



*"Govert and his colleagues from Time To Grow have helped us in a great way to accomplish a number of assignments in a fast, involved and quality way of working."*

Carel van Maasland, Global Head of HR at Millicom International Cellular

Millicom (brandname Tigo) is an emerging market telco operator in Africa and Latin America with a need to implement a new innovation and consumer oriented organization as a result of their added value strategy. Time To Grow helped us with:

- Design & roll out of a category based marketing organization with a focus on consumer understanding across Latin America.
- Deliver an internal executive development program called *My Conscious Tigo Leadership* to almost 100 senior managers based on a leadership approach designed with input of our country/general managers. The program has the objective to support senior management to lead in a better way the implementation of lots of change initiatives across the company.
- Corporate values: from a gap analyses, to identifying newly relevant values linked to the business strategy to a toolkit for value based recruitment.
- Design and deliver a self development program for employees called *Tigo Goldmine* within Africa. A program we used to engage talented colleagues in Africa just as to support an Africa Graduate Trainee program.
- Deliver an internal middle management program called *Tigo Leadership Essentials* based on a need analyses (management review, results engagement survey) in Africa and Latin America. In Africa it was provided country by country in French and English just as in Latin America via a Train the Trainer roll out to all management.
- Design a new approach to management of performance including a complete roll out in Latin America where more then 500 managers where trained in a period of 6 weeks in their coaching for performance skills. The new approach was based on the experiences and input of the operating companies within Millicom.

*"The people at Time To Grow have been very helpful in supporting our own HR resources and business managers in Africa and Latin America to find solutions that fit their needs. All initiatives were appreciated by the participants because of its consistency, inviting style and professionalism."*

