



Schindler



SCHINDLER
Strategic Leadership
Development Programme

Part of **AMA** | GLOBAL

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Founded in Switzerland in 1874, the Schindler Group is a leading global provider of elevators, escalators and related services. Its innovative and environmentally-friendly access and transit-management systems make an important contribution to mobility in urban societies. Behind the company's success are over 54,000 employees in more than 100 countries.

Growing Future Leaders Internally at Schindler

Schindler is an industry leader and its products, services and people are key in maintaining this position. The company believes that strong and innovative leadership is vital in its competitive industry.

To support Schindler's growth and market strategy, the company has further strengthened its leadership development opportunities with the introduction of a Leadership Academy. This is a suite of milestone leadership behavioural programmes that supports Schindler leaders with innovative, practical and business relevant learning throughout their career.

One of the most fundamental aspects of the Leadership Academy is the development of the Leading an Organization programme. This programme is targeted toward the top 250 Global Senior leaders. These dynamic and experienced leaders have all the technical skills they need for their roles, possess years of experience and will steer the organization as it grows. However, to better enable their skill set and help underpin organizational success, Schindler decided to add a programme that would focus on helping a senior leader run an organization at a senior level. This meant identifying and teaching those specific skills and knowledge that helps a leader strike the balance between strategic thinking and demonstrating great leadership capabilities. Schindler is fully aware that leaders cannot command excellence –it has to be earned.





Finding the Right Partner to Deliver Globally

To power the Leading an Organization programme, Schindler looked for a partner that could understand and customize exactly to its business context, that could drive action learning using Schindler's own business issues, and that had the ability to deliver the programme around the world, tailored locally to each of Schindler's markets.

Schindler chose MCE

MCE, as one of the leading providers of management and leadership development, has the global presence and network to serve the needs of a global company. Its core competence in creating learning experiences that are customized to the context of a company and combine learning and development with business projects matched perfectly. And finally, as MCE faculty is made up of ex senior managers who have led international careers in global companies, Schindler could be sure of the business relevance.

Two of the world's recognized industry leaders, Schindler and MCE, are partnering on an innovative and strategic Leadership Development Programme.

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Anatomy of the Solution

Schindler's Leadership development team and other key stakeholders worked with MCE's Regional Sales Director and Faculty team to develop the Leading an Organization programme, addressing both business needs and individual development needs.

- ▶ **Twin Focus: Strategy and Leadership** - The 5-day intensive programme is relevant, dynamic, and highly interactive to engage the attention of senior leaders. It features strategic analysis, strategy formulation and strategic change. It also integrates Schindler's own competency model.
- ▶ **Schindler Case Study** – The company's own case study is a vital and crucial part of the learning. MCE faculty custom-



developed the case study with input and expertise from Schindler executives. The case study is a real situation, about real people and providing real data. Faculty push participants to think out of the box and apply new strategic frameworks and tools learned in class to the situation. It is highly meaningful to participants, providing a compelling focus for learning, and allowing ideas generated in the classroom to be applied to Schindler's business.

- ▶ **Business Projects to Drive Learning** - Working in teams, participants analyze, develop and implement solutions for a business turnaround. The business projects are informed by new operational and strategic information which is provided every day in Schindler's constantly changing business environment. This tests participants' judgment, their ability to adapt to maximize value in the short term, balanced with the need to achieve long term goals, a key imperative in the daily life of a Schindler leader.
- ▶ **Personal Leadership Development** – Based on Schindler's Leadership expectations, the programme combines many different elements, including 360° feedback, psychometric testing (MBTI), peer-to-peer feedback, leadership presence presentations, and other experiential activities. Participants identify their strengths and areas they would like to further develop themselves to be the best leaders they can be. They must apply the leadership behaviours defined in the course while implementing the business projects mentioned above.
- ▶ **Schindler Executives Actively Involved** - Schindler's top executives are present at key intervals throughout the programme, teaching, coaching, discussing, evaluating. This goes beyond the typical opening or closing remarks to include evening "fireside discussions", presentations, evening meals and a case study competition. Participant teams present their case study solutions to a C-suite jury who pick a winning team. This provides added motivation to work and perform throughout the week and gives participants unique chance to present to the very top level.

OFF TO A GREAT START

The programme was designed and developed in 2014. Since its pilot and first delivery, Schindler executives are seeing early signs of success.



“ Feedback from our participants has shown that this programme is operating at the pinnacle of leadership development and is engaging our very top leaders. We expect that all participants will become ambassadors for the leadership behaviours necessary to drive success and achieve our organizational objectives. ”

Mr David Clymo, Member of the Group Executive Committee & Head of Human Resources

“ Leading an Organization meets head-on our core objective of helping our organizational leaders and nominated participants think, lead and execute at a senior level. No other programme has delivered so successfully from the start. ”

Mr. David Watkins, Head of Organizational Learning & Development

MCE, as part of the AMA Global Network, is a leading Learning and Development Provider in Europe, Middle East and Africa. We inspire more than 500 organizations and over 8,000 managers and leaders each year through our Customized In-Company Solutions. We have been in the EMEA region for 55 years and our team of 200 passionate Learning and Development professionals focuses each day on supporting you to achieve the impact you need at individual, team and organizational levels. If you would like to know more about our Customized In-Company Solution simply contact us.

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