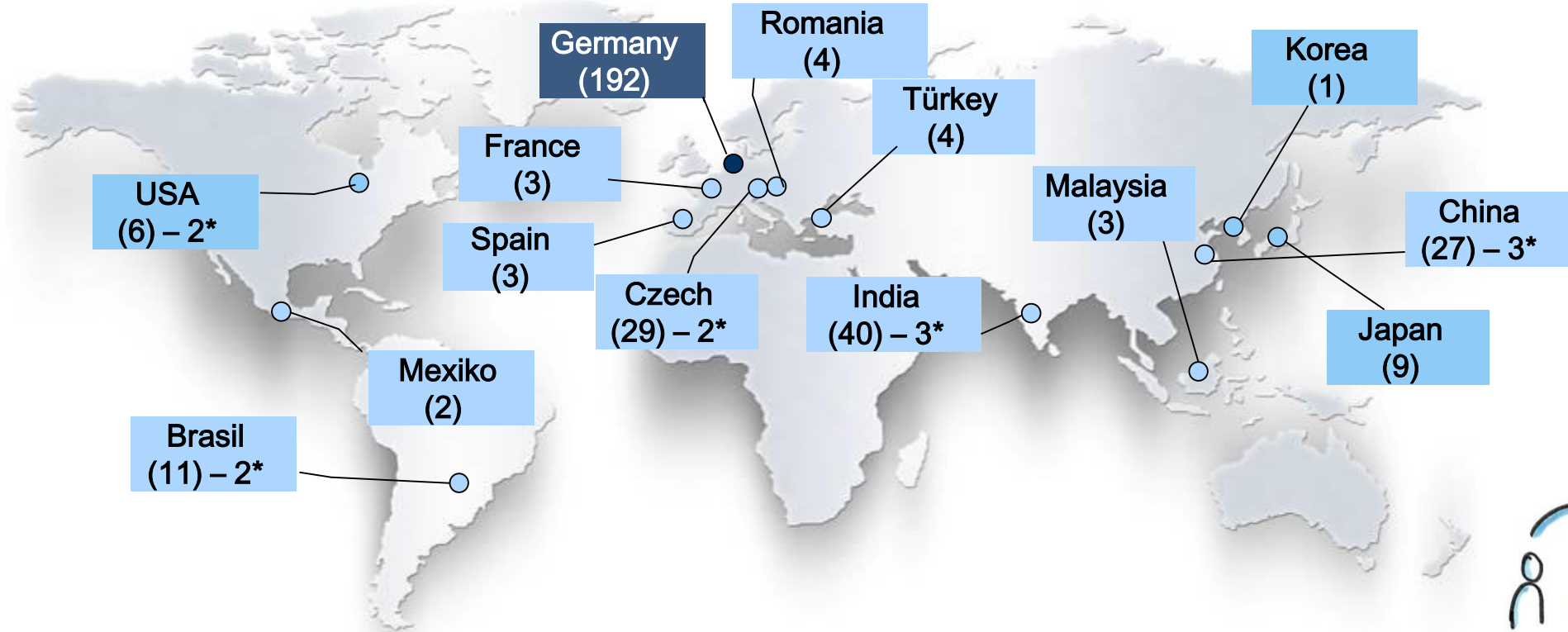# Leadership in dispersed TEAMS

Peter Meyer - SENIOR VICE PRESIDENT PURCHASING AUTOMOTIVE BUSINESS DS (CP/AB1)
Robert Bosch GmbH

BOSCH

Leadership in dispersed teams
Automotive purchasing departments AB1 (Serving Diesel Systems) worldwide

Germany (192)

Romania (4)

Korea (1)

Türkey (4)

France (3)

Malaysia (3)

China (27) – 3*

USA (6) – 2*

Spain (3)

Czech (29) – 2*

India (40) – 3*

Japan (9)

Mexiko (2)

Brasil (11) – 2*

* locations

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EMPOWERED ASSOCIATES
Use diverse footprint and competencies to enhance global collaboration excellence

