



LEADING TRANSFORMATION

LEADERSHIP 20X
CHANGE THE GAME



DAIMLER LEADING TRANSFORMATION Shaping the automotive transformation amidst turbulent times.

Submission to the EFMD Excellence in Practice Awards
15-03-2021

EXECUTIVE SUMMARY

Leading Transformation in brief.

By early 2020 the automotive industry was in the middle of the biggest transformation in its history. Daimler was facing a combination of challenges that had the potential to disrupt the industry ecosystem:

- a) The change of propulsion systems to electric
- b) The increasing significance of proprietary Operating Systems and related software components
- c) The related skill and workforce revolution
- d) The continuous strategic shifts (e.g. the increasing focus on luxury vehicles for passenger cars)

In order to be able to react faster to changing customer needs and complex market dynamics, Daimler optimized its organizational structure towards more divisional indepen-

dence. In a context that requires not just the reimagination of products and eco-systems, but also of the company itself, leadership development played a key part. ***Daimler Corporate Academy***,¹ together with partners from ***Harvard Business School*** (Jim Dowd and Amy Edmondson), ***ESMT Berlin*** (Harald Hungenberg), ***Coverdale*** (Ulrike Böhm and Thomas Weegen) and ***Brand-and-story*** (Terence Barry) designed an innovative global learning intervention to provide leaders across Daimler with the tools, frameworks and capabilities for successfully steering change. However, the outburst of COVID-19 added an unforeseen layer of complexity.

How could leaders encourage and drive change during unpredictable and worrisome times?

The response was not only swift and comprehensive, but it also changed the world of learning at Daimler for good. ***“Leading Transformation”*** was a global learning experience, redesigned to reach leaders from all levels, business areas and locations across the world. The program engaged 4,500 leaders across the company in a hybrid format: live in a digital setting, in combination with decentralized organized workshops („intact teams“).

“Leading Transformation” introduced a number of innovations:

- ▶ A technological setup that connects geographically distributed faculty and with thousands of participants around the world.

- ▶ A design that creates a high level of involvement across the group combined with an applied focus (structured around three modules, or „acts“).
- ▶ A dovetailed setting of intact team interventions and interactive web casts.

Strongly supported by an Executive Board that stands united in its ambition to ensure leadership excellence in a period of unprecedented change, ***„Leading Transformation“*** is an intervention to match the ambitions of the world’s leading manufacturer of premium automobiles, vans, trucks and buses.

1. Currently operating under the units: „Culture, Talent and Learning“ and „Daimler Learning Services“