

LEONI Wiring Systems Graduate Development Programme

Our customer at a glance

The name LEONI stands for first-class competence in cables, systems and development. Their innovative solutions are used in automobile construction as well as in key industrial sectors such as telecommunications, IT, health and energy. Equipped with a range of powerful features, LEONI provide the connections possible for nearly all areas of modern life.

The Challenge

As a global supplier LEONI have been keeping pace with the developments of the last few decades as our world has become more densely networked. This has made the company a sought-after partner and development supplier for countless international industrial companies. Due to the increasing demand and obtaining a large long-term automotive contract, LEONI was required to recruit graduates going forward.

LEONI tends to recruit graduates for specific vacancies in specific departments, rather than recruiting generally and having graduates spend time moving laterally across several departments. It was believed that this may prevent graduates from gaining an insight into what happens in other areas of the business and from fully understanding the supply chain, which the company sees as crucial to their future success as managers.

The graduates currently receive most of their training 'on-the-job' and it was felt that this should be supported with planned 'off-the-job' training, particularly in management and related skills.

The Solution

In partnership with Ashorne Hill, a new Graduate Development Programme was formed, providing a truly embedded learning solution.

The graduates' training was originally delivered quarterly across two years, which was considered a long time and that there would be benefits in front-loading the training so that most of it is delivered within the first year of employment.

Ashorne Hill designed a blend of on- and off-the-job

objectives, as well as measuring embedded application through pre-and post-programme questionnaires and the completion of medium- to long-term Personal Development Plans.

It is important to equip graduates with the key skills they will need during the first year, with the most critical areas being covered in early residential modules.

To start, graduates attend an onboarding event that includes an overview of the training and development plan for their first year as a LEONI graduate and 'expectations', both from the company and the graduates' point of view. This is also an opportunity for networking between the graduates themselves. Following onboarding, the GDP rolls out to include 5 x 3-day modules spread across 12 to 15 months, with a final presentation and awards ceremony.

During the first residential module, graduates are introduced to the concept of a work-based project. Each graduate is expected to identify and agree a project with their line manager, between modules 1 and 2 that must:

- Demonstrate the application of skills acquired during the residential modules
- Provide a tangible return to the business unit

Graduates will be expected to outline their project (once agreed) on module 2 and their progress will then be reported back on module 3. The project must be completed and the project report submitted during module 4.

Also, graduates undertake an accredited CMI Level 5 Management and Leadership qualification, based on the training they receive and linked to the projects they undertake.

The Result

The success of the scheme will rely heavily on being able to monitor the graduates'

progress towards their projects and action plans across the whole programme.

Whilst a large proportion of this can be accomplished through the learning groups, project updates and peer-to-peer feedback sessions during the residential modules, it also needs to happen back in the workplace.

One method of accomplishing this is the 360-degree feedback reports, completed by colleagues and managers.

The 'tangible return' does not have to be a direct financial benefit (e.g. a cost saving of £20,000 as a result of implementing the project recommendations). However, it must demonstrate a tangible benefit to the business and, where possible, this should be quantified and expressed in financial terms.

A typical target would be a minimum benefit of £5,000 per project. The Leoni Graduate Development Programme continues today.

Testimonies

"Good use of project-based activities for exercising projects"

"The exercises and group reflections are great"

"The various activities bring learning together"

"Involving us and allowing for a practical understanding as well as theoretical"

Programme Participant Feedback

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