Situation 2016	**Different level of maturity in the regions, locals** and **women**- in management positions
Target 2017	**Strengthen regional competencies, Raise** share of **women managers** and **maintain** share of **local managers, Leadership Campus** for all managers ww
KPI	Fulfillment CptM[1], share of women in management positions, number of expats

Key activities

→ Follow-up AS² 15+, conduct AS² 17+

→ Enhance **global communication** with **associates**

→ Foster **leadership skills** (e.g. feedback culture, coaching skills, collegial coaching conference and change management)

→ Expand **reverse expat** and **lateral move** activities

→ **Sustainable implementation** of CptM

→ **Career planning** paths tbd

→ Continue **compliance dialog**

→ **Future competencies** for future requirements to be addressed
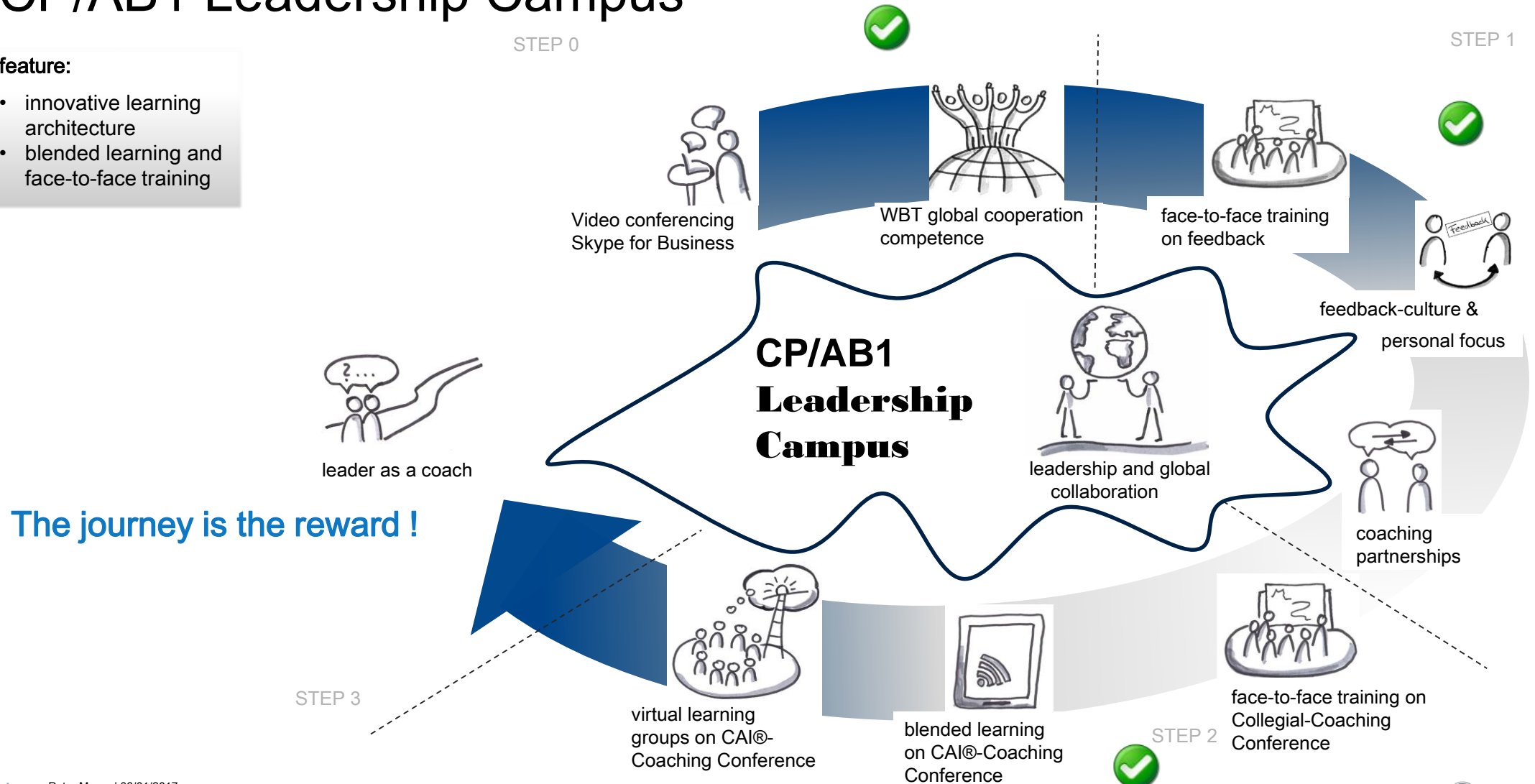
Targets 2020

