



WE ARE ON EYE-LEVEL

Customer reference of Bosch Academy GmbH

Since the company was founded in 1886, Robert Bosch GmbH and its subsidiaries have been characterized by an outstanding level of human and social responsibility. Surveys conducted with staff members reflect the high level of employee satisfaction.

The now multinational company is currently undergoing an intensive transformation process as an automotive supplier, manufacturer of consumer goods as well as industrial and building technology and as a specialist in automated packaging technology. As is customary at Bosch, this is designed together with the employees. The company's clear value orientation keeps it alive for decades.

The Bosch Automotive Electronics (AE) division dealt with the topic of mindfulness and its integration into management development for the first time in 2012.

The Leadership Campus:

It is an internal program, developed by Petra Martin, Head of Center of Competence Leadership at Bosch. The internal program consists of three modules: "Leading myself", "Leading my team", and "Leading my business", which were interlinked into each other accordingly. Within each module, a strong link to mindfulness was established and the different topics were discovered in depth. For example, by linking emotions & awareness, coaching & empathy and agility within the VUCA world.

Over 6 years, 30 training sessions with each 3 modules were facilitated. Every module consisted of a 3-4-hour session, which then took place on the Bosch campus, both nationally and internationally. More than 2,000 Bosch employees participated during these 6 years. Due to the great success of the first program, a second one was initiated promptly:

The Campus Unlimited:

The Campus Unlimited was an academy where no supervision of a trainer is necessary; it was trainerless. For example, the participants are enabled and encouraged to set their own goals and resolve the corresponding steps on their own and by collaborating with other participants. This program, too, is divided into 3 modules each focussing on the application of experiences and practices from the Leadership Campus.

The Unlimited campus has been visited by 120 employees so far.

Interview with Mrs. Petra Martin, Head of Center of Competence:

MRS. MARTIN, WHAT WAS THE INITIAL SITUATION IN 2012 THAT IN THE END LED YOU TO APPROACH A PARTNER LIKE AWARIS?



"Leadership was set as a focus topic at AE. It quickly became clear that we would have to redefine leadership. A new program was needed to learn and understand modern leadership. The book "Search Inside Yourself" and an article in the magazine "Manager Seminare" led me to this decision."





WHICH TASKS AND OBJECTIVES WERE INITIALLY CRUCIAL FOR YOU?

“The focus was on the following objectives:

- Mindset change from old to new, from management to leadership, mindfulness, trust, and agility.
- Transformation: which behavioral skills must be available?
- Growth mindset instead of a fixed mindset, as well as command and control. A clear understanding of role - and self-management.”

YOU HAVE INTEGRATED AWARIS OFFER INTO AN EXISTING OFFER, HOW DID THIS IDEA EMERGE?

“The idea for this first came up during our own planning efforts and later during the conversation with Awaris. The main questions were: what do managers have to learn, what needs to be different? An increased interest in people and not only in data and in their own background. Also, the goal was to integrate mindfulness into all modules.”



WHICH ELEMENTS WERE PARTICULARLY IMPORTANT FOR YOU CONCERNING THE CONTENT?

“The topics of empathy, serenity, focus, and presence were particularly important. The results we hoped for: An increased ability for self-reflection and increased resilience. That the image of humanity is reconsidered and that people are approached more positively. Overall, we wanted to underline and showcase the mere existence of the VUCA world, meaning to have an improved perception of what is going on. In other words, SCARF in action (see David Rock ‘Brain at Work’).”

WHAT ADDED VALUE DOES MINDFULNESS OFFER YOU IN THE CONTEXT OF LEADERSHIP DEVELOPMENT?

“The added value in the context of leadership development is obvious: Mindfulness makes our content palpable. 95 % of the campus participants reacted positively to very positively. They particularly liked the successful connection between theory, practice, and exchange.

The participants’ findings were surprising. Here are a few quotes from participants:

- ‚Mindfulness adds the most value’
- ‚Mindfulness makes me more resistant to stress and a better manager’

Of course, there were also sceptics: ‘The breathing exercises are not for me’, said one participant at the beginning of the training. But this particular participant now looks back on 100 logged meditations and embraces new approaches in coping with the workload. Now he is the one who shares the advice to concentrate on the next step, instead of looking at the whole mountain. He now describes himself as more resilient and calmer and is more often able to make space between a stimulus and how he reacts.”

HOW DO YOU RATE THE COLLABORATION WITH AWARIS FROM BRIEFING TO PLANNING, TO IMPLEMENTATION AND INITIAL RESULTS?

“Working with Awaris has always been extremely pleasant and we feel we are on eye-level. Their way of working is very modest and professional and at the same time very customer-oriented. I particularly appreciate the co-creative approach, which of course is in response to our needs.”

WHAT WOULD YOU RECOMMEND OTHER COMPANIES FACING SIMILAR CHALLENGES?

“Make it easy. Trust in the process - get started.”

ABOUT AWARIS

Awaris is a leadership development company that combines scientifically proven mindfulness-based interventions with mindset and behavioral changes in the context of complex environments. A major focus of Awaris' work is the neurophysiological dimension of human behavior: Awaris seeks to deeply understand how humans function and what humans require to work well – individually and in groups. Awaris engages with clients in a variety of ways, including face-to-face training that applies blended learning formats, retreats, and train-the-trainer courses. The company also provides proprietary technology solutions to support leadership development, including self-developed mobile apps and a learning platform. Awaris is based in Germany and has a network of trainers in Europe, North America, South America and Asia. It has subsidiaries in the UK, France, Austria, the Benelux region and China.

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