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VW COMMERCIAL VEHICLES

TRANSFORMATION HANOVER PLANT

A Success Story by DIALOGBILD and GOLDPARK

THE DEVELOPMENT OF THE PICTURE & THE SCENES AT A GLANCE

Process optimization, strategy, cultural work and good communication are the keys to a successful future for the plant management of VW in Hanover. In the past, strategy and transformation processes were often accompanied by Powerpoint „Battles“. Several charts tried to make it as clear as possible what the company wanted to achieve. Now VW wants to break new ground and has developed a vision for the future together with GOLDPARK and DIALOGBILD. On one hand, the picture was created in an intensive process. On the other hand, the discussion about the things that are important to the plant management has led to a common understanding and has also repeatedly made it possible for different points of view to be discussed and brought together. This helps the plant management of Hanover to present a united front and to communicate with a common voice about the future. The dialog picture was used efficiently for all events, as well as information and formats concerning the transformation and also to reflect the developments in the transformation process. The corporate transformation describes the fundamental and holistic realignment of the Hanover plant.

Good Behaviour - Present

01. "Break open silos"
02. Eye level
03. Problem solving
04. Individual solutions and tried and tested methods
05. "Bulligarden" (Kindergarten)
06. Leaders create leaders, not followers
07. Overall responsibility
08. „Dragon Killing“
09. Trust that others understand their job/reliability
10. Management/taxes/leadership
11. Deliver what you promise/reliability

Behaviour to be changed - Present

12. Eliminate causes
13. Initiative
14. Overcoming inner fear
15. Addressing problems is unpleasant
16. Hiding behind paragraphs
17. Passing the buck
18. Personnel resource planning
19. Flood of rules and information
20. Agreement in control direction/commitment
21. Developing awareness of dangers
22. Fear of change

Plant projects

23. We bring people with activity restrictions into value-creating positions
24. We organise ourselves process-orientedly and work together as a network
25. We build our cars during the week

Successful change

26. Cooperation and performance lead to success
27. We work together as a network
28. We have a common purpose and work towards it
29. Lean processes

Future

30. New production technologies
31. We stand together even in failures
32. Future of the brand
33. Sustainability
34. Work-life balance
35. Cooperations
36. Mission VW Hanover Plant
37. Private Client Mission
38. Mission commercial customer
39. Mission Staff
40. Vision





GEMEINSAM. ERFOLGREICH. VERÄNDERN!

Das nutzt.

HYUNDAI

BYD

SCHW

THE BEST OF BOTH WORLDS



GOLDPARK accompanies transformations, analyses the specific patterns of an organisation, develops architectures, takes social dynamics into account and ensures effectiveness and security in implementation.

DIALOGBILD develops the Big Picture of the company and visualizes processes, changes and visions. Complex topics are presented in a clear and comprehensible way. DIALOGBILD media are an effective instrument for imparting knowledge, presenting connections and providing orientation.

As a first step, GOLDPARK carried out an organisational diagnosis at the Hanover plant and determined the current situation:

Where do we stand at the moment and how do we experience the situation?

Building on this, the plant management in Hanover asked itself the question **"Where do we want to go?"** and defined its self-image in a workshop.

The result: complex processes, improvement of competitiveness, technology changes, changed cooperation and much more. These and other challenges must be mastered by the Hanover plant in the coming years and it is one of the most important tasks of managers to convey this and the answers to it clearly and comprehensibly. The dialog picture is the optimal instrument for making the goals and the path to them tangible.