→ **Diversity in management positions**
   (generation, gender, culture, internationality)

→ Increased no. of **reverse expats** (inbound Germany) and **expats** in India

→ **Transition** to **"Mindful Leadership"** is achieved
   (active recognition of performance, trust-based interaction, openness to change, fostering own resources, self-evaluation & reflection)

→ Roll-out **TOP5 CptM** ww complete

→ **competencies required in the future** are developed

→ enable managers for **DS transformation process** and for **digital leadership**

1) Competence Management 2) Associates Survey

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CP/AB1 Leadership Campus

feature:

- innovative learning architecture
- blended learning and face-to-face training

STEP 0

STEP 1

Video conferencing
Skype for Business

WBT global cooperation
competence

face-to-face training
on feedback

feedback-culture &
personal focus

**CP/AB1
Leadership
Campus**

leader as a coach

The journey is the reward !

leadership and global
collaboration

coaching
partnerships

STEP 3

virtual learning
groups on CAI®-
Coaching Conference

blended learning
on CAI®-Coaching
Conference

STEP 2

face-to-face training on
Collegial-Coaching
Conference

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CP/AB1 Leadership Campus
Completing the toolbox with feedback and coaching skills
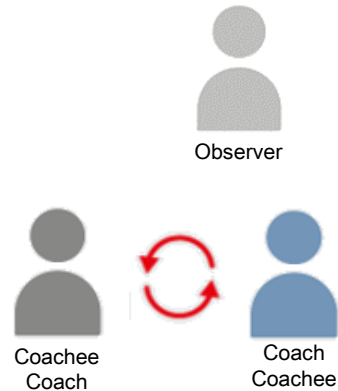
Giving and asking for feedback

one-to-one setting

defined roles

Employer
Manager

Coaching Partnerships

Collegial, peer-to-peer setting

changing roles

Observer

Coachee
Coach

Coach
Coachee

Coaching Conference with a Tutor

Peer group setting

changing roles

Participants

Tutor

Moderator

Coachee

Interviewer/ Coach

www.Kollegiale-Coaching-Konferenz.bw21.de

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CP/AB1 Leadership Campus
Professional coaching process phases

