

ASTD International Conference and Expo, Atlanta 2007

Global Focus Europe

SU305

Sunday, 06/03/2007

1:45 – 3:00

Room B 208

Panel moderated by Susan Bahl, Denmark:

Filipe Carrera, Portugal

Peter Egger, Germany

Diane Fryman, Italy

Henrik Andersen, Denmark

In this session the panel will present their views on the subject: How do we create global leaders in Europe? The European companies must act as global players. It is necessary that European leaders understand the global business drivers in their organizations. The global aspects are highly relevant as leaders need to know how to manage across boundaries, penetrate foreign markets and to do so with a diverse employee base. Managing diversity, analyzing what cultural obstacles to overcome and understanding the new global economy are basic skills for European leaders. Are there differences from country to country in the way we equip the leaders to be global leaders and how do we implement the insights in a global context? How can we learn from one another? Join us and present your views in the discussion! There will be plenty of time for discussion and networking.



ARCTIC OCEAN

Jan Mayen

Reykjavik **ICELAND**

Faroe Islands

NORWAY

SWEDEN

FINLAND

ATLANTIC OCEAN

Helsinki

RUSSIA

DENMARK

Oslo Stockholm

Tallinn **ESTONIA**

Moscow

BALTIC SEA

Riga **LATVIA**

Vilnius **LITHUANIA**

Minsk **BELARUS**

Dublin **IRELAND**

UNITED KINGDOM

London

Amsterdam **NETHERLANDS**

POLAND

BELARUS

Channel Islands

Brussels **BELGIUM**

Berlin **GERMANY**

Warsaw

Kiev **UKRAINE**

Paris **FRANCE**

Luxembourg

Prague **CZECH REP.**

Bratislava **SLOVAKIA**

Chisinau **MOLDOVA**

Bern **SWITZERLAND**

Vienna **AUSTRIA**

Budapest **HUNGARY**

Bucharest **ROMANIA**

Ljubljana **SAN MARINO**

Zagreb **CROATIA**

Belgrade **YUGO-SLAVIA**

Sofia **BULGARIA**

Monaco **MONACO**

Sarajevo **BOSNIA-HERZEGOVINA**

Tirane **ALBANIA**

Skopje **MACEDONIA**

PORTUGAL

Andorra la Vella **ANDORRA**

Madrid **SPAIN**

Rome **ITALY**

Athens **GREECE**

BLACK SEA

Gibraltar

Valletta **MALTA**

MEDITERRANEAN SEA

- 1 LUXEMBOURG
- 2 LIECHTENSTEIN
- 3 SLOVENIA
- 4 CROATIA
- 5 BOSNIA-HERZEGOVINA
- 6 MACEDONIA
- 7 VATICAN CITY

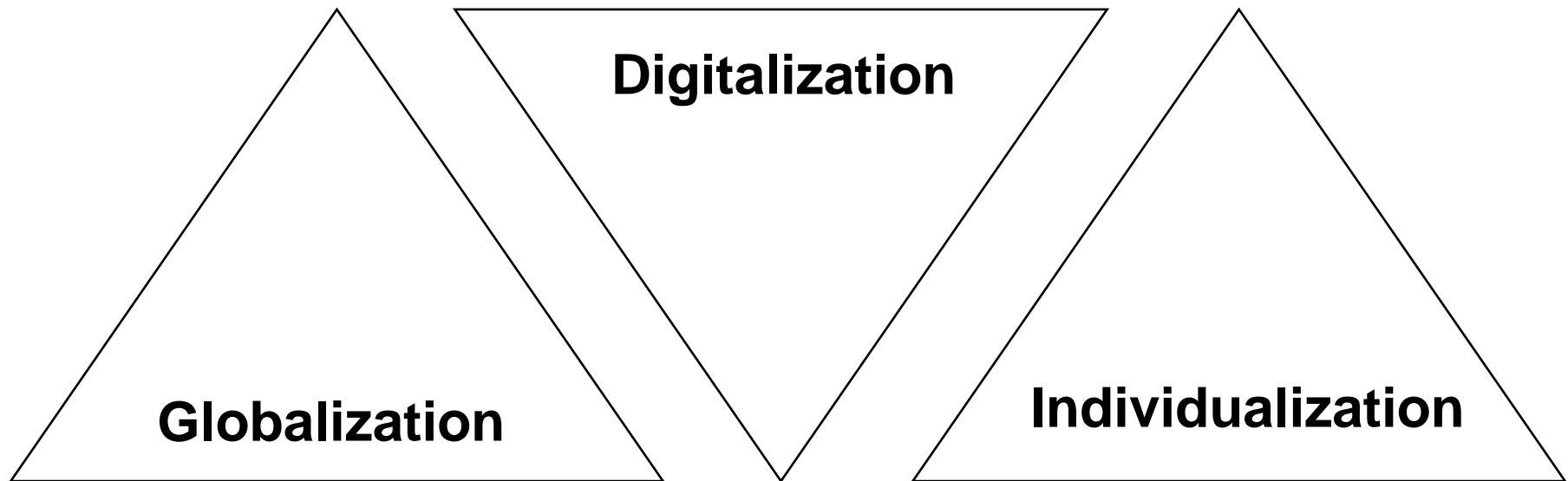
Global Focus Europe

How Do We Create Global Leaders in Europe?

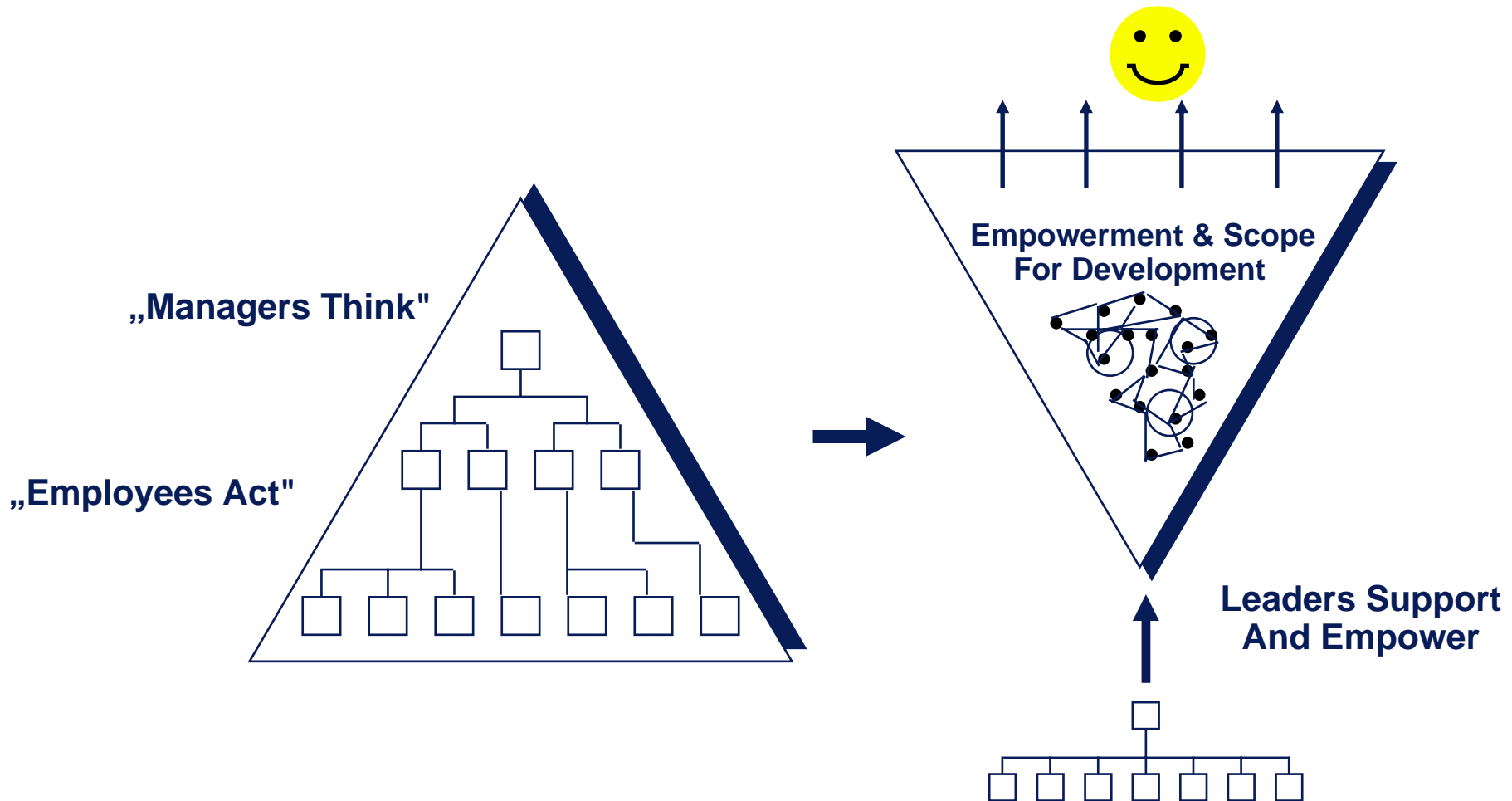
Peter Egger
Prof. Dr. Karlheinz Schwuchow

