

STAUFEN.

SHOP FLOOR VERSUS LECTURE HALL



 **FREUDENBERG**
INNOVATING TOGETHER





Shop floor versus lecture hall

Without Freudenberg, indoor air would not be as clean, cars would not drive, suits would not sit properly and wounds would not heal as quickly. And these are just four examples, representative of thousands of applications.

Freudenberg is successful through change. The company is evolving daily. Founded as a tannery in 1849, the Group's first diversification was driven by the Simmering. Today, Freudenberg is well-established in more than 40 markets and thousands of applications.

Freudenberg is always ready to face new developments and take an active role in shaping them. Starting with chrome tanning, the Simmerring radial shaft seal and sophisticated components in medical technology or for mobility: For nearly 170 years, they have found forward-looking solutions to help customers succeed and make development more sustainable for the environment and society.

Nearly 50.000 employees in 60 countries, four independent Business Area's and more than €10 billion in sales - Freudenberg is a true global player. Headquarters are located in the Rhine-Neckar Metropolitan Region in Weinheim.

STARTING POINT

To promote entrepreneurial thinking among its 200 site managers around the world, Freudenberg established a global training program called „Operations Leadership Program“ (OLP).

The target group of site managers is highly relevant for operational success in all Business Groups. The company wants to actively leverage diversity by building a strong community among its leaders. In addition, this strategically relevant target group requires a future-oriented skill set to handle all operational and leadership challenges. Operational managers have to ask themselves the following questions driven by their own motivation: Am I setting the right priorities? Am I driving the right changes? And how do other companies tackle similar challenges?

The qualification program was not to be an intellectual training session in the lecture hall, but rather directly related to reality on the shop floor. Combining leadership with more technical content in the right balance was key. One thing was clear - there is no off-the-shelf solution. During the tender process with international business schools and other consulting companies, Staufen stood out as the best provider.

Subsequently, conceptual design of the program was an effort of co-creation between Freudenberg and Staufen.





The decision to implement the training together with Staufen AG was not least due to the BestPractice visits, taking place both inside and outside the Freudenberg Group. Staufen consultants' many years of experience with this learning method and the large network of BestPractice partners was absolutely convincing.



Dr. Makoto Makabe, Director Corporate Learning & Development



APPROACH

Key questions in designing the international learning journey: how can diversity create added value? How can senior leaders and newcomers learn from each other? This only works by creating a personal and trustfull environment among the group.



Through the many practical exercises, role plays and reflexion I became aware that as a leader, I cannot do everything myself. Key is to develop and enable the whole team.



Chantel Woitas, Operations Manager,
Freudenberg Oil & Gas

First step, was visiting a range of Freudenberg plants to interview managers and learn more about their day-to-day challenges and expectations towards them. This served as a base for deriving learning targets, tailor-made exercises and case studies in relation to selected Freudenberg locations.

Three one-week modules offer strategies, instruments and practical examples of how to develop their site on the way to operational excellence.

During the OLP the group visits both Freudenberg locations as well as external BestPractice Partners of Staufen AG, to learn and exchange experiences.

In the evening, fireside talks with senior executives of Freudenberg establish the right atmosphere to openly talk about very personal experiences and hurdles.

Between training modules, participants work on their individual improvement roadmaps and stay in touch. Through collegial coaching there is mutual support and a global network can grow.

As part of Freudenberg's Talent Management the group of participants is carefully selected each year to ensure maximum impact.



STAUFEN LEADERSHIP FRAMEWORK

Most leadership development programs have a critical weakness – they view leaders as sets of skills, not individuals with strengths and weaknesses. Qualification programs must pinpoint this field of tension.

The Staufen Leadership Framework offers a holistic view on Leadership. Some examples:

- Those who want to lead others, must first be able to lead themselves. Self-reflection about the effect created within oneself, among others and within the organization is an important prerequisite for personal development.
- When an organization strives for more cross-functional collaboration on a cultural and behavioral level, framework conditions and target agreements must be set to hinder silo-thinking.
- Aiming for a healthy mix of leadership and technical tasks only works, when the role perception of leaders is aligned - they cannot merely perceive themselves as problem solvers.

By reviewing such interdependencies a well-balanced and tailor-made learning journey can be developed with maximum impact on every day routines and target achievement.



RESULTS

The trainings are not about patent recipes or instructions that are valid for all. Each participant will have very individual take-aways.

In addition to the core elements of self-reflection and learning from others, each module focuses on key specialist aspects, ranging from Operational Excellence, HSE (Health, Safety, Environment), and Supply Chain Management to Financial KPIs and Compliance. Leadership topics play a central role in all modules. Which means that each participant needs to transfer learning content to their personal and organizational requirements.

Learning takes place outside the comfort zone. It is completely normal for people not to be particularly thrilled when they hold up a mirror to themselves. Especially since this approach with no template-like learning objective also takes away participants' outlet to complain about requirements from global headquarters. But the feeling of being part of a 'community of excellence' after the program and being prepared to take on your own corporate responsibility makes up for everything.



Celebrating the results of the one-year learning journey all participants present their personal development and implemented actions in front of board members and senior executives. This yearly exchange reflects the passion and pride with which the results have been accomplished.

Throughout the years a global community of site managers will grow, continuously striving for higher performance and effective leadership.



I was personally involved in preparing the qualification program. Finding the right mixture of leadership and technical topics was key. This development process has paid off 100%. Participants from my area of responsibility have noticeably developed in their leadership role.



Dr. Arman Barimani, Chief Technology Officer, Freudenberg Home and Cleaning Solutions GmbH – known, among others, under the brand name Vileda®.

ABOUT STAUFEN

Inside every company there is an even better one.
With this conviction, Staufen AG has been advising and qualifying companies and employees since 1994. Around the world.

300
Employees

200
Projects p. a.

17
Languages

> 65
BestPractice Partners
worldwide

> 7.000
Seminar participants p. a.

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THERE IS AN EVEN BETTER ONE.