How to lead a coaching dialogue

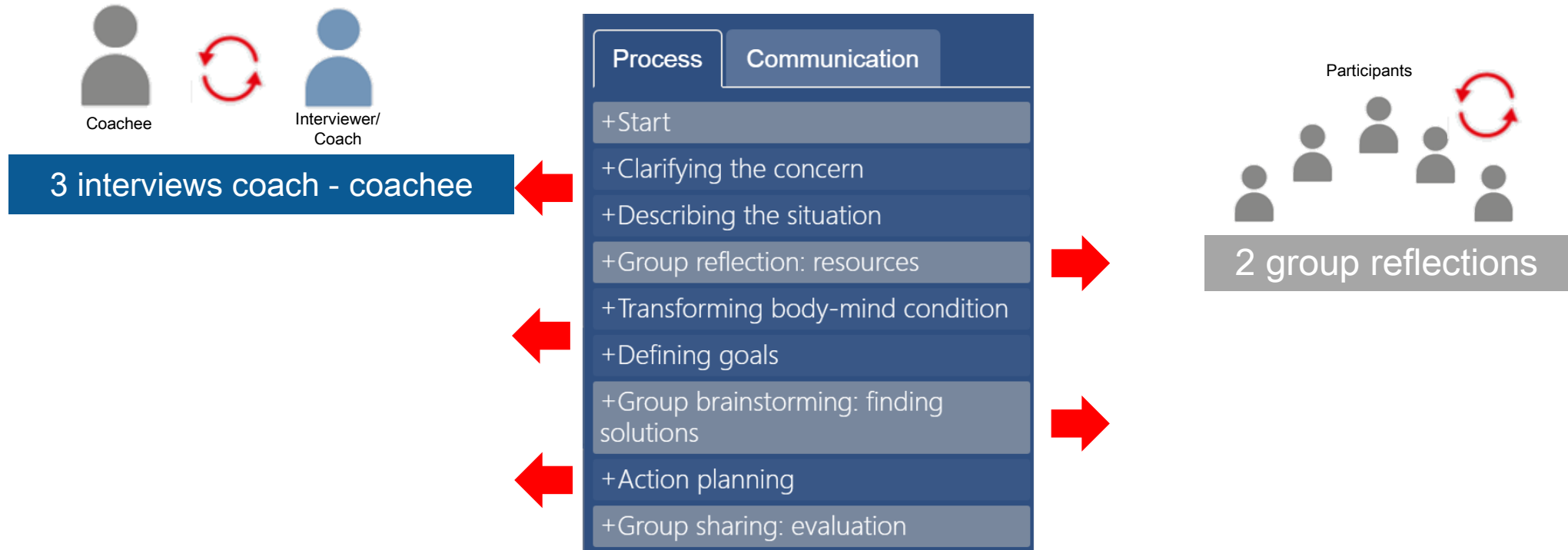|	
Orientation	2 min
Clarifying the situation	4-5 min
Activating ressources	5 min
Defining the goal	5 min
Brainstorming to generate solution	10 min
Evaluation	5 min

Adobe Acrobat
Document

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CP/AB1 Leadership Campus
Coaching process – CAI® Coaching Conference

The process ensures a certain level of quality of the coaching **session**
It is based on a systemic solution-oriented approach.

Coachee

Interviewer/
Coach

3 interviews coach - coachee

Process	Communication
+Start	
+Clarifying the concern	
+Describing the situation	
+Group reflection: resources	
+Transforming body-mind condition	
+Defining goals	
+Group brainstorming: finding solutions	
+Action planning	
+Group sharing: evaluation	

Participants

2 group reflections

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CP/AB1 Leadership Campus
Benefit of participating in a CAI® Coaching Conference:

▶ Detailed **outline of coaching process** with **sets of questions** and **tools for visualization**

▶ **Structured interactive process** with a complete **overview of roles** and their assignments

▶ Efficient **creative solution in 1,5h** *instead ~3 month trouble and **only it´s own point of view***

▶ Sharing your ideas with an **expert group of 6 - 8 leaders** in different **salary levels**

▶ Developing **coaching competencies** and **network intelligence from colleagues**

▶ Acquiring higher levels of **media competence** and **social business awareness**

