

The changing face of 'service'

A personnel development program for master craftsmen at KONE GmbH – one of the largest elevator and escalator manufacturers worldwide.

There is no way around change processes nowadays. This is partly due to increasing customer demands but also because of a consistent search for innovations and challenges of growing markets.

The German management of KONE, based in Hannover, has realized this need and reacted by developing a comprehensive qualification measure in support of their master craftsmen.

Jointly, CONTUR GmbH and KONE GmbH, that will have their 100th anniversary this year, developed and conducted a multi-module Master-Development-Program focusing on these criteria:

- Further advancement of the master craftsmen
- Clear understanding of own position, responsibilities, and expectations of others
- Training in skills and methods
- Strengthening of leadership skills
- Strengthening of customer-orientation

The project agenda features topics such as 'role of the master craftsman', 'communication and leadership', 'how to deal with change', 'employee development through coaching', as well as methodological know-how like 'peer consulting' skills to secure knowledge transfer and sustainability of the program.

"The individual modules are very complex and give the master craftsman important skills for his future role", according to Katrin Ziehm, head of HR Development at KONE. "Implementa-

tion of the training contents and practical application is a main concern of the program design. The 360° Feedback tool accompanies the program and participants can take advantage of it including a subsequent discussion with a professional coach. We also attend to the participants throughout the whole change process and afterwards".

As Katrin Ziehm sums up the program in process: "It's not been easy to get everybody together on certain dates, since all managing staff at superior level had to be informed and involved. Nevertheless, we not only successfully realized the Master-Development-Program through professional planning, consistent implementation, and support from the managing board but also fill it with life top-down."

Are you interested in a similar personnel development program? We are happy to work out a tailored solution with you!



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