



SMR AUTOMOTIVE

Succession Program

talent and leadership development



CLIENT

SMR is one of the largest manufacturers of rearview mirrors for passenger vehicles in the world. There are three factories and one warehouse in Hungary.

The company places great emphasis on retaining and developing employees. There are a number of initiatives that build community life, encourage creativity, and serve the development of ambitious employees.

The success of this project was supported by Hajnalka Tóth, HR Manager and Ágnes Lakatos, a training and development expert.

STARTING POINT

To support the progressive growth of SMR Automotive, HR has developed the Succession Program, which focuses on conscious supply planning in all disciplines and management levels.

One of the key elements of the program is that the development of future leaders begins before they are put into role. In 2017, we started the cooperation to achieve this, collaborating with two talent groups.

PARTICIPANTS

Total number of employees

26000

THINK
OUTSIDE
THE BOX

PARTICIPANTS

TALENTS

LEADERS

SHIFT MANAGER
28 ppl

MANAGEMENT
OF TÚRKEVE
6 ppl

TEAMLEADERS
78 ppl

PRODUCTION
5 ppl

ENGINEERING
9 ppl

LOGISTICS
6 ppl

IT
1 ppl

HR
3 ppl

PROCURE-
MENT
1 ppl

FINANCE
2 ppl

QUALITY
3 ppl

1ST PHASE OF THE PROCESS - TALENT PROGRAM

08. 2017. - 02. 2018.

PREPARATION

Information gathering, program development

We got to know the factory and its environment - the processes should be as concrete as possible;

Conversations with leaders - getting to know their expectations

Conversations with HR - establishing the collaboration, getting to know their ideas

Conversations with the participants - exploring their needs, getting to know each other personally

PREPARATION

1

2

3

PROJECT

IMPLEMENTATION

IMPLEMENTATION

Implementation of a talent program in two groups in line

1st modul:

- **topics:** leadership communication, teamwork
- **methodological components:** 1,5 day skill development training + 0,5 day A.C.T.

2nd modul:

- **topics:** behavioral typology, work organization, delegation
- **methodological components:** 1,5 day skill development training + 1 day simulation

3rd modul:

- **topics:** leadership style and situational leadership
- **methodological components:** 1,5 day skill development training + 0,5 day A.C.T.

EVAULATION

EVAULATION

Follow-up and closing of the program

After each module, we held meeting, where we evaluated the experiences together with Ágnes, the head of the program, and with Hajnalka, the HR manager.

During these occasions we discussed with talents, while maintaining the confidentiality, about the remarks, suggestions and feedbacks of the organizational operation that outlined during the process between confidentiality frames.

After the last module, reflection took place at the level of the whole process, closing the phase.

A.C.T. methodology

The method we have developed, through working together with actors, ensures a lifelike experience of difficult situations

2ND PHASE OF THE PROCESS - TALENT AND LEADERSHIP DEVELOPMENT PROGRAM

09. 2018. - 06. 2019.

PREPARATION

Information gathering, program development

The phase of establishing the expanding focuses. A direct working relationship was expanded with new managerial levels, the third factory and the warehouse, so further information gathering was important.

We attended production meetings, as it became essential to work more directly with production to get an even more accurate understanding of day-to-day operations.

PREPARATION

1

PROJECT

IMPLEMENTATION

IMPLEMENTATION

Implementation of the program

The program was implemented with a total of 4 target groups with similar methodological elements as before, and one addition, which is none other than **Act2Manage**.

- **talents** - as before, in a mixed group in terms of territory and level of experience
- **teamleaders**
- **shift leaders**
- **leaders of Túrkeve** -the aim of the cooperation with the management team of the latest factory was on the one hand to develop individual skills and on the other hand to strengthen cooperation as a team