▶ **Developing social business skills** in a collaborative network

▶ Unleashing the potential of **global collaboration**
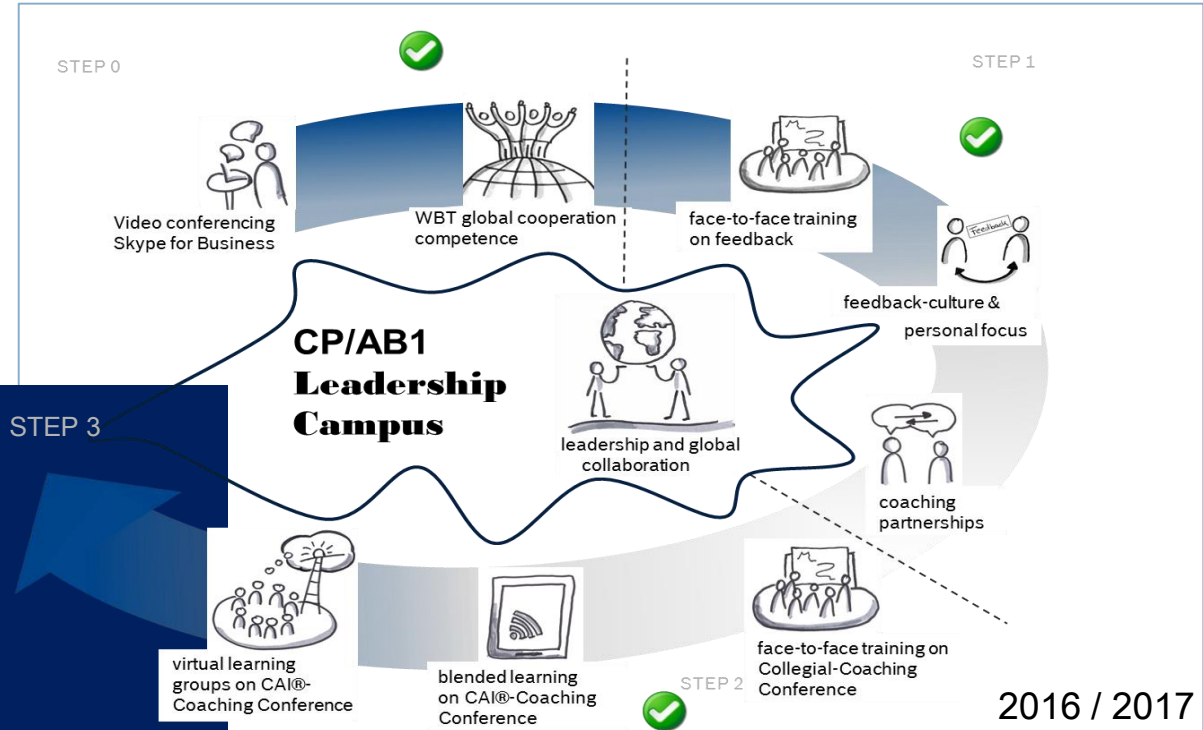
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CP/AB1 Leadership Campus
Leadership focus topics 2017/ 2018

- Mindful leadership,
  fostering own resources,
  Self-evaluation & reflection
- Social business awareness
- Change management

2017/ 2018

STEP 0

STEP 1

STEP 3

Video conferencing
Skype for Business

WBT global cooperation
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CP/AB1
Leadership
Campus

leadership and global
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STEP 2

face-to-face training on
Collegial-Coaching
Conference

2016 / 2017

Enable managers for transformation
process and for digital leadership

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CP/AB1 Leadership Campus
Four elements of Mindfulness

