

# LEADING AND BUILDING WINNING TEAMS

## HOW DO YOU BUILD TALENT TO DELIVER BUSINESS GOALS?

This forward thinking FTSE Top FMCG (fast moving consumer goods) company invested in a detailed analysis of their treasury team's skills with the **ACT Learning Academy**. Why? Because they value their people and place a huge emphasis on learning and development. Their main goal was to validate the focus of their learning and development (L&D) efforts to further grow their talent – so we gave them a hand!

“One of the key things that will set us apart as a team is our appetite to learn and improve: this is another great way for us to benchmark ourselves to achieve the best performance we can.” **Group Treasurer**

## THE CHALLENGE

The company needed greater visibility on the skills capability of their large treasury team. Their key objective was to highlight where to focus their L&D efforts to harness their team's talent.

## THE SOLUTION

The treasury department took part in a capability analysis exercise using the **ACT Competency Framework** as the benchmark.

The ACT Competency Framework is the result of consultation with senior treasurers, banks and learning and development teams, the framework defines the competencies treasurers need to operate successfully in global business today.

### How this works in practice:

1. first the ACT tailors competencies to the company's business needs
2. next, treasury team members are asked to self-report via an online questionnaire on their level of confidence around each competency
3. each competency has a benchmark score, which is used to identify further development activities for team members
4. line managers are also invited to contribute so that the outcome is a combination of self-perception and their managerial input, providing 180° feedback

### OUR APPROACH

Based on this company's business objective, we provided a bespoke, focusing on steps 1 and 2 of the **ACT in-company learning approach**.

#### We started by:

- ✓ understanding the business objective
- ✓ understanding the team structure
- ✓ working in partnership with the project team to communicate why analysis was being undertaken across the treasury team

We were with them every step of the way, providing regular updates throughout the process.



### WHAT THEY GOT OUT OF IT

- ✓ individual capability reports for the team, to aid with annual development plans by showing their strengths and development areas
- ✓ a helicopter view of the capability for the whole department, highlighting areas of most/least strength for sub-groups within the treasury department and recommendations for L&D
- ✓ a view of the results by specific treasury functions e.g. cash management

### THE END RESULT?

Their objective was to highlight where to further focus their L&D efforts to harness their team's talent. The results gave a very clear view and the company are now in a position to develop L&D plans that are benchmarked to industry standards for the next year, allowing them to invest their budget in the right areas and maximize return. They can also use this information to set personal objectives for their team members and decide where to focus their L&D attention. A winning result for this high performing treasury team.

### FIND OUT HOW WE CAN HELP DEVELOP YOUR TEAM AND BUILD TALENT

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