

# ARCADIS

## Designing a bespoke international senior leadership development centre programme

ARCADIS is a leading international company providing consultancy, design, engineering and management services across four fully integrated business lines: Infrastructure, Environment, Buildings and Water. With headquarters in the Netherlands and offices across the globe, the company adopts a 'one team' outlook that enables it to operate seamlessly across multiple geographies.

Keen to take a proactive approach towards talent identification, succession planning and the acceleration of personal development, ARCADIS recently asked Cubiks to help it design and roll-out the 'ARCADIS Talent Challenge'. The Talent Challenge is an international development centre programme for key individuals who have been identified as having the potential to move into senior management or other globally important positions within the organisation. Working with the ARCADIS corporate project team and local HR managers across the globe, Cubiks set about designing a development centre process that would adopt ARCADIS branding and terminology at all times and also be tailored to incorporate the company's leadership model.

A prime objective was to ensure that each Talent Challenge would provide the participant with a valuable learning experience that would help guide their future career development. The Talent Challenges would also play an important role in helping participants to understand the commercial and technical leadership capabilities that are required to succeed at the most senior level in the company. With this at the forefront of thinking, Cubiks developed a business-focused development experience to that would have credibility with participants and incorporate innovative psychometric tools at key stages to guarantee rigour.

In particular, the process would be forward-focused and concentrate on evaluating each participant's overall potential and boundaries in relation to their career development within ARCADIS. The Cubiks consultants would therefore seek to explore each participant's Core Potential, the faculty which underpins an individual's potential to learn and maximise the value of their personal competencies.

### Client comment



*"Working with Cubiks, we have created a challenging and engaging development experience that provides senior players in our organisation with valuable insights into how they can enhance their performance at work. The information delivered by the Talent Challenge programme will also enable us to match the talent within our business with the most challenging opportunities".*

**Tom W. Haak,**  
Corporate Director of Human Resources,  
ARCADIS

## Client comment



*“As the pace of globalization accelerates and ARCADIS seeks to achieve growth in more territories than ever before, it is essential that we provide development opportunities that accelerate the development of talented people wherever we do business.”*

**Nathalie van Hooff,  
Manager of Leadership and  
Talent Development,  
ARCADIS**

The resulting programme was created, containing each of the following components:

- Preparation of a personal portfolio by participants prior to the Talent Challenge day to stimulate self-reflection
- A briefing interview with each participant's line manager prior to the Talent Challenge
- A competency-based self-assessment using Cubiks' PAPI™ personality and behaviour profile
- A bespoke 360 degree review based on the ARCADIS leadership model with feedback delivered by an ARCADIS HR professional
- A competency-card sorting exercise, again designed to encourage self-reflection
- An in-depth interview focusing on both potential and competencies
- A tailor-made business case / role-play exercise designed to reflect typical ARCADIS business challenges
- A learning log to capture the key development insights gathered during the Talent Challenge

Both the 360° and PAPI questionnaires would be completed in advance via the Cubiks Online platform to make most effective use of the time available during the day. It was agreed that following each Talent Challenge, the Cubiks consultants would provide feedback to the participant, their line manager and local HR, and also produce a tailored development report for the participant. At a corporate level, all individual results would be calibrated to provide an accurate indication of the the company's leadership 'bench-strength'.

To date, Talent Challenges have been carried out across Europe and the USA with particular care taken to calibrate results and ensure global consistency. Now well established within the company, The 'Talent Challenge' process has enabled ARCADIS to understand the commercial and technical leadership strengths of its future top management tier, and provided participants with the impetus required to enhance their performance and thrive in a fast-track career.

For further information on Cubiks' executive assessment services, please email: [info@cubiks.com](mailto:info@cubiks.com)