

Samsung Turkey Creates Leadership Journey

Samsung Electronics Turkey
Best Advance in Leadership Development
October 2017



Company Background

SAMSUNG

Company At-a-Glance	
Headquarters	Korea
Year Founded	2010
Employees	318 – updated April 2017
Global Scale	15 Regional Headquarters, 38 Manufacturing Subsidiaries, 6 Design Centers
Customers/Output, etc.	Consumer Electronics, IT & Mobile Communications, Device Solutions
Industry	Electronics
Website	http://www.samsung.com/tr/

Budget and Timeframe

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Overall budget	265K TL + VAT = 72K USD + VAT (Exchange rate - USD – Approx. 3.70 TL)
Number of employees involved with the implementation?	6 HR employees; 3 strategy development, 3 operational support
Number of Operations or Subject Matter Expert employees involved with implementation?	1 L&D Professional, 1 HR Director, Top Management Leaders
Number of contractors involved with implementation	1

Timeframe to implement	Design & Development Phase: Jan 2015-May 2015 First stage: Jun 2016 – Aug 2016; Second (additional stage) Implementation Phase: Jun 2015-Dec 2016 (including First, Second, and additional stage)
Start date of the program	June 8, 2015

Business Conditions & Business Needs

In 2016, Samsung Global leaders developed a learning vision for the future by “Building Best-in-Class Employees and Supporting Sustainable Corporate Growth.”

At Samsung Electronics Turkey (SETK), the HR mission includes fostering a leadership-based organization and succession management, which inspire strategies in corporate culture and leadership.

SETK leaders recognized the need to develop employee talents and leadership abilities to create a talent pipeline for succession planning.

One of Samsung’s five core values states: “The company is its people.” SETK is committed to providing opportunities that enrich its employees’ full potential. Another Samsung core value, “Change,” promotes the need to secure succession.

As employees move up the corporate ladder, they engage in less “doing” and more “leading.” This simple but complex belief places leadership development at the top of the company’s HR initiatives.

Overview

Figure 1: Leadership Journey Logo



Source: Samsung Electronics Turkey 2017

The Samsung Leadership Journey (SLJ) is a sustainable and experiential learning and development program for SETK leaders with people management responsibilities. This program was created to:

- Develop and train SETK managers in Turkey’s challenging and competitive business environment to meet SETK’s strategic business goals.
- Help SETK managers develop the behaviors necessary to drive successful leadership.
- Train SETK managers to exhibit Samsung’s culture-based way of working at all leadership levels.

SLJ has been designed with these goals:

- Developing and aligning leadership competencies of SETK managers by focusing them on the development of team members based on in-depth analysis of individual and group needs.
- Aligning leadership behavior with the Samsung Leadership Framework (Behavioral Competency Model) and Samsung’s core values and culture.
- Encouraging participants to discover their own leadership journey at Samsung.

SLJ is considered a learning journey and consists of three classroom training modules and two group coaching sessions.

Team Leadership

This two-day module is linked to “building best teams” and “inspiring others” from the SETK competency model. It taps into such topics as trust, integrity, coaching, communication, delegation, and motivation.

Business Leadership

This two-day module is linked to “driving for results” and “creative intelligence” from the SETK competency model. It taps onto such topics as situation analysis, risk assessment, meeting management, setting Key Performance Indicators (KPIs), and leadership values in Turkey.

Individual Leadership

This two-day session is linked to “building best teams” and “inspiring others” from the SETK competency model. Topics include communication styles, leadership styles, and transactional analysis in leadership.

Group Coaching Sessions

This one-day module is for follow-up and closing. It involves understanding leadership coaching as organizational intervention and practices team and group coaching.

At the end of the program in 2015, based on feedback from the first phase of the training, the HR team decided to involve top management in the program. This involvement was crucial to achieve necessary integration of all levels – so top management can “walk the talk” – and create company-wide engagement.

With this addition, new topics in 2016 produced a program with a stronger and more strategic curriculum, and it became the next path of the “Leadership Journey.”

Additional Modules

- **Culture workshop.** Focuses on team productivity, positivity strengths, and “meta-skills,” which are paradigms that play important roles in group functionality.
- **Leader & change workshop.** Study of 8-Step Change Model by Kotter, “Power & Influence and Interest” chart, and “agreement & trust” chart.

Assessments and Evaluations

Program assessment determines whether established goals have been achieved and is managed by the HR team through multiple mediums.