Atlanta, June 3, 2007

MACROTRENDS IN MANAGEMENT



MACROTRENDS IN MANAGEMENT II



LEADERSHIP CHALLENGES

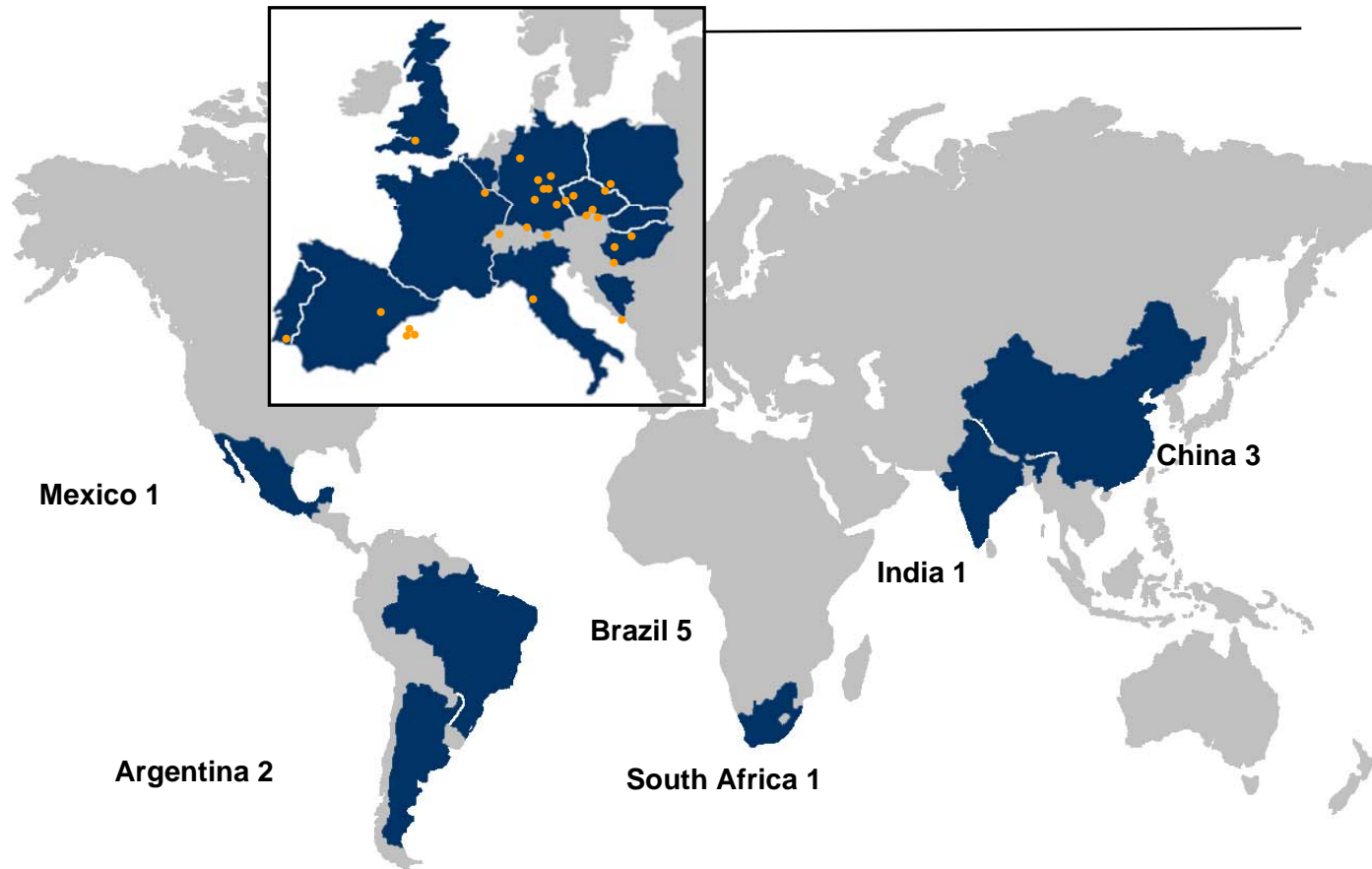
- **Overcoming Cultural Obstacles: Balancing the Interests of a Cultural Diverse Workforce**
- **Coping with vast Cultural, Political and Educational Differences**
 - ⇒ **European Leadership: Real or an Illusion?**
 - Different Leadership Perceptions and Expectations**
- **Recruiting, Retaining and Development: The New Leadership Challenge**
- **Developing New Competency Models: From Functional Skills to Holistic Capabilities**
- **Changing Mindsets to Overcome Actual and Mental Barriers**