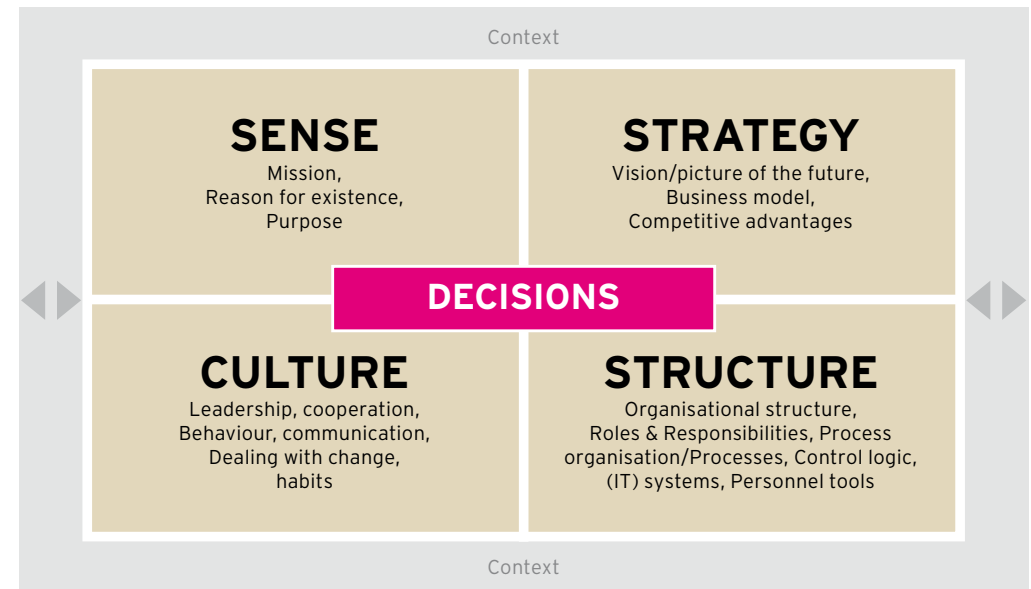
Together, GOLDPARK and DIALOGBILD have accompanied and supported this transformation process.



THE FOUR DIMENSIONS OF CORPORATE IDENTITY

In the end, it's the decisions that matter in a company. Sense, structures, strategies and also culture are not an end in themselves, but serve the success and the further development of the organisation. In order to ensure this development, an organisation makes decisions or has to make them. The design of the 4 DNA dimensions is the basis and thus responsible for making decisions.

It is not enough to focus on one dimension. If a „defect“ is to be avoided, the 4 dimensions must be considered and processed in a balanced way. GOLDPARK is an expert for DNA modelling.



THE GOLDPARK SERVICE PORTFOLIO



Creating Clarity for the Situation



Developing the Change-Story



Modeling Company DNA



Experimenting with the New



Navigating through the Change Process



Increasing Role Competence



Managing Projects



Editing Dynamics in the Field

Creating Clarity for the Situation

At the beginning it was about the synchronisation of views and a common assessment of where the organisation and the management team stand. To this end, interviews were conducted with the plant management and selected executives. Their results were the basis for the first transformation phase.

Navigating through the Change Process

Due to the complexity of the process, a good control and permanent reflection of the process was necessary. Both the plant management and other executives were used as a "sounding board", in order to be able to adapt the procedure in the change to the current requirements in each case.

Developing Change-Story

Due to the large number of initiatives in the group, there was a danger that orientation would be lost and connections would become unclear. In order to provide direction and orientation in the process as a whole, the plant management has developed a change story.

Increasing Role Competence

The transformation success depends among other things on whether the people live their (new) roles in such a way that transformations can unfold effectively. For this a clear understanding of the role had to be established. Among other things, collegial advisory groups were installed in order to make managers capable of action quickly and according to the situation and to increase the effectiveness of leadership in transformation.

Modeling Company DNA

At first glance, it was „only“ about the development of top management. However, it quickly became clear that the overall context in which the company found itself needed to undergo a comprehensive transformation. This included an examination of the future picture of the work as well as the question of which cultural convictions are necessary. In addition, the structures and processes in the plant were adapted in a linked process. All activities were interlinked so that the DNA of the organisation was intensively redesigned.

Editing Dynamics in the Field

In order to achieve more effectiveness and to minimize the potential tensions and divisions in the organisation, change consultants were established. They were able to react faster than the external consultants and thus assumed an important function in order to be able to deal with conflicts at an early stage. The coordination and cooperation between internal and external change consultants is of great importance.

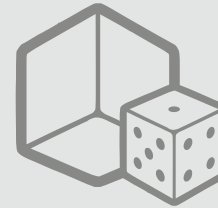
THE SERVICE PORTFOLIO OF DIALOGBILD



Dialog Picture



Dialog Film



Dialog Rooms & Games



e-Learning



Graphic Recording



Live Illustration & Workshop



Roll-Out



Academy

Dialog Picture

In order to communicate the strategy and transformation process of VW in a target group-oriented and interesting way, a dialog picture was developed in a finely illustrated style with 50 scenes. The development took place via a series of workshops in which the managers were actively involved.

