

## Case Study

### MAHLE MANAGER CERTIFICATION PROGRAM CASE STUDY:

MAHLE Industries is a complex organization. With 6 profit centers, 4 business units and a separate mechatronics division, this global company is one of the world's largest suppliers and development partners to the automotive industry. Their commitments to technology, quality, and innovation are responsible for advanced mobility solutions that drive clean air, fuel efficiency, and driving pleasure. But ask the people what makes them so successful and they'll tell you "it's the people" that really keeps the MAHLE engine purring so smoothly.

So when Deborah Myrand, Senior Learning and Development Manager, was tasked with inspecting the Manager Certification Program (MCP), she didn't take the request lightly:

*"MAHLE's workforce is committed to making a difference in the automotive supplier industry. With our employees dedication to the company and hunger for development opportunities I knew for continued success the program needed a major revamp embracing technology, time commitments and talent proficiency. I was up for the challenge!"*

A version of the program was in place when Debbie stepped in but she quickly noticed that it wasn't making much impact. The program was like many on the market: MAHLE chose a series of online and in-person learning modules that were designed to reinforce core leadership values. Participants had a 3-year window to complete the training modules, in the order they best saw fit. The appeal to the MCP was the idea of control over one's own learning and the flexibility of timing but the laissez-faire approach to the development journey didn't have the results anyone was hoping to see. 3-years into the program, only 13% of eligible participants had actually completed the certification requirements. The learning was disjointed, with no rhyme or reason to the curriculum. Managers couldn't easily discern what they should be doing first and it felt overwhelming for many of them who tried to start.

To complicate matters, many of these managers were new to their roles and were being asked to make major shifts. As we often see in highly technical organizations, individual contributors are rewarded for expertise and technical acumen. So, when the best engineers get promoted to managerial roles, they often find it difficult. They have to abandon the confidence they had as the subject matter expert and now rely on their varied abilities to influence, engage and ultimately grow others to get results.

That's when they approached the team at ADVISA.

*"After talking with Debbie, we knew we had to completely rethink the current approach. People are the critical component in this organization and we recognized that the overwhelming majority of these managers didn't have the skills they needed to shift gears as efficiently or effectively as they were being asked,"* said Stephanie Murphy, ADVISA's Leadership Consultant to MAHLE.

With Debbie at the wheel, ADVISA's Leadership/Organizational Development (LOD) Team started navigating the new Management Certification Journey. There were new constraints: Because

managers often transitioned into new roles every 12-18 months, their directors wanted the program to start and finish with 6 months. A new restriction on travel and out-of-office time also pushed the team to think about new virtual delivery strategies.

*“Partnering with the Advisa team has been a fantastic experience and journey! The team’s dedication to ensure alignment with the needs of MAHLE exceeded my expectations and their willingness to explore virtual delivery strategies was exactly what I was looking for.” -Debbie*

The Outcome:

The chassis of this program was the MAHLE Leadership Competency Model which had been defined several years earlier by senior leadership but ADVISA helped define a program that would meet all the new timing and travel constraints. Dr. Fredricka Joyner and Brian James of ADVISA’s Leadership and Organizational Development Practice led the charge.

*“We wanted every piece of the program to have a purpose and every touchpoint to have a goal. It was critical that we clearly defined the parts and aligned the Management Certification Program to the competencies.” Brian James*

The 6-month cohort program included 15 of the organization’s managers across multiple business units. The group participated in a multi-format program that included group, triad and independent sessions through a blended learning approach that touched on topics like Self-Awareness, Financial Acumen, HR Strategies, Coaching, Change Management, Trust and Communication.

The program included 2 in-person group sessions to both kick-off and close the program and accommodated managers from different locations by virtual team sessions, e-learning modules, learning triads and manager check-ins drove the transformational experience in between.”

The accelerated program and peer accountability meant that in 6 months, more individuals had completed the MCP than in the 3 years prior and the feedback was incredible:

- 94% of participants would *highly* recommend the program to another manager.
- The managers reported a 135% increase in knowledge and ability to apply the core MAHLE Leadership Competencies
- 91% reported increased personal confidence
- 88% reported better relationships with colleagues
- “The MCP was a great training to drive the core concepts and provide opportunities to apply knowledge”
- “I expect to see a better integrated team as a result of this. In addition, the skills learned here should also help with client relationships”

Furthermore, participants expect to see more effective teams, the ability to create more leaders through development and succession planning, increased innovation and the work atmosphere change from negative and cynical to positive and motivated.

Road tested and ready to rev again, MCP cohort 2 launches this fall and MAHLE has plans to put all 180 managers into the driver’s seat over the next 18 months.

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