LEADERSHIP PROGRAMS

- **Leading with a Global Leadership Mindset: There is a Gap between Expectations and what European Leadership Training is able to Deliver**
 - ⇒ **Break the Status Quo and Experiment with New Ideas:**
The Making of the European Leader
- **Leaders as Teachers:**
 - **Defining New Roles in Leadership Development**
 - **Blending Leadership Development with the Critical Business Development Functions**
 - **Envisioning Corporate Culture**

Managing Global Development at Volkswagen

Production plants of the Volkswagen Group



Germany	13
Spain	3
Czech Republic	3
Poland	2
Slovakia	2
Belgium	1
Bosnia-Herzegovina	1
France	1
Great Britain	1
Italy	1
Portugal	1
Hungary	1



Leadership Development in Italy

General Tendencies in Leadership Development in Italy

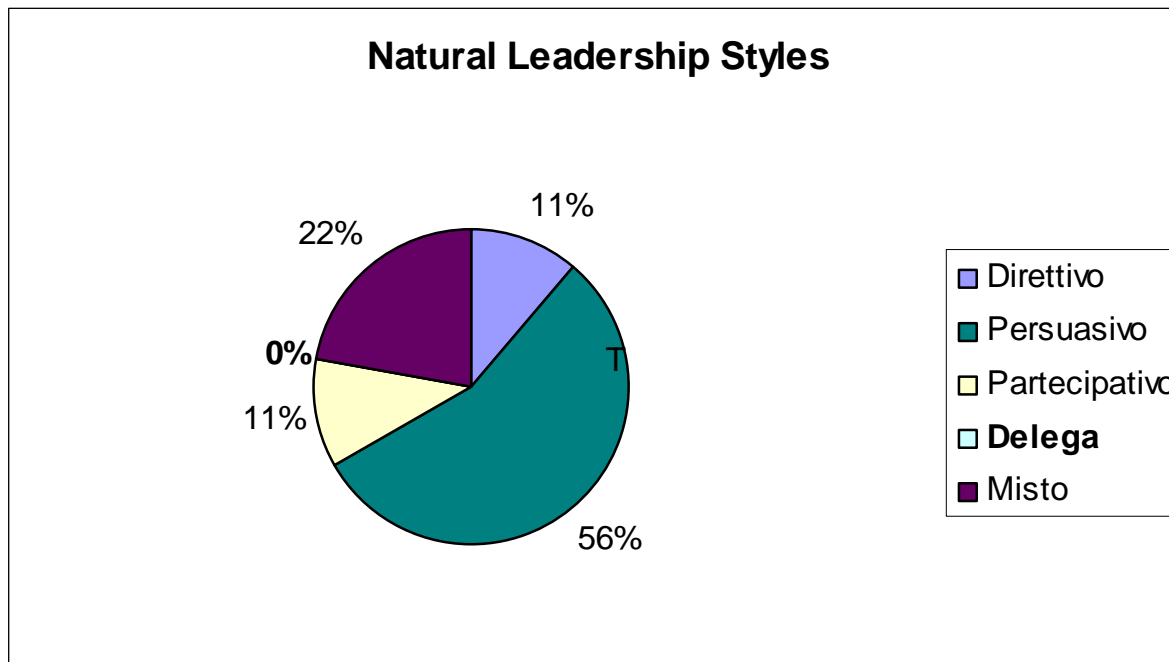
- Use of Assessment:**
 - Still limited to self assessment,
 - Very few companies adopting 360° feedback
 - Some use of Assessment and Development Centers for Talent
- Performance Management is under-developed in many companies**
- A culture which has critical issues with the following basics of management and leadership:**
 - Planning and follow up
 - Trust, delegating and teamwork
- Traditional and continued use of University (local and some international) input for training high level management**
- Increased interest in results/performance based Training**

Case: Leadership Development Program for 9 Area Managers of a Petroleum company was divided in 4 phases

