

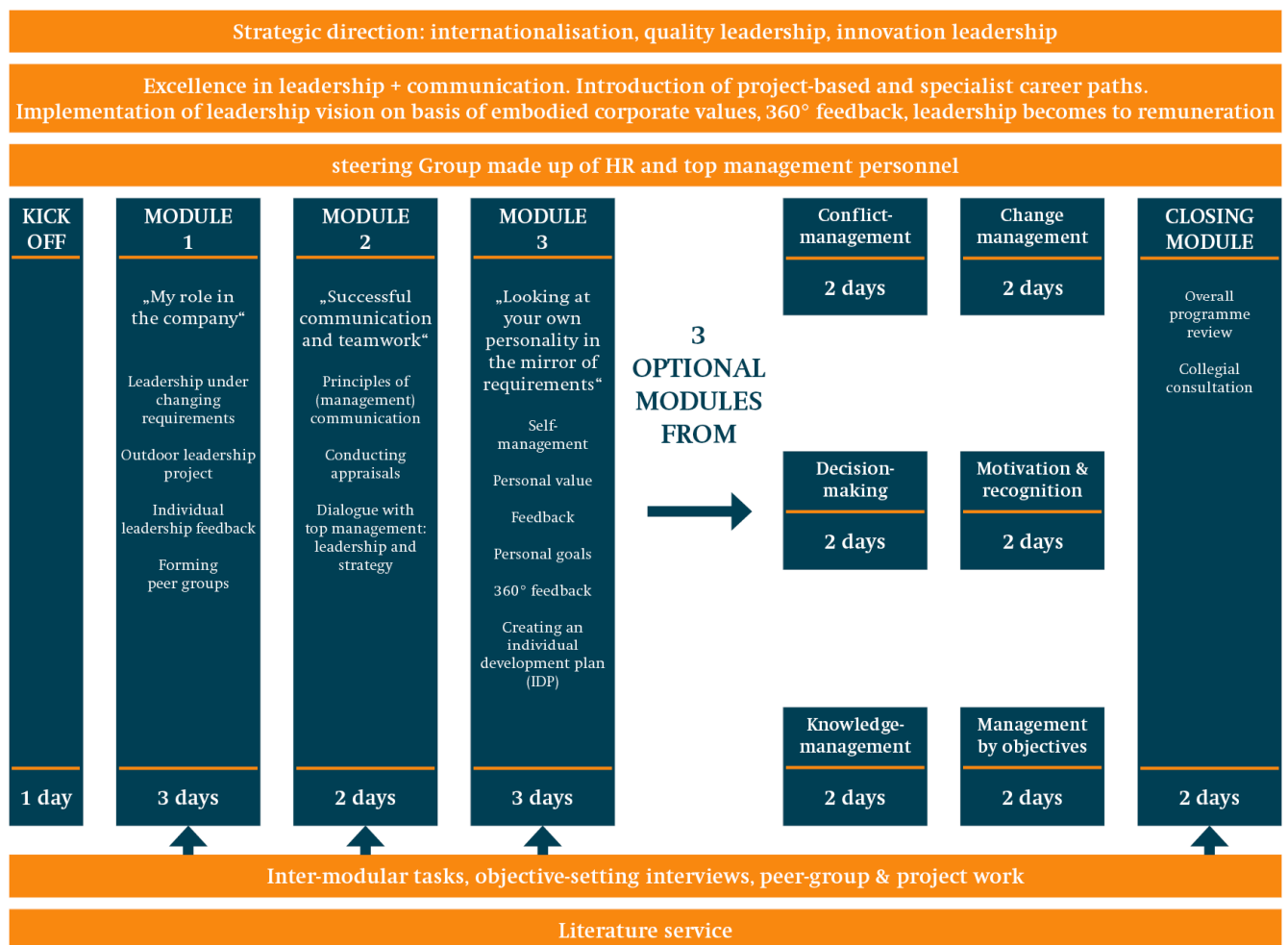
Excellence in leadership

A leading electronics manufacturer is launching a Leadership Excellence Initiative and simultaneously switching to a system consisting of three career paths.

Background

The company has grown continuously over decades and in the context of its strategic direction concludes that raising the quality of products and customized solutions to an excellent standard is a core competitive advantage for the business's further development. This positioning corresponds to excellence in internal processes, which is the reason for leadership being made a permanent focus. At the same time, discipline-specific and project-based career paths are being launched alongside line management.

(exemplary illustration)



Objective of leadership development

To align managers and organizational units so that relevant activities to be derived from the strategic positioning can be embodied on the levels of both competences (skill) and motivation (will).

Success-critical keypoints

- + The management is sticking to its strategic direction even in the financial crisis.
- + Leadership development is regularly reviewed using a customized tool.
- + Managers' performance becomes a factor in their remuneration from a certain hierarchical level onwards.
- + The changing customer business is being mapped by a change in the organizational structure.
- + Leadership guidelines are being developed internally and are being introduced with the involvement of top management to provide direction in an organization with an increasingly differentiated structure and global operations.