



Global Leadership Program Case Study

Global Japanese Automotive Company - Target all managers & individual contributors in a mid-sized department → 2 Year program

Program Outcomes, Compared to Status at Start of Program

- ~39M JPY Annual Cost Reduction.
- Improved Engagement, Individual Performance.
- Reduced Turnover, Overtime, Sick leave.

Issue / Situation



Year One Solution



Year Two Solution



Program Outcome

Organization

- 27 FTEs with imbalance of foreign mgmt. & leaders
 - 9 Japanese assistant mgr. & mgrs. vs 6 Non-Japanese sr. mgrs. & director.

Engagement & Performance

- Lowest Engagement scores in org:
 - 56%
- Lowest performance score average in org.
 - 8 below, 17 meet, 2 exceed expectations

Staff & Cost Impact

- Turnover ratio: 4 FTE left dept.
 - 14.8%
 - 22.5M yen 'cost to replace'
- High overtime
 - 42M yen annually
- High amount of sick leave
 - 21 days individual average annually

Assessments

- 360 Global Leadership survey :
 - Assistant mgrs. up to director

Workshops

- 3 day leadership workshop x 2
- 1 day performance management workshop x 2
- 2 days intercultural training workshop
- 2 days presentation skills training x 4
- 1 day change management workshop x 2

Coaching

- 9 months coaching - core topics:
 - leadership, performance, W/L balance, career development, others

Note: Workshops & coaching were for Individual Contributor up to director

Year One Outcome: ~28M JPY Annual Cost Reduction Compared to Status at Start of program

Assessments

- 360 Global Leadership survey :
 - Assistant mgrs. up to director

Workshops / Projects

- Change management project
 - Bottom-up approach
- 4 half day change management workshops
- 2hr. twice a month Change Management team mtg.
- Change initiative categories:
 - Employee value proposition, performance management, authority, resources, training, collaboration & work structures
- 1.5hr. monthly performance management meeting

Coaching

- 9 months coaching - core topics:
 - leadership, performance, W/L balance, career development, others

Note: Workshops & coaching were for Individual Contributor up to director

Organization

- Department Growth: Increased headcount from 27 to 32 FTEs
 - 1 local staff promoted to assistant mgr.
 - 2 local staff promoted to mgr.

Engagement & Performance

- Engagement score increased
 - From 56% to 83%
- Improved performance scores
 - 20 'Meet Expectations'
 - 12 'Exceed Expectations'
 - (vs. 8 below, 17 meet, 2 exceed expectations at start)

Staff & Cost Impact

- Turnover ratio; 1 FTE left dept.
 - From 14.8% to 3.1%
 - 'Cost to replace' reduced from 22.5m yen to 4.8m yen
- Overtime reduction
 - From 42m yen to 21m yen annually
- Sick leave reduction
 - 21 days to 11 days average annually