

## The New Global Mindset

### The Company

As a world's leading manufacturer of state-of-the-art technologies in transportation, this N Vision learning partner employs a workforce of more than 13,000 people in 25 countries. The key to the group's market success is the local presence and high flexibility - the result of decentralized, transparent corporate structures, internationally coordinated development and manufacturing operations, and a global service network. As a forward-looking company they rely on the innovative skills and commitment of their workforce to stay ahead of the competition.

### The Situation

A close and lasting working relationship with a global network of key component / system suppliers and service providers is crucial for the group's business success. Close, secure ties with suppliers provide more opportunities for greater efficiency, lower risks and thus cost savings for both partners. A recent internal strategic assessment revealed, however, that the purchasing group was missing opportunities to leverage the company's strong global presence and this was hurting the organization both operationally and financially. As main reasons for this poor performance they identified

- lack of internal communication skills,
- strong operational focus on the local micro issues of purchasing instead of a strategic focus on the dimensions of global sourcing, and
- less than optimal internal coordination between the local teams.

### The N Vision Learning Solution

Long-lasting behavioral change starts when people understand and accept the need for change. Learning, like change, is a process not an event. The organization partnered with N Vision Learning Solutions to help their global purchasing managers develop a new pragmatic leadership mindset, learn how to establish fruitful relationships with key suppliers, effectively handle conflict situations and think strategically and more result-oriented. The modular N Vision learning solution was closely aligned with both the individual needs of the purchasing managers as well as the strategic goals of the global organization. The program was delivered over the course of one year and included pragmatic action-oriented learning events for intercultural communication, conflict management and leading for results. Throughout the program, participants also received individual coaching by experienced N Vision consultants.

### The Results

The N Vision learning solution allowed the purchasing managers to master key management and leadership skills vital to their new leadership roles within the global organization. As a direct result, partnerships with key suppliers have gone from strength to strength. Now, there is a mutual understanding of supply chain issues. With more trust in the relationships those bottlenecks could be reduced, saving costs and creating a win-win-situation for both parties.