

# HITACHI

## Inspire the Next

### European Leadership Programme (ELP)

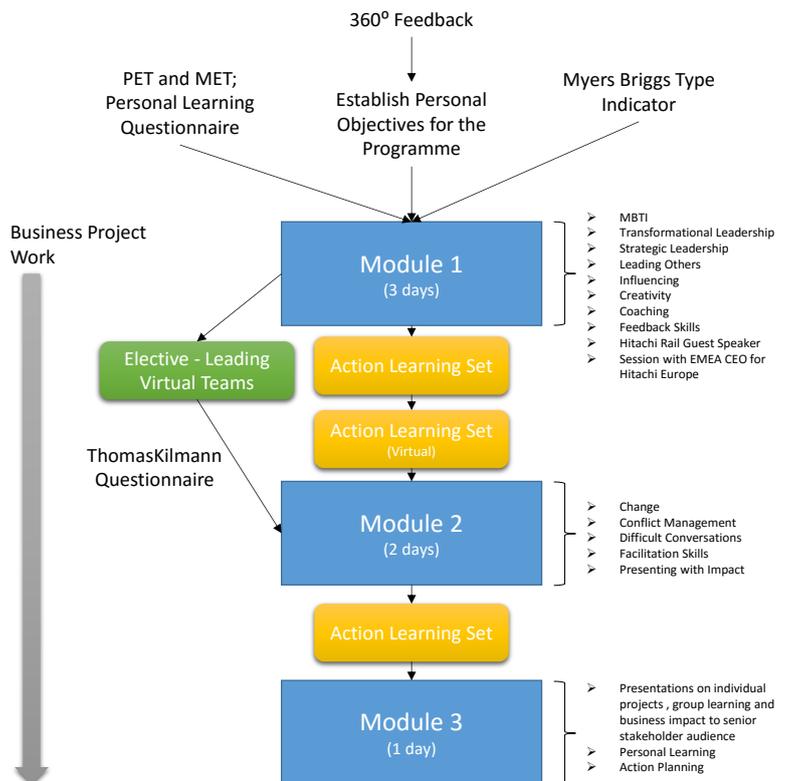
**Client:** Hitachi Europe

**Project Title:** European Leadership Programme (ELP)

**Project Objectives:** This 9-month programme was designed for high potential managers from across the Hitachi Europe business. The objectives were to:

- Develop leadership capability and future local leaders through providing greater exposure and stretch, working collaboratively to achieve this
- Help maximise the potential of Hitachi Group Companies in Europe
- Actively contribute to profitable business growth, and strategy for Hitachi Group Companies in Europe.

**Strategy, Tactics & Skills:** We have provided an overview of the ELP and content. As part of the programme, each participant identifies, with their line manager, a project of strategic and commercial importance to their business unit. Projects are supported by Action Learning Sets to support the effective transfer of learning into practice. One of these Action Learning Sets is virtual to reflect the changing nature of working with remote teams. The programme finale is a presentation day where participants share their projects and their learning and consider what the business impact has been of their programme involvement and project deliverables with the European Chairman and Chief Executive, and with their managers, mentors and programme Alumni.



**Results & Evaluation:** Following 5 successful Cohorts of this Programme, a number of participants have been promoted; others have identified opportunities within the organisation and moved to more challenging roles; and others have seen their sales volumes and values increase by up to 25%. This is reinforced by our **pre-programme** to **post-programme** evaluation, the Personal Evaluation Tool (PET), which shows that participants across Cohorts are operating more strategically and more commercially, building stronger relationships with stakeholders and achieving their objectives through these, and using a more sophisticated range of influencing and conflict handling strategies. The average shift across all areas assessed by participants on Cohort 5 **shows an increased score of 41.36%** (from 3.36 to 4.75). This is further supported with the average score from line manager ratings showing **an increased score of 24.7%** (from 3.76 to 4.69).



Without exception, participants have gained in confidence as line managers, being able to coach and develop their team members through practicing more inspirational and transformational styles of leadership. They are also enjoying greater enthusiasm and confidence in presenting in formal and informal settings as witnessed/ evidenced by senior stakeholders.

*“The ELP has taken me into new territory, boosted my confidence and extended my range and exposure to areas other than sales”*

*“9 months ago I had a limited view of Hitachi, it is now much broader.”*  
*“The work we did on managing conflict has been really important in dealing with clients”.*