PHASE	ACTIVITY	PURPOSE
PHASE 1	Assessment conducted on Leadership Styles with participants	Analysed for Needs Assessment and direct input to participants
PHASE 2	<ul style="list-style-type: none"> <input type="checkbox"/> 3 day performance based training both in the classroom and partially outdoors (use of self assessment, simulations, role plays and video taping with review/feedback) <input type="checkbox"/> Developing individual action plans 	Provide participants sufficient inputs to develop Action Plans
PHASE 3	Individual Coaching	Support in Action Plan Application
PHASE 4	Group Follow Up on Action Plans	Provide Motivation to reach objectives

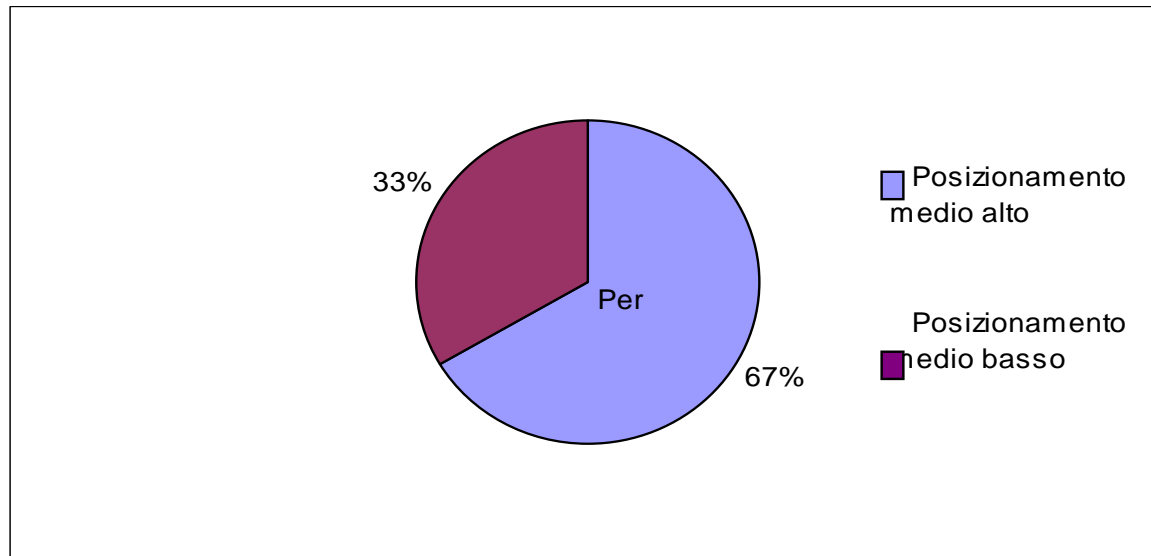
Results on the assessment from the Leadership Styles

- ❑ More than 50% of the participants had a tendency to use a Persuasive Leadership Style
- ❑ No participant demonstrated a Delegating Style of Leadership
- ❑ The percentage of participants with a Telling style was fairly low, 11 %.
- ❑ 22% of participants had a mixed leadership (Telling and Persuasive styles)



Results on Leadership Style adaptability of Group – (cont.)

- ❑ **67% of participants had a low level ability to:**
 - Analyze the readiness level of their direct reports
 - Adapt their leadership style
- ❑ **33% of participants had a clear need to needed to development these skills.**



All participants stated that they agreed with their individual assessment profiles.

PHASE 2, concluded in Settember 2006, was divided in two parts:

- 3 Training Days**
 - 1. Situational Leadership, Delegating to and Motivating employees**
 - 2. Effective Comunication, Active Listening, Providing Feedback, Managing Conflicts**
 - 3. Planning, Conducting Meetings and Follow-up**

- Developing Individual Action Plans**

Some participants were able to estimate an economic return based on the potential change they planned to implement.

- ❑ The participants reported on their plans some activities that in the past, due to ineffective management, they had lost business opportunity estimated for the group to be approximately \$1,000,000.
- ❑ Becoming more aware of the new competencies and techniques during the training program the participants showed comitment in pursuing their Individual Action plans and applying the new skills in their work.

PHASE 3 individual coaching in person and by telephone

☐ Individual Coaching

- 90 minute individual sessions focusing on supporting candidates in applying their learning on the job and coming up with strategies for reaching their change objectives stated within their Individual Action Plans

☐ Coaching by Telephone in order to

- Monitor the process
- Guide participants in the application of their work
- Assist in making changes in application

Coaching became a fundamental part of the program both for keeping motivation high but also for maintaining focus on the change/learning initiative in order to reach measurable objectives.