2

EVAULATION

Follow-up of the program

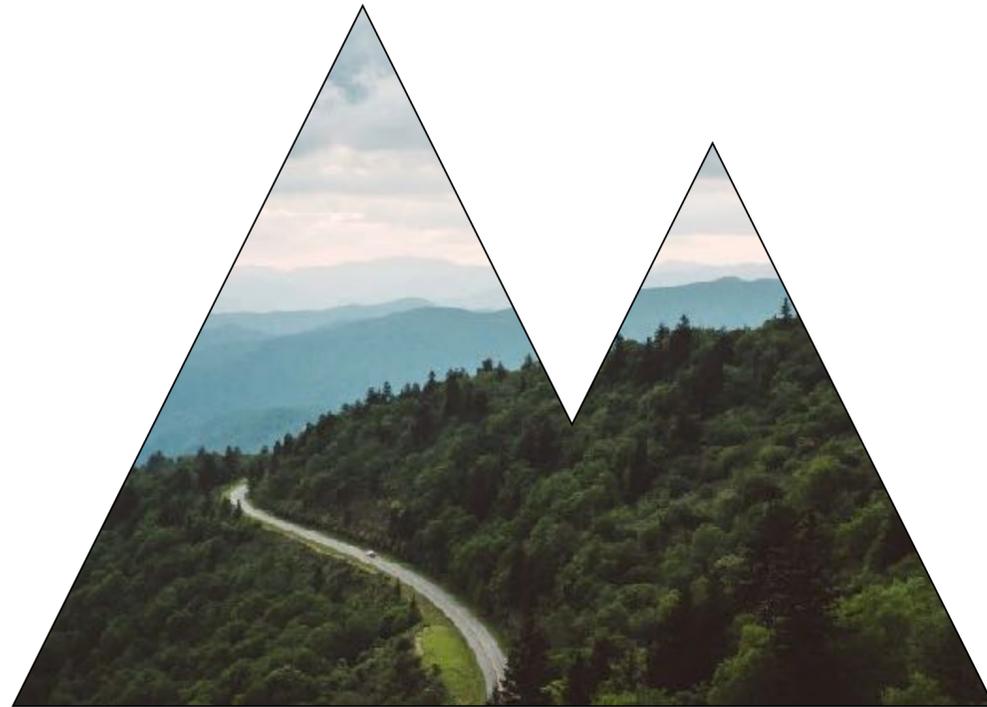
In addition to the experiences described before, **the opportunity to develop the organization has become even stronger here**, as with the three management levels and talents we have a sufficiently comprehensive whole view of the organization, both vertically and horizontally.

That is why it was important that both during the sharing of experiences within the development team and during the consultations with the client, we thought together in a structured and solution-oriented way about the challenges and phenomena that arose.

EVAULATION

3

As a new methodological element, the follow-up of the modules has been extended this time with the **Act2Manage** application in order to make the acquisition of knowledge even more stimulus-rich.



CHALLENGES

„Coming together is a beginning;
keeping together is progress;
working together is success.”
// Edward Everett Hale

SATURDAY OFF?!

In the case of talents and management members, the development opportunities took place on Fridays and Saturdays, so in addition to fatigue, the loss of Saturday’s leisure time was also a challenge.

STRONG INDIVIDUAL DIFFERENCES

An essential feature of group development programs is that participants are at different levels in the topics involved, for example, many people have had basic comprehension difficulties, so there has been a greater emphasis on helping this.

LOW TIME, BIG CURIOSITY

We had to manage the development process less time that would have been professionally ideal. Thus, among the development opportunities, we helped not only with individual but also group tasks, and even with the acquisition of knowledge with an extra skill development application.

RESULTS

1

INDIVIDUAL DEVELOPMENT, STRENGTHENING

The skills of the participants developed, their own operation became more conscious and based on their feedback, many of them became more confident.

2

RICH PERSONAL SOCIAL NETWORK

As a result of the interactions between the participants and the team learning process, direct and trusting relationships were built.

3

EXPANDING ORGANIZATIONAL INFORMATION NETWORK

Topics that opened up in development situations have started to share information that has already proved useful during development days. These informal, direct and trust-based information based connections also strengthen the everyday operations.

4

EXPANDING COMMITMENT

Participants' commitment to the leadership role has grown, and there has been a remarkable increase in loyalty to each other and to the company.



TESTIMONIALS



LEADERSHIP

"As a team, the training has given us a lot, as we meet outside of work rarely. Communication between us became much smoother.

I have received individual confirmation of what is worth developing further as a leader.

The development did not manage the team in general, but was completely personalized."

BERTA LAKATOS

HR lead, factory in Túrkeve



HR

"It has become clear to the colleagues involved that there may be as many reactions as many colleagues.

We mainly received feedback from the participants of the talent program that they perceive reduces amount of conflict situations, they better understand the reason for each other's reaction."

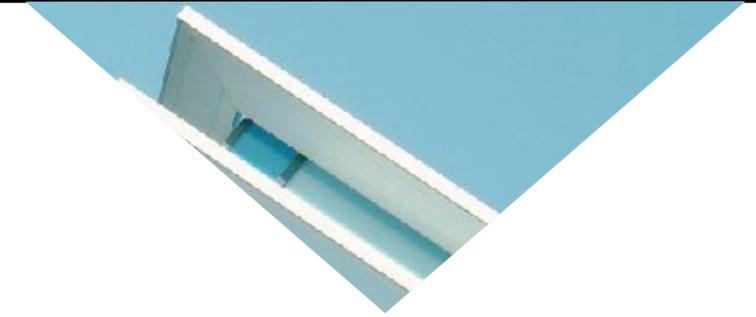
ÁGNES LAKATOS

HR generalist

"It helped a lot to discuss why it's hard to give feedback as a leader, what methods to use."

SZILVIA POLREISZ

HR generalist



TALENTS

„With the help of the development, I was able to look at the situations from the other's point of view as well, so since then I have been able to avoid many conflicts with my immediate colleagues as well."

MÓNKA ÓVÁRI

Ligistic supervisor

„Experiencing a situation within a company almond in live has given me a lot to know the next time I get into a similar situation so that we can move forward rather than hinder each other."

ENIKŐ VARGA

Payroll supervisor