

The Challenge

Atos’ pursuit of rapid, organic global growth requires two key elements:

1. A leadership mindset and skill set that aligns with the dynamics of global expansion.
2. The ability to attract and retain future leaders.

Jaime states: “We want to elevate collaboration between different business units from a local to a global scale. To achieve this, we need leaders who embrace diversity and can make decisions in uncertain environments. Self-reflection, the development of a growth mindset, and a strong desire to learn are essential in this process.”

“Moreover, for our organic growth, we need leaders who are ambassadors of our values—and leaders who are ready to take on more responsibility as growth opportunities arise. That’s why we continuously invest in programs like FUEL, which attracts both internal and external talent who want to be part of that growth.”

The Solution

The FUEL program for global talent addresses all these needs. It is a synergy between various learning providers, offering a range of inspiring talks and full workshop days, such as those led by FranklinCovey. It’s a hybrid program, where participants



“Leadership begins with self-awareness, because only by understanding yourself well can you effectively lead others.”

- Jaime Carrillo, Talent Director

meet physically every few months in cities where Atos has a presence, like Cambridge and Paris. Participants from all over the world—USA, Romania, Mexico, Israel, Malaysia, India, and beyond—come together. This alone is invaluable, as it connects Atos leaders globally, fostering the shift from local to global networks. It promotes cross-business-unit collaboration and facilitates learning from each other's challenges and successes.

FranklinCovey facilitates "Leading at the Speed of Trust" and "6 Critical Practices of Leading a Team," through an online kick-off session, followed by two webinars and two in-person workshop days. The program is designed to be experiential and aims to achieve sustainable behavioural change. Self-awareness and self-reflection are core components, supported by the FranklinCovey 360 Assessment, which participants complete before and after the program – to statistically measure their growth. Jaime emphasizes the importance of this self-awareness for leaders: True leadership begins with self-awareness, as only by understanding yourself can you effectively guide others"

Impact

Faster Leadership Readiness

This solution aligns with Atos' leadership needs in its fast-paced growth. Jaime observes: "We've seen the readiness of leaders to take on more responsibility decrease from 2-3 years to about 7 months."

Higher Leadership Retention

The program also contributes to higher leadership retention. According to Carillo's data, the YTD retention rate for leaders who have participated in the FUEL program is 94%, with the calculated risk of departure 60% lower

than that of comparable talent pools within Atos.

This is partly because FUEL participants reflect on their career path at Atos, decide where they want to go, and recommit to their career trajectory. FUEL helps them unlock their potential and ideas. Jaime shares a success story: "One of the participants reflected on what she was capable of and what role she wanted to have at Atos. After the program, she stepped into that role, which involved managing a highly significant multinational client. The self-confidence and the mindset she needed for that, she gained through FUEL."

And she's not the only one who has experienced this impact. 96% of FUEL alumni report career acceleration within two years of completing the program, with one third of them receiving a promotion.

Innovative Projects

The FUEL program also offers a platform to showcase ideas and potential from leaders. This has already led to initiatives such as a real-time feedback tool that ensures feedback is promptly collected, analyzed, and acted upon, making Atos a more responsive and employee-centric organization; or a reversed mentoring program to help Atos leaders to be more inclusive and enhance communication across genders and generations

Skill Development

The FranklinCovey 360 assessment, which tracks the development of individual skills throughout the program, also shows significant improvement in skills needed to lead in a dynamic and diverse environment. The top five areas in which participants show measurable development include Delegation, conducting 1-on-1s, Giving

Feedback, Managing Their Own Time and Energy, and Leading Change Processes.

The FUEL program is deeply embedded in Atos' leadership, culture, and growth strategy. Through self-reflection, networking, and the development of essential leadership skills, it directly contributes to the personal and professional advancement of leaders—leaders who are shaping the future of Atos. It's a brilliant illustration of how the development of human potential through behavioural change leads to measurable impact.

Atos

Website

www.atos.net

Branche

IT

Employees

>41,000 talents over +47 countries

Challenge

Developing a leadership population that supports and drives Atos' global growth ambitions.

Solution

The FUEL program, to which FranklinCovey contributes with the 360 assessment and the behaviour change programs Leading at the Speed of Trust and 6 Critical Practices of Leading a Team.



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