Human Skills

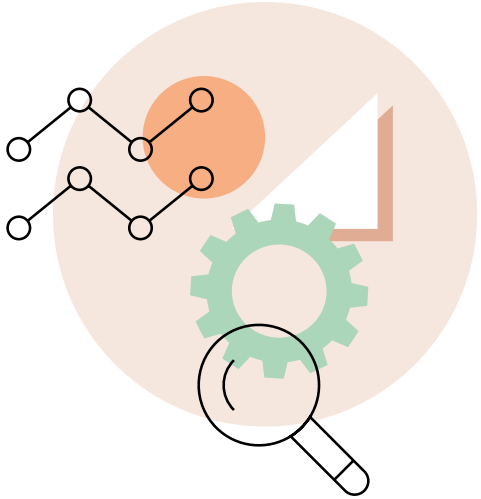
Customer success story

Vitesco Technologies
Global Management
Talent Program (GMTP)

Global Training Solution
powered by Vitesco Technologies and Human Skills

About Vitesco Technologies

Vitesco Technologies is a leading international developer and manufacturer of state-of-the-art powertrain technologies for sustainable mobility. With smart system solutions and components for electric, hybrid and internal combustion drivetrains, Vitesco Technologies makes mobility clean, efficient, and affordable. The product range includes electrified drivetrain systems, electronic control units, sensors and actuators, and exhaust-gas aftertreatment solutions. In 2023, Vitesco Technologies recorded sales of € 9.23 billion and employs around 35,500 people at around 50 locations worldwide. Vitesco Technologies is headquartered in Regensburg, Germany.