The training program concluded with a Follow-up of the entire group

- ❑ **The Follow-up session provided various benefits:**
 - **Measuring the objectives reached**
 - **Identifying the exact nature of the change created**
 - **Sharing experience and the changes realized over the period**
 - **Determining how much the training had contributed to achieving the objectives**

By sharing of action plans of the group the total number of tangible and intangible benefits created by the group were acknowledged.

Objectives indicted on the Action Plans	Num. Area Mngrs	Results obtained	Declared benefits (tangible and intangible)
Improve the ability to Delegate	6	<ul style="list-style-type: none"> ▪ Sharing objectives and delegating with reports became more structured and efficient. ▪ An increase in awareness by all regarding the activities being performed. 	<ul style="list-style-type: none"> ▪ More time available for managers to react to crisis situations ▪ Increased professionalism shown by direct reports. ▪ Increase in motivation demonstrated by employees.
Managing conflicts	5	<ul style="list-style-type: none"> ▪ Improved management of conflicts between employees. 	<ul style="list-style-type: none"> ▪ Improved working climate ▪ Improved work performance of employees
Planning, conducting and following up meetings	4	<ul style="list-style-type: none"> ▪ Planning meetings ▪ Introduction of the agenda and minutes of the meeting. 	<ul style="list-style-type: none"> ▪ More effective sharing of objectives, activities and timing on projects. ▪ Higher awareness regarding the activities to perform.

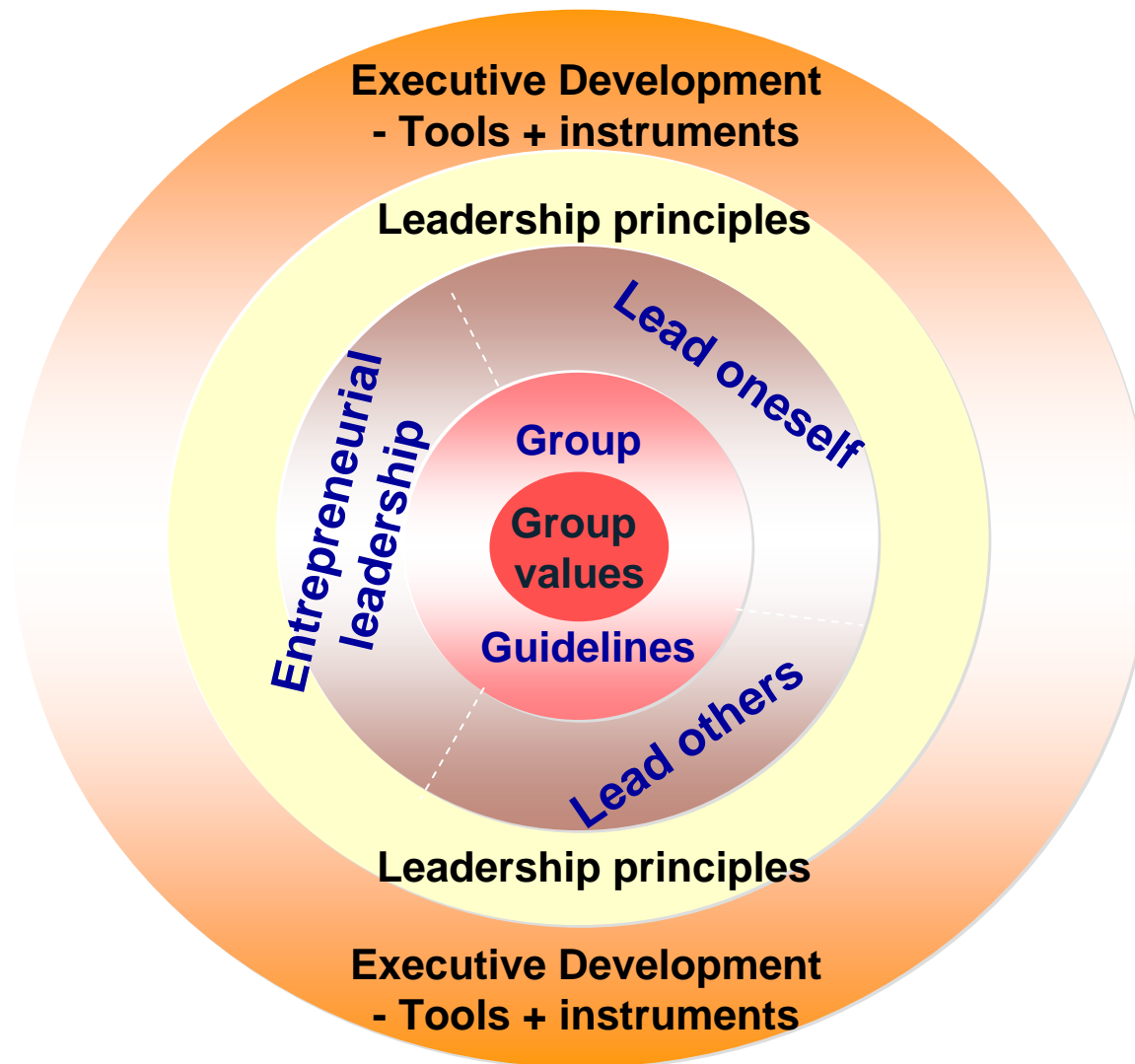
For more information and/or clarification please contact:

