



PREPARING A NEW GENERATION OF MANAGERS

Bottom-up development of a new leadership style and corporate culture

Our Client, a major player in the steel industry, was facing the challenge of quickly preparing a whole new generation of managers to replace a wave of soon to retire senior managers. Not only should those young managers be trained in management and leadership skills, but they should also implement a new management culture and overcome old barriers to innovation and change. Within a year the entire talent pool (60 junior managers) was to be trained and prepared to take increasing responsibilities. In a concerted effort with the Client's senior management and our partner BSE (see network) we defined the desired skill profile for the next generation managers. We jointly developed a highly customized and intense two week off-site training. We followed up on the implementation of the newly acquired skills in review workshops at the Client's plant six months later. All goals of this ambitious project were achieved and the improved management skills and culture had an instantaneous and measurable effect.

Situation and Challenge

Big companies within the steel industry sector commonly have long traditions of management and leadership styles. These are often merely "inherited" over decades. Our Client, a global heavy weight in its market segment, was facing all the challenges that

come along with such traditions. But in order to maintain their market position as quality, innovation, and technology leader they needed to modernize their management culture. A whole new generation of managers needed to be prepared to make the change and master the future's challenges.

Moreover it had become clear that the task of establishing this new generation of managers would have to be achieved in a very short period of time, since a wave of retiring senior managers was soon to hit the company.

program to be rolled out over all selected lower and middle level managers within one year. The education of these high potential junior managers consisted of a two week off-site training at an industry show case company in Germany.

The program contained elements of show-and-tell, role plays, lectures, workshops, mock-negotiations, presentations, and various other interactive elements; all specifically modeled to reflect the trainees daily operational activities and challenges. Back home the junior managers were encouraged by their senior management to regularly meet in their old seminar groups and exchange their experience in practicing and implementing the new management tools and skills.

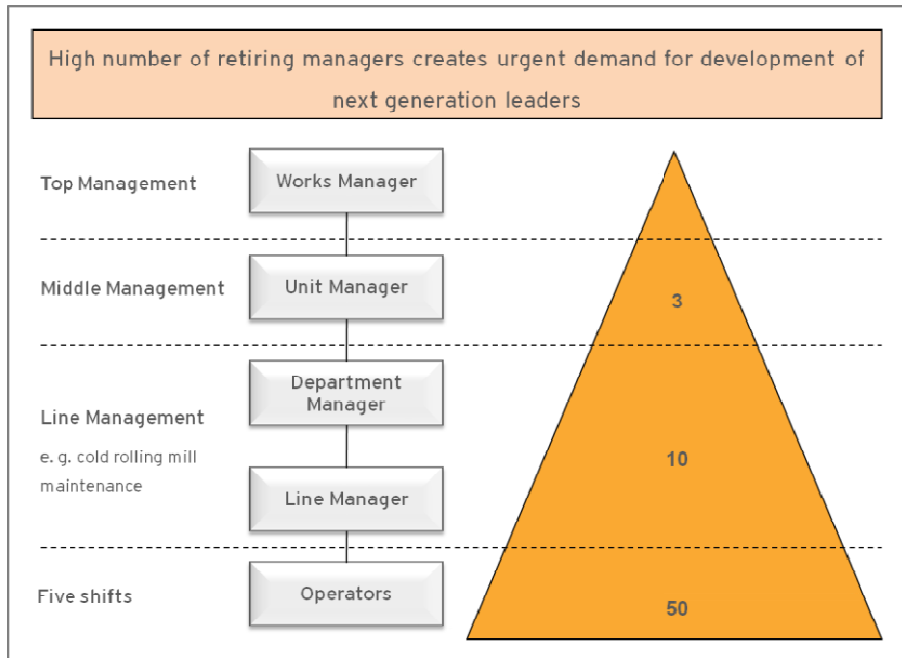
The individual and overall success of the program was monitored on an individual basis and the knowledge deepened during a 5 days review workshops at the Client's own facilities after half a year. The review included interviews and feedback with the senior management and the subordinates of the trained managers as well as presentations developed by the trainees proposing next steps and own ideas how to further develop leadership and management skills.

Approach and Solution

In a first workshop with our Client's top-management we jointly developed the desired skill profile for the future manager. KCI together with our industry partner BSE accordingly designed an educational

Results

Among the tangible achievements of the process were:





- ▶ A high proportion of the trained junior management could be promoted within the first year to more senior management positions.
- ▶ Significantly and sensibly improved leadership skills (especially the communication and interpersonal skills, as well as the meeting culture) were perceived by all levels of employees.
- ▶ The new spirit, terminology and values achieved among the trained junior managers reached out to all levels of company and persist to today.
- ▶ More efforts to produce even more change in the management culture are being made and driven by this promising new generation of managers.