Graphic Recording

In order to take the participants into the world of pictures from the very beginning and to present the topics clearly, the content development was accompanied by graphic recording. The resulting visual protocol was used as a basis for the development of the overall picture.

Live Illustration & Workshop

In order to actively involve the participants in the development process, the contents of the dialog picture were developed in a workshop series with live illustrations. A DIALOGBILD moderator led the discussion and the illustrator translated the contents parallel into pictures. This approach does not only increase awareness and acceptance of the issues, but the participants also become their ambassadors.

Roll-Out

In order to roll out the dialog picture effectively and sustainably, roll-out elements such as single scenes (individual scene clipped against a transparent background), guidelines (brochure explaining the complete history of the dialog picture and explaining each individual scene) and large-format prints were developed.

e-Learning

An interactive version was developed to bring the picture to the interested parties via the digital communication channels. The interactive dialogue picture is used as a supplement and as an independent self-learning medium. The VW employee can click through the history of the picture step by step with his PC or tablet and get to know the contents in a playful way. At the click points, the corresponding scene is zoomed in and a descriptive text field appears.

LIVE ILLUSTRATION & GRAPHIC RECORDING IN WORKSHOPS: OUR TOOLS FOR STRATEGY DEVELOPMENT

Based on the results of the organisational analysis, the plant management defined its self-image in a workshop. DIALOGBILD accompanied this workshop with a graphic recording. An illustrator simultaneously drew the contents on the computer and documented the results. The participants were taken by the Graphic Recording into the world of pictures and even complex topics were presented vividly. Through the digital visualisation, individual topics could be zoomed in again later and the final protocol could be made available to each participant by e-mail.



The Live-Illustration

DIALOGBILD accompanies events and develops individual scenes or a whole picture on stage in front of the participants. The focus is on the interaction between illustrator and audience. The participants are thus involved in the development process.

The Workshop

The previously defined contents are processed and discussed in the group. The moderator leads the discussion, the illustrator translates the contents parallel into pictures. The result is a sketch for the subsequent elaboration of the DIALOGBILD medium. If several groups work in parallel, the partial results can be consolidated during the event so that a common result is available at the end.

The Visual Protocol

DIALOGBILD accompanies meetings and corporate events with an illustrator and documents the presentations of the participants visually at the same time. Through Graphic Recording - also called Visual Recording - the participants receive a visual protocol of the individual topics. This can be created either on a metaplan wall or on the computer using a drawing tablet and beamers.

THE DIALOG PICTURE DEVELOPMENT PROCESS AND ROLL-OUT

After the plant management had defined its self-image, the basis for the further development process of the dialog picture was created. Relationships between strategies, mission statements, projects and processes should be presented in a simple and understandable way. Not only the upper plant management, but also the extended 40s management circle was involved in the dialog picture development process. In addition to the dialog picture, a guideline was also developed. The

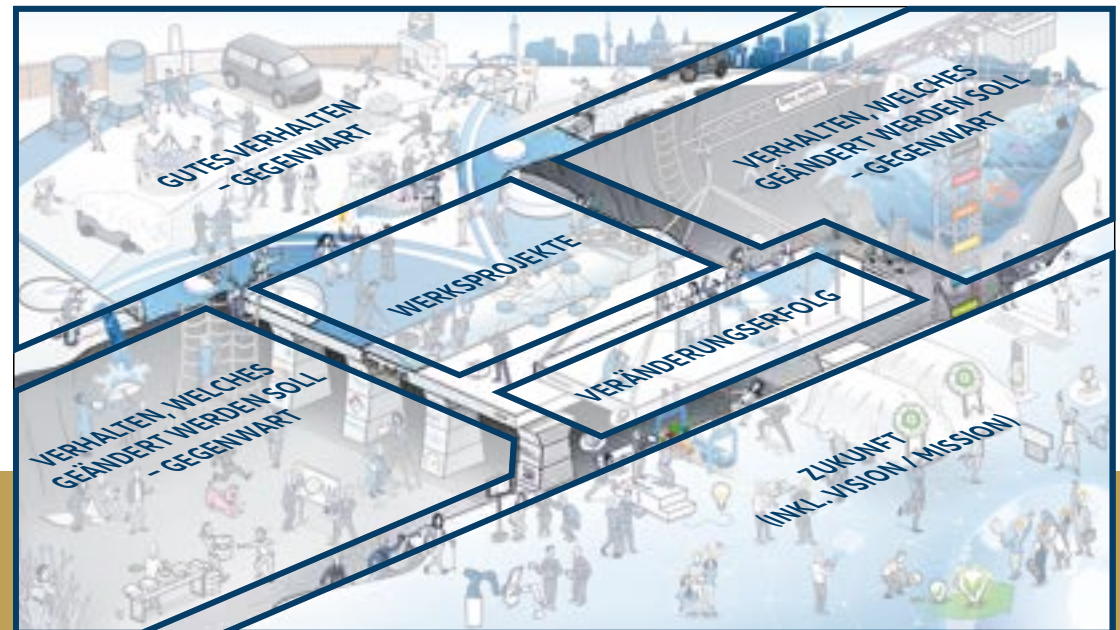
guideline is a central instrument for working with the dialog picture. Here the complete story of the dialog picture is explained, in which the dialog picture is embedded. On the first pages the general conditions and goals of the dialog picture application are explained. A red thread shows the way through the picture. Then the basic idea of the picture and finally every single scene is explained. It is also possible to ask questions in order to stimulate discussion and involve the participants.