- ❑ **Diane Fryman at diane.fryman@ptsonweb.com**
- ❑ **See our website at www.ptsonweb.com**

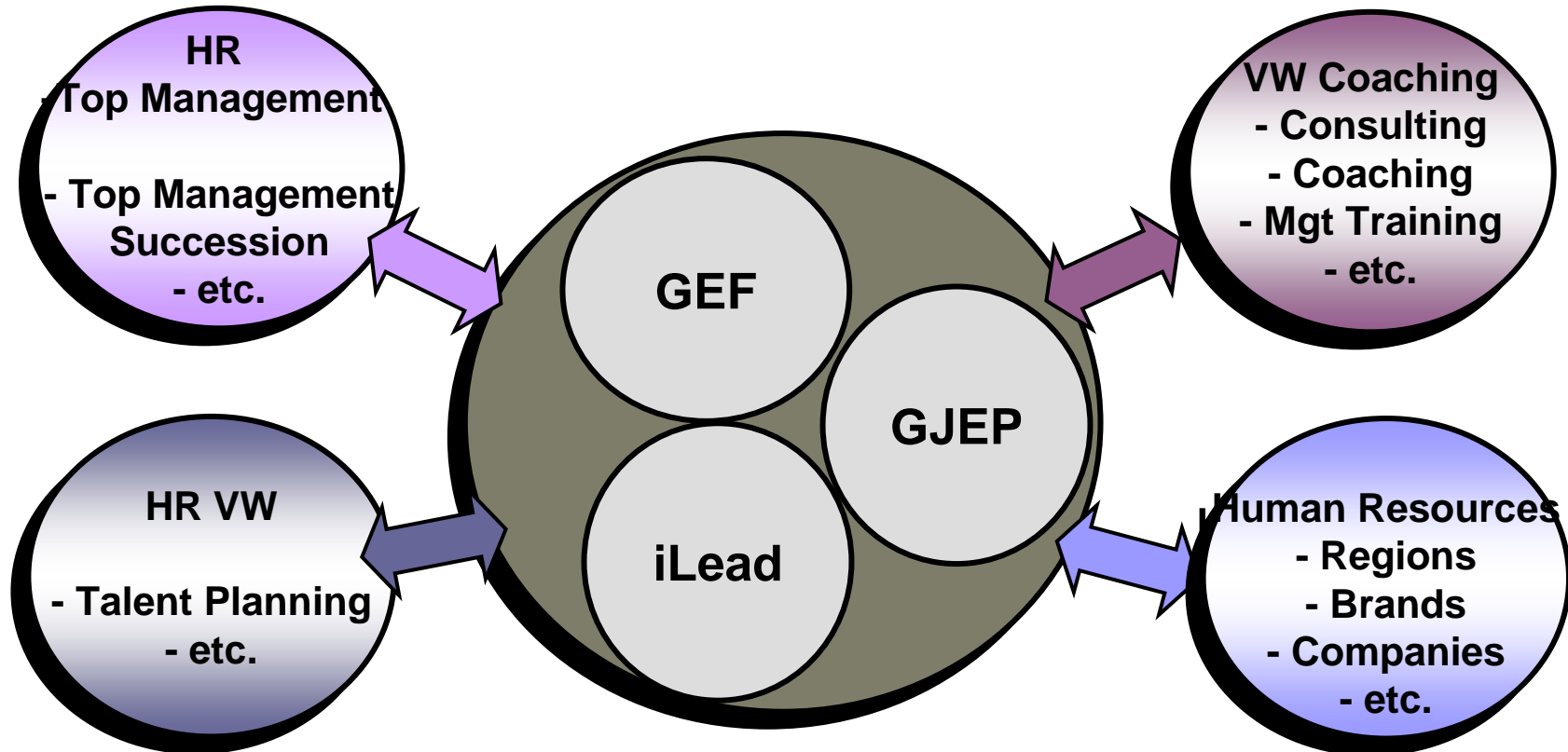
Diane Fryman, besides being the founding partner of PTS (Performance Technology Solutions), is also the President for the ASTD Global Network in Italy. For more information about the GN please contact Diane at diane.fryman@astditaly.org

Enjoy the conference!