Mindful leadership,
fostering own resources

self-evaluation & reflection

Awareness

pay attention without any appraisal

in presence
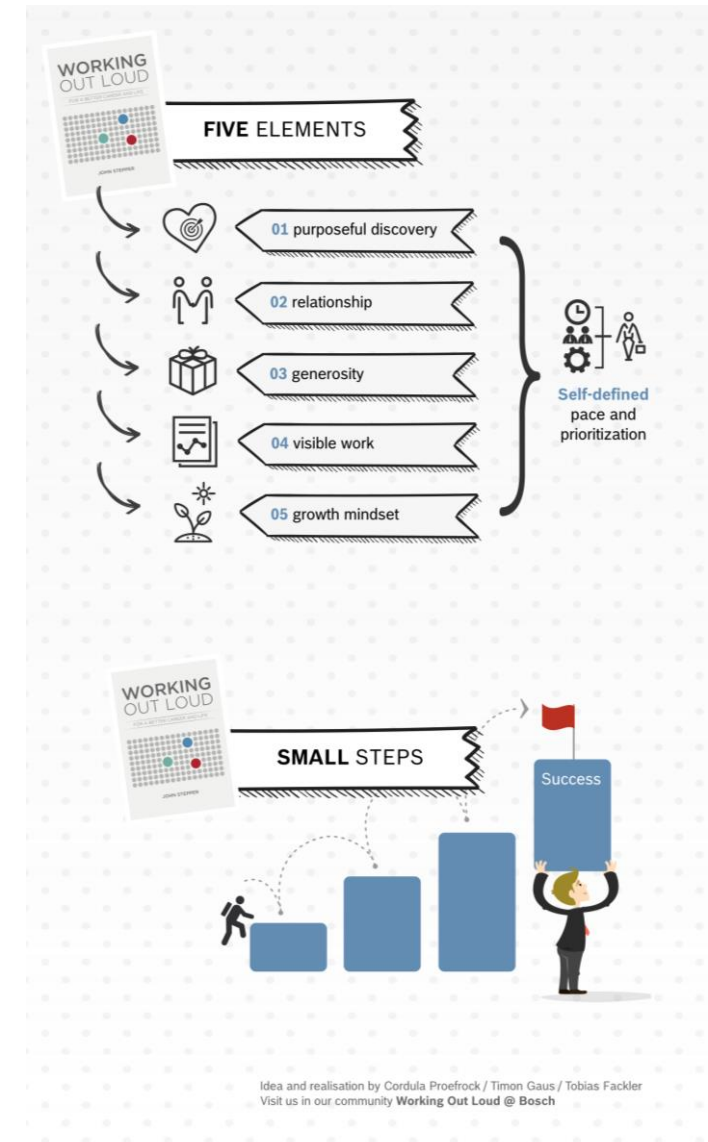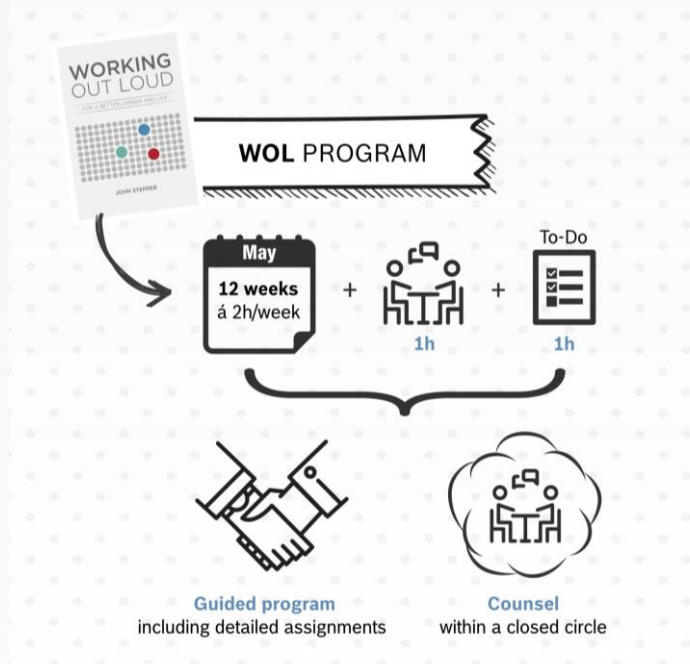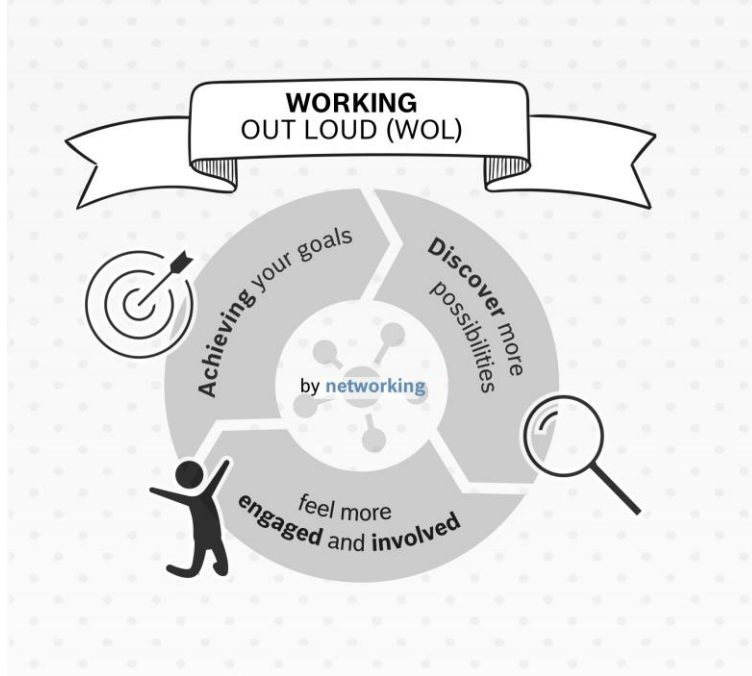
to be in „Hier und Jetzt"

