

An international manufacturer of dental technology sees improvement potential in the area of leadership following an employee survey

As a first step, the Human Resources Development department designs a new leadership model based on the managers in the company who received the best assessments. In the next step, the new model is to be introduced and established among the managers. Process One is engaged to design and implement a suitable program.

On our recommendation, a steering group is set up which works on and drives the topic. The steering group analyses the company's existing values and develops an understanding of leadership from the existing and future values that drive success (Version 1.0). This will give managers guidance for their own leadership behavior.

The basic qualifications required for this are taught in two workshop modules. At the same time, they have the opportunity here to reflect on their understanding of leadership, review its suitability for everyday use and provide relevant feedback. On the basis of the feedback, the steering group revises the understanding of leadership and gives final approval to a binding version 2.0.

This, in turn, together with the leadership model developed at the outside, forms the basis for formulating details of a meaningful profile of requirements for all three management levels. The total group of 120 managers subsequently receive support in the form of tailored training to develop and extend the skills they need for implementation. Leadership quality is discussed in parallel with the agreements on targets in employee appraisals, so that constant development is incorporated.

To evaluate the success of the measure, between and after the workshops transfer surveys are held among the participants and analysed. In addition, the employee survey, agreements on targets and recruitment profiles are adjusted to fit the new understanding of leadership. A Corporate Leadership Program subsequently helps to give the topic of leadership a permanent new status within the company.