The dialog picture was rolled out in a top-down-process in various workshops. These workshops were accompanied by GOLDPARK. The participants developed the picture for themselves and entered into dialog. The participants were able to identify themselves well with the individual scenes and succeeded in establishing a direct relationship to practice. Scenes that were felt to be particularly important could be dealt with in more in-depth group work. The willingness to change could thus be increased and the contents communicated in a sustainable way.

LEITFADEN ZUM DIALOGBILD

TRANSFORMATION WERK HANNOVER

Das nutzt.
Werk Hannover



The screen areas in the overview

1. PLANT MANAGEMENT

Dialog picture development sketch status, dialog picture development elaboration

2. CIRCLE OF 40

Integration of dialog picture development process, major event/workshop, work with dialog picture

3. CIRCLE OF 120

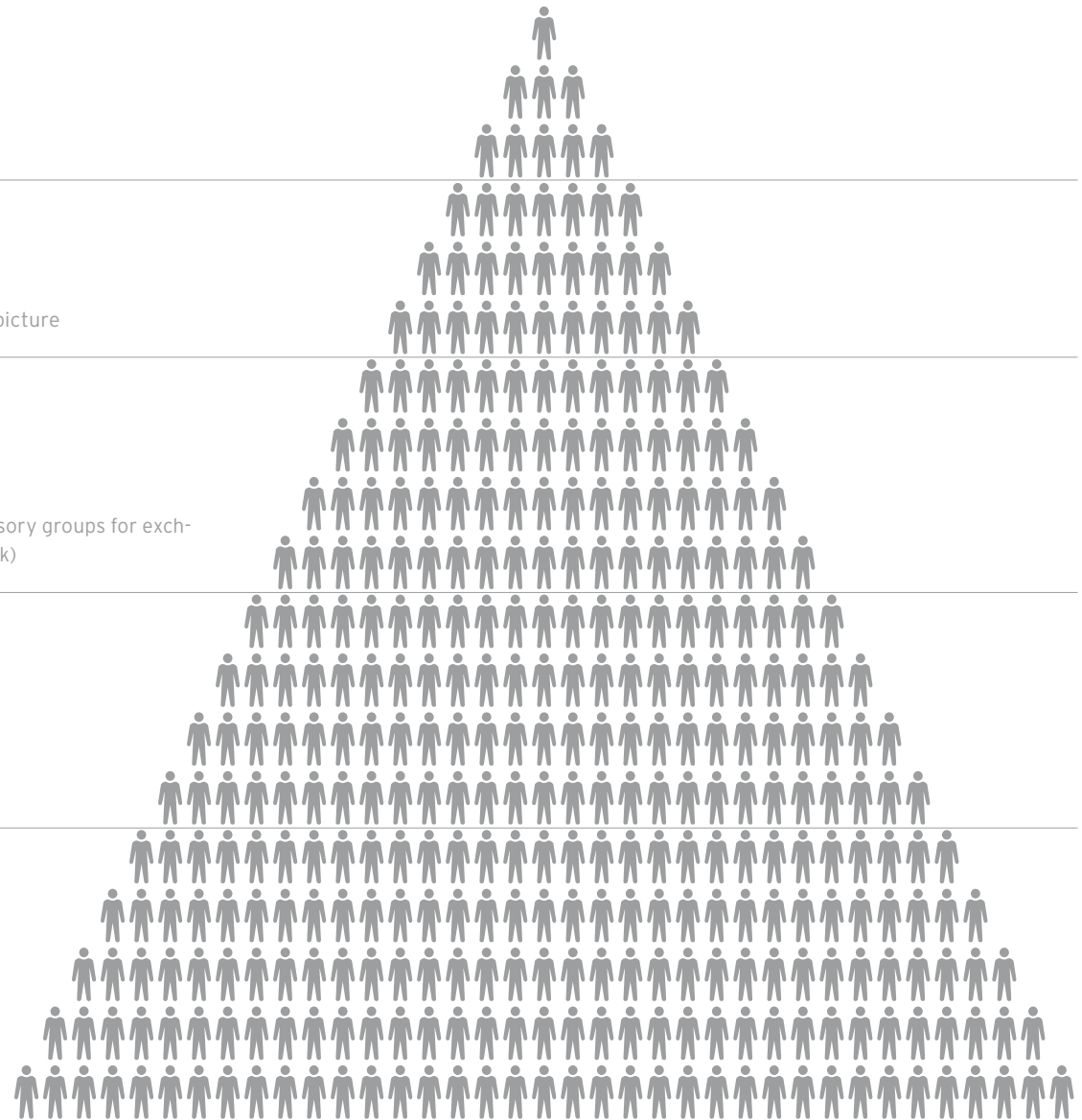
Large event/workshop, first small group (20 participants), then large group, then collegial advisory groups for exchange on difficult leadership situations -> practical relevance from the picture (collegial feedback)