self acceptance

to be your own observer and accept yourself

disidentification

from autopilot to the driver´s seat

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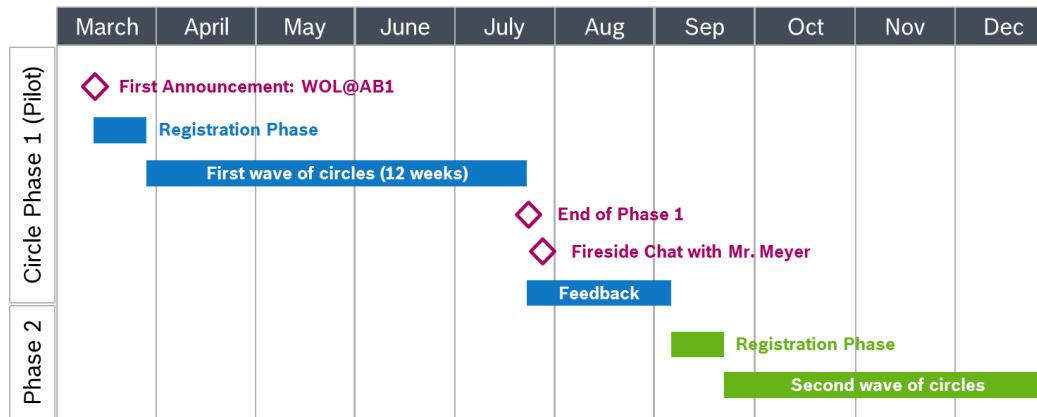
Social Business awareness
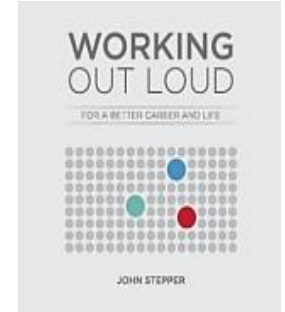## Working Out Loud (WOL)

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WOL@AB1
Concept summary "WOL@AB1"

▶ Pilot: 4 groups with 4-5 participants each = 16-20 seats

    ▶ Facilitators: Milvich (2x), Leiff (1x), Haug (1x)

▶ Registration possible March 13th to March 27th, 2017 via Bosch Connect
The pilot AB1 WOL Circles start in the beginning of April and end in July

	March	April	May	June	July	Aug	Sep	Oct	Nov	Dec
Circle Phase 1 (Pilot)	◇ First Announcement: WOL@AB1									
		▬ Registration Phase								
			First wave of circles (12 weeks)							
					◇ End of Phase 1					
					◇ Fireside Chat with Mr. Meyer					
					Feedback					
Phase 2							Registration Phase			
							Second wave of circles			

Incentive:

Copy of the book for

the first participants

▶ Contents and schedule will be identical to the official WOL@Bosch program

▶ Campaign will be supported by continuous communication @AB ONE community

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CP/AB1 Leadership Campus
More successful in international cooperation and collaboration

What

- **AB1 managers** are active in giving feedback and coaching partnerships (approx. 2/3)

- **Global collaboration** and **networking** increased
  → CAICC - we are piloting

How

Leadership Campus - First initiative for **all CP/AB1 Managers ww** → a common understanding, to **build trust** and **openness** to other cultures

- Enabling for **transformation process** & for **digital leadership**

- Enabling for **leading myself** and **leading others** → **fit for change** and **fit for future**

Why

- Transition to "**Mindful Leadership**" (e.g. active recognition of performance, trust-based & open interaction, …)

- We know how are we affected by transformation and our associates "how de we feel?" A: Good/Great)

AB1 is an **attractive area to work in**, with **highly motivated teams achieving set targets**

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