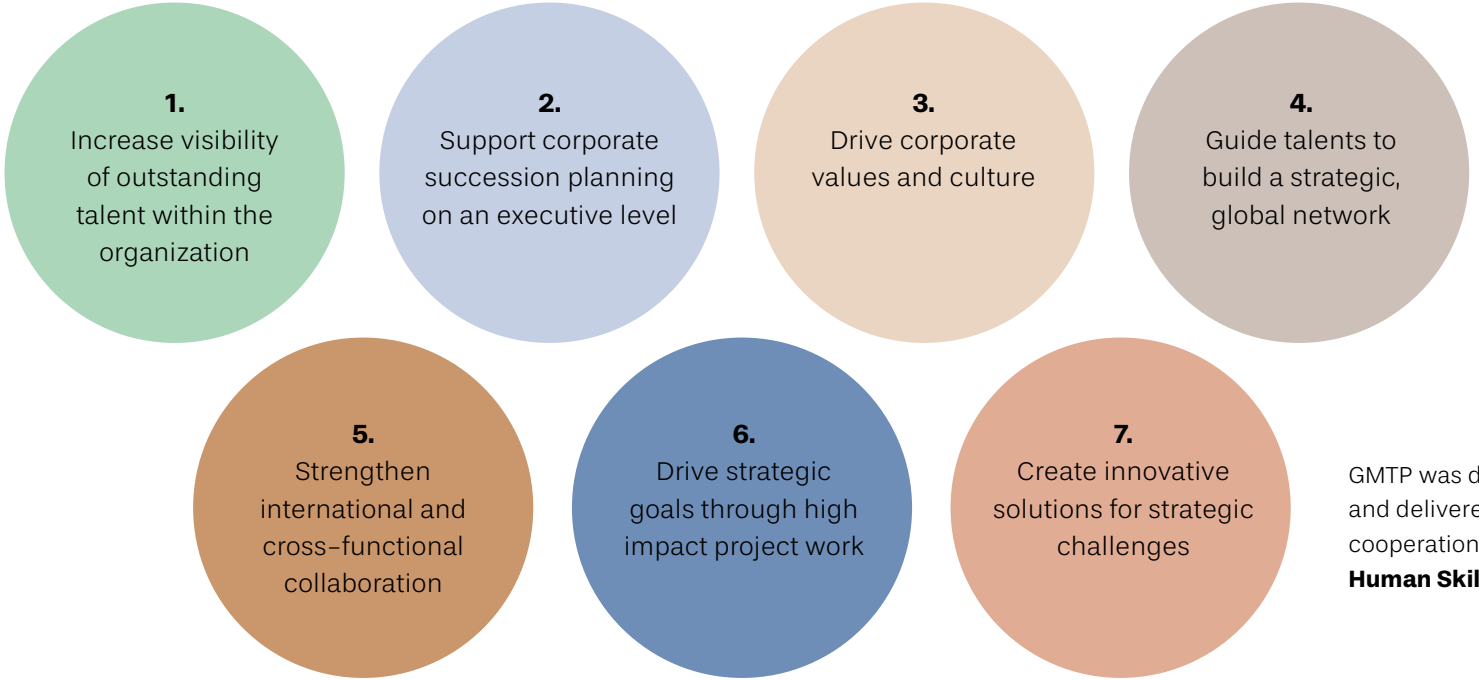


About the project

The GMTP is an integral part of VT´s global leadership development landscape and is sponsored by the corporate CHRO.

GMTP has a direct impact on the execution of the company strategy DIRECTION 2030.

The program aims to



GMTP was designed and delivered in cooperation with **Human Skills.**

Program structure

Vitesco Technologies and Human Skills developed a hybrid learning journey with a duration of 7–8 months. In 2023/24 the program was delivered on a global level with a total of 15 participants from China, France, Germany, India, Mexico, Romania, and Slovakia. The program includes the following elements:

- Project work on strategic topics defined and guided by dedicated, corporate sponsors
- 4 project events focusing on project progress and skill development delivered in a hybrid approach with 2 virtual and 2 face-to-face modules
- 4 virtual Focus Sessions on 4 strategic leadership and management topics including key notes from internal and external experts
- Customized LinkedIn Learning path and digital learning nuggets: Self-directed learning before, between and after training modules
- Individual coaching sessions with senior HR leaders
- In a hybrid presentation event with VT Executive Board Members and VT Management Team, direct supervisors and HR Business Partners, project results were discussed with great interest. The CHRO honoured the great achievements.

Evaluation of results

Based on the renowned evaluation system of Donald Kirkpatrick and Dr. Paul Leone project results were **measured on Levels 1, 2, 3 and 4:**

Watch video for more

1 Reaction

Did they like it?

2 Learning

Did they learn anything?

3 Behaviour

Do they do anything different?

Transfer Climate

4 Results

Does it impact the business?

Transfer Climate

5 Return on Investment

Was it worth the investment?

Transfer Climate

inspired by Donald Kirkpatrick and Dr. Paul Leone

Results levels 1–2

Level 1 evaluations provide an overall impression of the participant experience and serve as an opportunity to collect initial feedback on what´s working or not working in terms of design, duration, and facilitator effectiveness.

Level 2 measures the amount of learning that occurred because of the training.

The evaluation was conducted in a combined approach through a feedback survey after each event with the following results:

- Average rating: 4.33 on a scale from 1–5
- Also see testimonials of participants, project sponsors and HR coaches, starting at page 10.

Results level 3

Level 3 describes the amount of observable behaviour changes demonstrated by employees because of training.

The program was set-up with two concepts that support level 3 measurement:

Capability development plan
The goal of the capability development plan is to improve strategic leadership capabilities (behaviours). The plan starts with a self-assessment, followed by a STAR goal definition process for selected capabilities and a follow-up process for continuous improvement. The plan asks targeted questions to align own development process with corporate strategy and business impact.

Implementation agreement
A document that aligns the perspectives of participants and their direct manager around the following topics:

- What general expectations do you have concerning the participation in the GMTP?
- What are your learning objectives regarding your participation in the GMTP?
- What impact would these learning objectives have on your daily business?
- What do you need to do before, during and after the GMTP in order to make behaviour changes happen?
- What does your manager need to do before, during and after the GMTP in order to make sure that you have the opportunity to reach your objectives?
- Both, you and your manager agree to meet on the following dates before, during and after the GMTP in order to discuss further necessary steps to ensure the implementation of the program content

Results level 4

A level 4 evaluation assesses business results, that participants reached throughout the learning journey.

GMTP was designed to have a direct impact on the execution of the company strategy DIRECTION 2030.

Therefore, hand selected, strategic topics were chosen and defined in project charters that stated how each project impacts company strategy.

Participants of the 2023 / 24 cohort presented their recommendations and specific action and management plans for the three, strategic topics in a hybrid presentation event with VT Executive Board Members and VT Management Team, direct supervisors, and HR Business Partners. Project results were discussed with great interest. The CHRO honoured the great achievements.

