

Connect The Dots Case Study



Audi
Truth in Engineering 

AUDI USA Leadership Coaching And Feedback

A Rising Star In The Retail Industry

In the midst of economic uncertainty, luxury brand automobiles face a steep challenge. Although consumers are not spending money as freely, they still crave luxury. Smart automakers realize they need strong leadership to maximize that desire which leads to customer retention. Audi, headquartered in Germany, has a worldwide revenue of €48.771 billion and is the luxury brand of Volkswagen (VW). They established Audi USA in 1968 with the introduction of the Audi 100, which enjoyed success. Audi USA now offers a selection of over 25 models and is positioned as the top luxury choice. The organization fills open leadership roles with both internal candidates from Germany as well as American leaders from competitors. The multi-cultural leadership team presents unique challenges for leaders joining the company.

Quick Shot

Company Name

Audi USA
United States
www.audi.com

Industry

Luxury Brand
Automobiles

Key Challenges

- ▶ Provide a quick onboarding process for new leadership hires
- ▶ Quickly deliver leadership coaching that aligns new leader with nationally diverse culture

Solution and Services

- ▶ Connect The Dots Leadership Coaching
- ▶ Connect The Dots customized feedback

Solution Highlights

- ▶ Provided organizational development with leadership development coaching
- ▶ Transitioning leader was give clear feedback of where they were hitting or missing the mark

Key Benefits

- ▶ Audi USA avoided costly turnover or derailment of key leader
- ▶ Early feedback within 90 days given to new leader, regarding how stakeholders perceived him, allowing him to adjust performance

connect
the dots

The Need For Agile Leadership

The dilemma for Audi's HR leadership team was to retain the new leaders they hired for a specific role. The hard and soft cost of turnover was becoming obvious and painful. Audi USA's organizational culture is very strong and expects new leaders to "hit the ground running" and produce very quickly—without structured support or feedback. While many new leaders strive to fulfill such expectations, the HR team knew turnover would continue if something were not done to support them.

New leaders require early feedback, especially direct feedback that would give them an honest assessment of their current performance and specific direction for what areas needed attention. Audi USA turned to Connect The Dots to bridge the gap between learning about the organization's expectations of the new leader, and the new leader's ability to deliver results.

Coaching That Works With The Culture

Audi's HR Leaders contacted Connect the Dots to understand how to address the

challenge. Together, Connect the Dots and HR worked to implement a custom leadership coaching onboarding solution. To accommodate the Audi culture, Connect the Dots coached the HR partner, as he coached the new COO. In addition, the *are you connected?*[®] early feedback survey was used to provide the COO with data regarding how his stakeholders experienced him in his first 90 days.

The *are you connected?*[®] 360° feedback survey tool measures the onboarding alignment of a new leader within an organization. Different from any other survey tool on the market, *are you connected?*[®] gives both the new leader and the organization specific data needed to make any adjustments to the leader's behavior so he/she can correct mistakes and drive success.

The survey measures how new leaders are fitting into the culture and is a predictor of how successful they will be in their roles and in the organization. In this case, Audi USA was able to give the new COO quantitative and qualitative feedback early enough so the COO understood where he was both hitting and missing the mark.

Essential Leadership Coaching Delivered

The leader onboarding coaching model provided both the new leader and HR Partner with the tools and resources at the right time throughout the onboarding time period. Connect the Dots advised the HR partner on which resources to use, how to deliver messages, and gave tools for recognizing when and how to “pull in” the hiring manager. The *are you connected?*[®] survey provided the COO with valuable feedback about how successful his stakeholders perceived him to be. And Connect the Dots Consulting

coached the HR partner on delivering the feedback and coaching.

This led to the COO being able to facilitate key relationships and align himself much more quickly with Audi’s corporate culture. Audi USA had increased the probability of retaining this valuable leader, his value rising exponentially because of a faster onboarding process that focused on the right expectations and outcomes. Audi USA enjoyed a specific process that helped guide this new leader to success, which contributes ultimately to their organization’s success.

<http://www.connectthedotsconsulting.com/contact.htm>

Our coaching and feedback processes give your leaders and teams "real-life" situations to work through. We apply your organization's needs to our approach which takes the guess-work out of the how to translate new ideas and behavior changes in a real world setting. Contact us to get started.