4. CIRCLE OF 230

Diverse workshops (20 participants per workshop), Leaders

5. ALL 8,000 EMPLOYEES AT THE HANOVER PLANT

Leaders communicate scenes that are particularly relevant for employees



INDIVIDUAL FUTURE VISION REFLECTION

PREPARATION OF THE INTERVIEW WITH OUR OWN EMPLOYEES

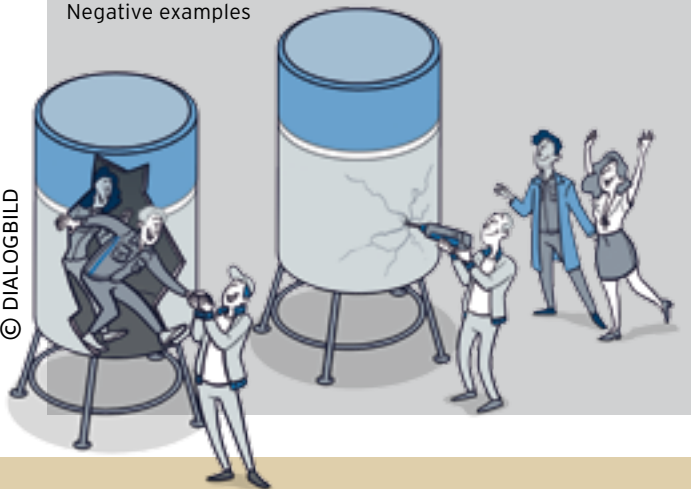
Example: „Breaking open silos“

Examples of behaviour where I notice that you corporate these aspects

Positive examples

Examples of behaviour where I see development potential

Negative examples



REFLECTION OF ASSESSMENTS IN PLANT MANAGEMENT

The plant management speaks about the reflection results of the members of the circle of 40 (in particular with regard to the need for clarification and uncertainty) and enriches the assessments of the colleagues with leadership responsibility with examples.

Example:

Employees in plant management report on their assessment of the future Reflection Plant management supplemented by assessments and examples (if possible).

In the „break open silos“ scene, feedback from other areas of the plant management can provide valuable information on the extent to which cooperation is really based on networking.



FEEDBACK INTERVIEW WITH THE EMPLOYEE

Each plant management member takes time for an individual interview with the employee and gives feedback using the questionnaire.

1. Feedback/perception:

My assessment is that you currently contribute more or less to networking between different business areas ...

2. Examples:

I have observed it on ...