Project charter

Set-up project charter in line with sponsor's project description

Start	September 2023	**End**	April 2024
Lead		**Sponsor**	
Steering (if applicable)		**Decision board**	MT / EB
Project, team & roles			

Overall project targets – What do you want to achieve?
1. 2. 3. 4.

How do you want to achieve this?		
Date	**Milestones**	**Success criteria / KPIs**
XX/XX/23		
XX/XX/XX		
XX/XX/XX		
XX/XX/XX		
XX/XX/XX		
XX/XX/XX		

How do you contribute to the DIRECTION 2030?

Work packages & responsibilities		

Testimonials

Find out what participants, project sponsors and HR coaches say about the GMTP learning journey.

Participant

Sergio Aragon Miguel

Senior Project Manager

"The most significant benefit of the program, in my opinion, is the valuable network I´ve established with my peers, serving as a strong, long-lasting connection for the future. It offers me the opportunity to engage in discussions about key challenges, exchange insights on various topics and, and gain unique perspectives."

... established valuable network

Participant

Andrea Arguelles

Group Leader of Customer Management

"The GMTP gives us the opportunity to prove ourselves how capable we are outside of our expertise area and good luck to learn and share the journey with excellent people."

... excellent people

Participant

Daniel Wollschläger

Head of Purchasing
Division Electrification Solutions Korea

"Participating in the GMTP program was truly transformative. Working with diverse team members from across the organization on our strategic project challenged me to step out of my comfort zone, delivering impactful results while building new networks and engaging with senior leadership."

... truly transformative

Peter Biber

Head of Business Development & Strategy
Division Powertrain Solutions

"The training concept offers participants an excellent opportunity to contribute to current strategic projects within the company, making a significant impact on value creation. In the process, I also expanded my personal global network, connecting with fascinating colleagues and other executives, all the way up to the board of directors. This concept has proven to be instrumental in opening doors for participants' next career steps."

… opening doors

Anil Yadav

Head of Business Development, Strategy & Communications
Division Electrification Solutions

"We hire talented employees not to impose our ways of working on them, but to empower and inspire them to find better ways for the future. Developing and supporting our talents is crucial because they form the foundation of our future success.

The GMTP is a key component in discovering and fostering the best talents. It provides our colleagues with comprehensive insights into our business, allows them to gain valuable project experience, build their own networks, and develop a deep understanding of our stakeholders' perspectives. This is how we collectively secure the future success of E-Mobility."

... finding better ways for the future

Lisa Jäckel

Head of HR Engineering

"It is always enriching to accompany the GMTP participants as an HR Coach. They use the opportunity to reflect on their team performance, their collaboration, and also the failures that occur when operating outside their comfort zone. On a personal note, I greatly enjoyed counseling the participants in their career and personal growth and providing feedback. This also keeps my skills in constant use. In the GMTP, you not only meet people but also create talent networks."

… enriching

Kerstin Hofstetter

Head of Learning & Development

"I am incredibly proud of our 'Global Management Talent Program' (GMTP), which has significantly increased the visibility of outstanding talent within our organization and supports executive-level succession planning. The GMTP drives our corporate values and culture, fosters international and cross-functional collaboration, and guides participants in building a strategic, global network. It equips our talents with essential leadership skills and competencies, enabling them to elevate their personal development to the next level."

... increased the visibility of outstanding talent

Core trainer team

Andrei Popescu
L&D Architect and
Executive Trainer

Annette Münzinger
Mindfulness
Trainer

Rich March
L&D Architect and
Executive Trainer

About Human Skills

Human Skills is an international training company with a rich project history and a team with 30+ years of design and delivery experience in the training and development industry.

Leading global organizations choose Human Skills as their strategic partner for holistic programs in the areas of leadership and sales, personal growth, communication, presentation, and transformation management. Measuring training impact is an integral part of all learning journeys that Human Skills designs and implements.

Human Skills

Project Team

Kerstin Hofstetter
Head of Leadership
Development & Learning Map
Vitesco Technologies

Lena-Marie Sailer
HR Specialist for
Leadership Development
Vitesco Technologies

Katharin Stricker
Project Manager
Human Skills

Susanne Martin
L&D Partner
Human Skills

Contact
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Let's get in touch!

... and discover how we can collaborate for real change.