Competence Model



Global HR Network for Executive Development



International Development Programs



iLead – Goals and Target Group

- ❖ International, cross-functional program
- ❖ Enables Group-wide networking
- ❖ Group companies have the opportunity to present themselves by hosting the program
- ❖ Strategic topics of the VW Group taught in case studies and presentations
- ❖ Offered in German, English and Spanish
- ❖ European programs offered in German and English to reduce language barriers
- ❖ Offered exclusively to Managers of the VW Group (approx. 4000)

iLead - Structure

Combination of classroom modules and real life case studies



GJEP – Goals and Target Groups

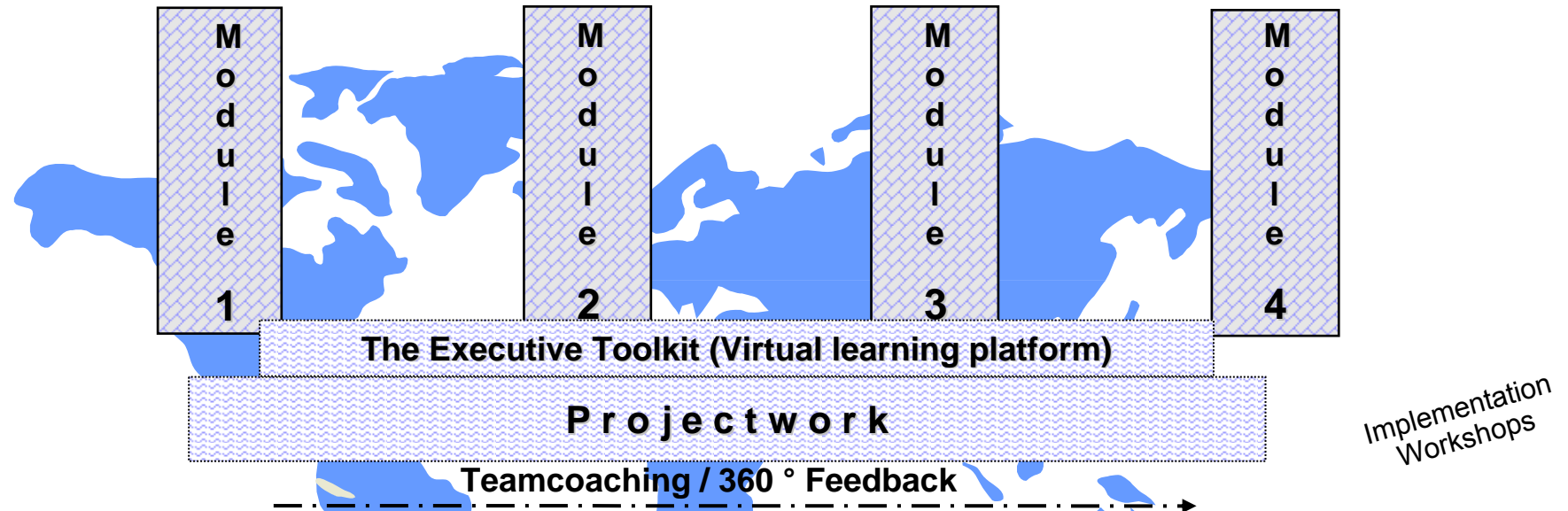
GJEP - goals and target group

- Further development of the best managers with potential for top management positions in the VW Group
- Organisation of cross-cultural, cross-functional and cross-company learning opportunities for management tasks in the global competition
- Strengthening of the networks among the companies
- Teamwork on international projects with measurable results

GJEP - history

- 365 international Managers (average age: 36) from all Group Companies and functional areas successfully participated in the program
- 1st Alumni Meeting September 2002

GJEP - Structure



Content:	Awareness & Challenge	Leading Strategic Change	Peer Assist	Making it happen
Dates:	September	January	April	June/July
Duration:	6 days	5 days	3,5 days	3,5 days
Location:	Ashridge, GB	International venue	European venue	Haus Rhode/Wob

30 - 36 participants/year