3. Effect + expectation

This leads specifically to ... I hope that you ...

4. Reaction

What's on your mind now?

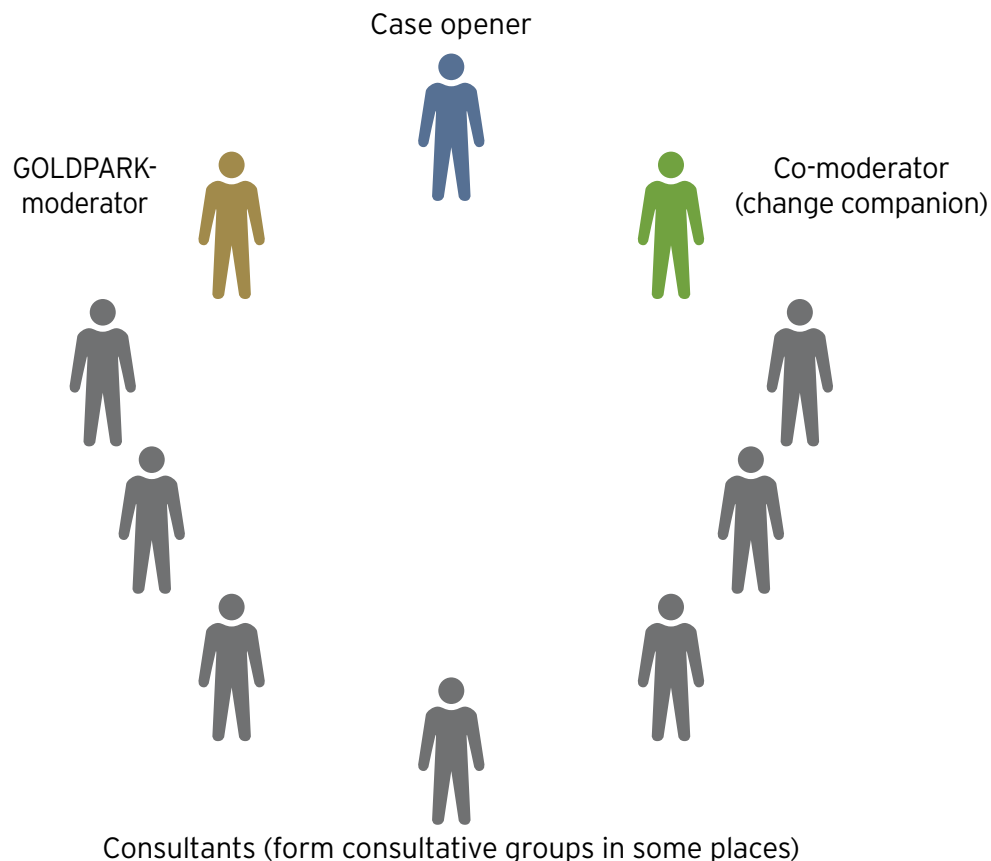
What are you going to do now? Do you need support?

The Individual Future Picture Reflexion (IFPR) was initiated in order to promote personal engagement with the future picture and one's own behaviour in the transformation process. The behavior is reflected on the basis of selected scenes and the conversion is promoted. The conceptual thought is abandoned and it becomes „personal“. The effect of the change is noticeably increased. It goes away from transport

and „good that we talked about it“ towards real implementation and commitment. The IFPR discussions were conducted top down. First the plant management carried out the IFPR with the circle of 40 and then the circle of 40 with the circle of 120. The first step is self-assessment and reflection of one's own behaviour in order to uncover strengths and development potential. Before the personal interview,

the manager prepared his feedback to the employee, shared this assessment with fellow managers and then received additional suggestions and observations. In the discussion between employee and manager, the self-image of the employee was then compared with the external picture of the manager and the next steps were identified and agreed on.

THERE ARE FOUR DEFINED ROLES IN COLLEGIAL CONSULTATION



Role „case opener“

- Opens his case or question

Role „Consultant“

- Developing solution ideas for the case opener over several stages at the end of the process
- Individual or consulting team

Role „GOLDPARK Moderator“ „Guardian of the Process“

- Keeps time, sequence and roles in mind
- Provides content impulses at certain points if required
- If experience has been gained with the method, the role can be filled out by the entire group or by the change companions

Role „Co-Moderator“

- Appear at certain points as a change companion (greeting, pointing out support offers)
- Observe, learn and give feedback on the process and experience of the roles at certain points

Collegial advisory groups were installed for the concrete examination of the future picture of the work and for the establishment of new behavioural patterns in the context of the desired cultural elements. Collegial counselling is a solution-oriented counselling interview in a group in which one person is counseled by the other participants according to a fixed procedure with distributed roles.

