



“Our vision—‘We set standards in our industry for decades to come’—needs us to think differently and rebuild for the future. Our leaders need strong global management skills to drive collaboration and integration across business units and geographies.”

Gerhard Wagner, Chief Human Resources Officer and Member of the Executive Board, Hoerbiger

A Shift from Entrepreneurial Local Growth to Globally Integrated Growth

A global leader in compression, automation, and drive technology, Hoerbiger is a € 1 billion, engineering-focused organization with 6,400 employees across 54 countries. Until recently, general managers around the globe operated from an entrepreneurial and independent perspective to drive growth. When Hoerbiger set a goal to double revenues over the next seven years, it was clear that the company needed to change how it operated in order to meet the aggressive growth target.

Transforming Engineers into Ambassadors for Change

Because Hoerbiger is a growing, successful organization, its managers were resistant to changing their ways of doing business. The thinking was “When we are so successful, why do we need to change so much?” Yet opportunities to increase the speed of innovation and maximize its value were only possible if once-distinct teams learned to work as one global entity. Global management prowess, not just engineering excellence, was the key. Hoerbiger implemented *Breakthrough Leadership* to enable leaders with tools and training to help reshape the established culture.

Developing Leaders from Within

Sixty-five leaders were chosen for two cohorts of the *Breakthrough Leadership* program. With an average of 10-15 years’ experience, each was identified

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AT A GLANCE



BUSINESS CHALLENGE

Shift siloed engineering culture to one that integrates openly and gains through global collaboration

AUDIENCE

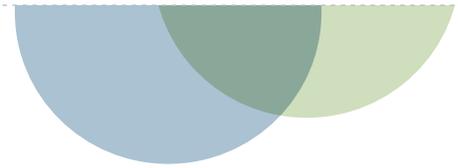
Functional leaders with 10-15 years of experience

OFFERING AND SERVICES USED

Breakthrough Leadership

IMPACT

- > Acceleration of new ideas and applications
- > Collaboration among previously disparate groups
- > High engagement with global strategy



“Our leaders are sharing, collaborating, and learning from each other rapidly. They are shrinking the world as an outcome.”

Hari Abburi, Global Head Organization Development and Talent, Hoerbiger Holding AG

as a future leader through a rigorous internal succession plan. They would learn new ways to work across languages, geographies, and business units, and cascade those practices through the organization.

Participant Goal Setting to Impact Change

For Hoerbiger’s highly logical and analytical culture, the idea that people-centric skills, like influencing, could be as important as technical knowledge was not an easy buy-in. Yet, the participants embraced the program because they knew the Harvard Business Publishing brand meant quality content and learning design. With a focus on integration and knowledge-sharing, three primary goals were established for the participants of the *Breakthrough Leadership* program:

Unify Teams from All Aspects

Managers learn to put a global lens on all of their initiatives, understanding how to work across cultures and languages so that diverse teams can operate toward a shared goal. Through sensitivity to differences, global scale is greatly increased.

Transfer Ideas Rapidly

Managers learn how to increase the flow of communication, so that innovative thinking cascades quickly throughout the organization, accelerating adoption, development, and growth.

Manage Diverse Global Workforce

Across Hoerbiger, at least 27 languages are spoken. Management skills are increasingly important as the diversity of direct reports and teams increases. It’s imperative for managers to carefully consider corporate goals and how plans are executed.

“After completing the *Breakthrough Leadership* program, Hoerbiger is seeing significant organizational changes. Leaders are more connected to the overall global strategy, are driving the integration, and are laying a solid foundation for future growth,” says Peter Goebel, who heads the Global Development Center of Hoerbiger Campus.

TRANSFORMATION IN GLOBAL MANAGEMENT

As a decentralized organization, Hoerbiger’s culture focused extensively on engineering excellence. The new business goals required significant organizational change. In addition to building global leadership capacity through development programs, the company also restructured its rewards and performance measurement programs to reflect the new philosophy. For example, the executive board shares its Goals Sheets on the company intranet, enabling employees across the world to understand and support the company direction.

The *Breakthrough Leadership* program has raised awareness of the importance of global thinking and integration among top engineers in the organization. Participating leaders allocated time away from their day-to-day work to develop sophisticated global management skills and increased leadership capacity. A new group of leaders has emerged ready to effectively influence Hoerbiger’s complex global system. And, with other globally focused programs in place throughout the organization, a new, highly productive culture is being shaped.

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