

ABB - Global Business Services (GBS) partners with KNOLSKAPE to build a **Strategic Leadership Pipeline**



ABB (ASEA Brown Boveri), is a Swedish-Swiss multinational corporation headquartered in Zurich, Switzerland and a pioneering technology leader in power grids, electrification products, industrial automation and robotics and motion, serving customers in utilities, industry and transport & infrastructure globally.

In the year 2016, as an integral part of ABB's next level strategy, the GBS (Global Business Services) hubs were launched, designed to provide dedicated, high-quality services, including Finance, Human Resources, Information Systems and Procurement, to ABB's businesses worldwide.

Challenge

The major concerns at GBS were:

- Building a deeper, stronger, more diverse leadership pipeline that could support sustainable growth and deliver superior results
- Shifting focus from tactical management with a focus on day-to-day results to also leading with vision, inspiration and authenticity
- Developing leaders at each level through differentiated development and give them what they need to understand and exemplify the leadership expectations
- Engaging associates by developing empowered, authentic leaders that foster talent and motivate teams to achieve business goals
- Retaining the special culture at GBS Bangalore and foster a greater learning culture among leaders



Solution

LEADIN@GBS is a merger of best practices from ABB GBS and KNOLSKAPE's leadership solutions. The design of this program is multi-faceted. It is an innovative combination of experiential and formal learnings of concepts, where simulations sit at its core. ABB GBS enlisted the support of KNOLSKAPE's simulations for developing key strategic capabilities like communication, trust, strategic thinking and business acumen, in their senior leadership. The intervention was a merger of best practices from ABB's GBS India hub and KNOLSKAPE solutions, with simulations at the core of it.

Objective of the program

- Enable participants to lead teams more effectively and develop trusted workplace relationships
- Enable participants to be collaborative and proactive in dealing with confronting and conflicting situations
- Help participants develop a visionary leadership and develop higher business acumen to drive greater organizational results

The journey was run for a period of six months and certified 13 senior leaders, selected from each of the functions at GBS like Procurement, Finance, Information Systems, Human Resources and Shared Functions.



Impact

The program gave learners the ability to not just cope with transformational change but also to build the ability of next line leaders by mentoring them. Impact of the learning intervention was measured on the Kirkpatrick model.

Level 1 – Reaction:

- Average learner feedback of the program was 4.4 on a scale of 5.
- Learners stated that they would recommend simulation-based learning to colleagues, leaders and teams

Level 2 – Learning:

- 30% participants have reported an overall increase in their performance across the competencies addressed - communication, trust building, strategic thinking and building business acumen
- 19% improvement in business acumen and strategic thinking capabilities

Level 3 – Behavior:

- Managers of participating leaders report a 25% improvement in the way participants communicate and manage conflicts, and a 13% increase in the overall competency scores of participants.
- Enhanced roles and responsibilities - 23% more participants are willing to take on work outside core responsibilities to help the organization achieve better results



Impact

Level 4 – Results:

- Managers reported that there is a 20% increase in the value created for stakeholders by asking the right questions and providing the right solution the first time

Ewa Ekes

ABB Global Business Services Learning and Talent Manager:

“When we built GBS, it was sort of natural to take the vendors of the current ABB India organization. It proved to be a very good decision. Every time I'm in India, I'm glad to meet with KNOLSKAPE representatives. Always excellent customer experience. Also, I like your products a lot. I like the digitalization and new ways of teaching and learning for developing the leadership part of skills. I had the chance to see some modules of the LEADIN. I really appreciated it a lot and some items were picked up and we will implement across the globe into other programs as well”