This enables managers to achieve an ability to act in the context of the desired change more quickly and sustainably. The effectiveness of leadership in transformation is increased. All participants, not just the person being advised, benefit from the meetings, as most managers have experienced or will experience similar challenging situations. The groups are accompanied by GOLDPARK and the internal

change consultants. Per consulting group there are approx. 8 executives who are hierarchically on one level and work in different areas (networking and breaking open silos as a „by-product“). The consultations take place every 6-8 weeks in a 4-hour meeting.

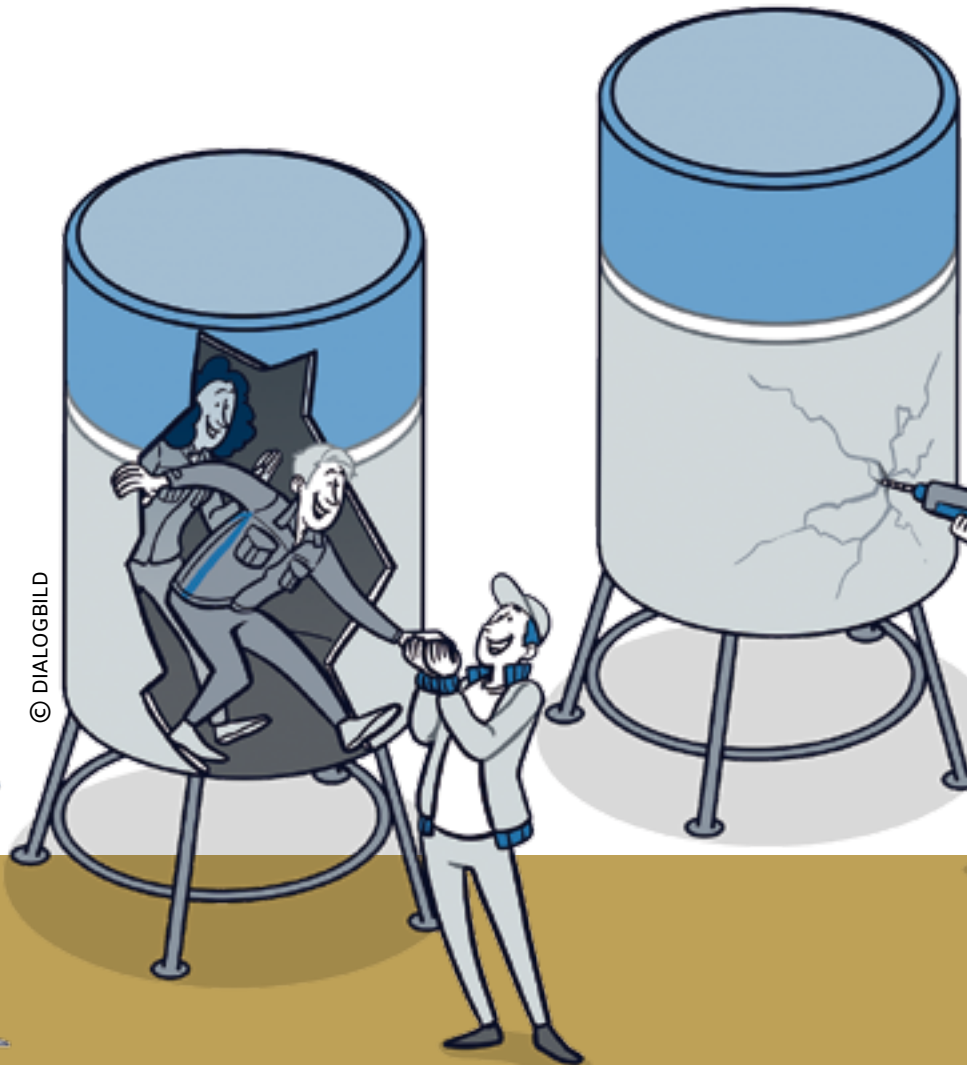
SOME EXAMPLE SCENES FROM THE DIALOG PICTURE

Hiding behind Paragraphs

An employee hides behind regulations, company agreements and process descriptions instead of looking for solutions.



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"Break open Silos"

Employees free themselves from old patterns of action and thought.



Overcoming inner Fear

The employee learns to overcome his inner fear.



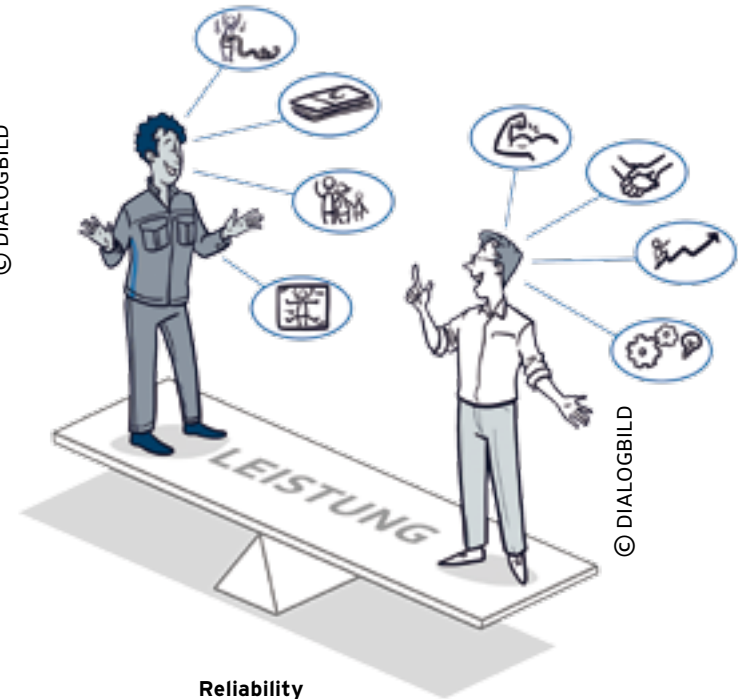
Lean Process

Only lean processes lead to success.



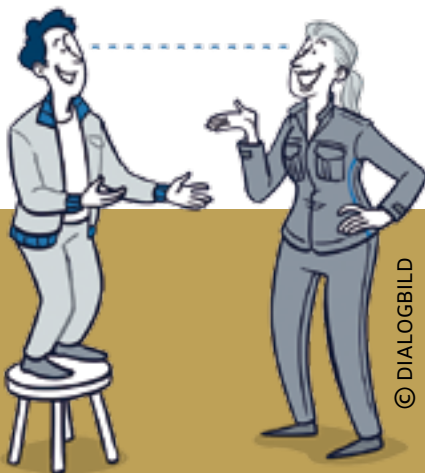
Work-Life-Balance

The performance of employees and companies is balanced.



Eye Level

We meet at eye level.



„Bullgarten“ (Kindergarten)

Our Bullgarten contributes a good part to the Work-Life Balance.



Reliability

Deliver what you promise!



THE CLIENT



Thomas Hahlbohm
Plant Manager

„In recent months, we the plant management have been working intensively on our vision for the Hanover plant. Now we are bringing the resulting vision of the future to the team - after all, we at the Hanover plant want to change successfully together.“

ORDER NOW: OUR FREE XXL-INFOPACKAGE



Do you also want to convince your colleagues of the use of the dialog picture method? Then order our free info package with various sample posters now. The larger format gives you a perfect impression of how to work with your own dialog picture can look later. The posters are also suitable for testing the acceptance of visual media in your company: simply hang up the posters in the office or in the hallway and test the

reactions and the joy of dialog of your colleagues. We are also happy to provide you with digital material for your internal presentation. You can order the information package with the VW poster and other documents simply at www.dialogbild.de/en in the „Contact“ section, by sending an e-mail to dialog@dialogbild.de or by telephone at: +49 (0) 40 30 70 261-0 Keyword: VW



DIALOGBILD visualises complex topics in a clear and comprehensible way. DIALOGBILD media are an effective instrument to impart knowledge, to present connections and to give orientation.

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GOLDPARK supports small and medium-sized companies as well as large corporations in the areas of transformation support, diagnostics, leadership, conflict management and team development.

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