Based on evaluations from 68 participants:

- 91% rating on training organization and management, including time management, efficiency, activities, techniques, content, and planning of the training flow.
- 93% rating on trainer performance, including knowledge, background, communication, experience, and creating an engaging classroom environment.
- 85% rating on training environment, including class size, facilities, and timing of meals and breaks.
- 90% overall rating of the program.

Feedback received from the open-ended questions revealed that the Leadership Journey Program was successful because it:

- Created a common leadership culture and a language.

- Conveyed the message of being one team in the Samsung culture and business environment.
- Encouraged participants to adopt their own leadership style and walk on their own leadership journey, reinforcing diversity of thought and leadership in the workplace.

Feedback on Individual Development Plans

Feedback from individual development plans used during performance management meetings reveal that participants demonstrated an improved level of performance in leadership as measured by the Global Samsung Leadership Framework and SETK's behavioral competencies such as building best teams, inspiring others, driving for results, and creative intelligence.

These self-assessments and managers' assessments also showed that participants exhibited improved performance in acting as change agents, driving change, and adopting to change in their respective teams and departments. Additionally, participants' managers reported observing creative leadership behaviors that resulted in better team and work management.

Design and Delivery of the Program

Several methodologies were used in the design of the SCJ program.

One-on-one meetings were scheduled with randomly-selected Turkish and Korean leaders for input on what leadership areas should be tackled in the program and what key messages should be delivered regarding SETK's business goals, culture, and leadership. The results were consolidated and embedded in the program.

The Global Samsung Leadership Framework was studied to ensure appropriate integration with program modules that concentrate on competency development.

Samsung's 2020 Vision "Inspire the world, create the future," its five core values (people, integrity, change, excellence, co-prosperity) and the Samsung Value System (philosophy, principles, values) were integrated into SLJ to achieve a more holistic approach and enable participants to see the big picture to understand where their individual contributions add value.

Performance appraisals and individual development plans of leaders were utilized to identify areas of improvement and strengths to keep and strengthen further. Once

module contents and coaching sessions were established, a top management meeting took place to vet and finalize them.

The ADDIE (analysis, design, development, implementation, evaluation) model has been utilized for instructional design to ensure a systematic approach where dynamic and flexible guidelines for instruction can be created. Steps taken for each phase of the model are:

- **Analysis.** Learner profiles were identified by studying Generation Y and their learning styles, needs assessments conducted by department heads, and input from other key stakeholder meetings.
- **Design.** Measurable objectives were established, instructional strategy was crafted, and resources were identified.
- **Development.** The program was developed in partnership with a third-party consultant. Actual modules were produced by working with all related business partners across the organization, i.e., HR, Corporate Communications, Corporate Marketing, and Sales and Marketing. The training program adopted a blended learning methodology and included tools such as books, articles, TEDx videos, HMM platform, pre-training homework, and personal inventories. The program also used “lecturettes,” group and individual exercises, coaching sessions, storyboards, video camera, and flipcharts.
- **Implementation.** The Samsung Leadership Journey Program is conducted onsite, at SETK training rooms, every six to eight weeks.
- **Evaluation.** While continuous evaluation has taken place on the way to create a living and breathing program that allows for growth and development, a summary evaluation, fed by the results of the measurement tools, has been published to make decisions for enhancing the program in the future.

Adoption of the Program

Some of the challenges encountered to bring the Samsung Leadership Journey to life centered around cultural and diversity issues. As SETK is a global organization with a Korean heritage, it was imperative for the company to ensure that program content, delivery, and messages, as a whole, would be acceptable by both Turkish and Korean cultures.

Viewing this aspect as an opportunity to cultivate company culture and enhance existing procedures, SETK made tremendous effort to ensure that the program's training modules and delivery techniques would appeal to each culture.

It was the first time some of SETK's Korean managers were exposed to "coaching," and they needed to be shown the value of the practice and its accompanying philosophy to get the necessary buy-in. This opportunity was a great way to review the added benefits of the practice and how it can be used to ensure the maximum amount of reach.

Finally, participating leaders were diverse in their work experience, educational background, and level of maturity. While it was challenging to create a program that would satisfy all differences, this program was a sample of the company's real-work environment and demonstrated how employees make use of their differences and are a competitive advantage, and unite the leaders in the company's Global Leadership Framework.

In terms of the program's adoption by the organization, the entire company relies on the "Samsung Global Leadership Framework." It is the lifecycle foundation for HR's selection, development, and evaluation, providing a roadmap for the development of leaders at all levels. Below are the five solid processes and tools in the Samsung Leadership Development Suite that support the adoption of the program by SETK.

1. **Global Leadership Framework (GLF).** Behavioral competency model made up of five core competencies across all functions at five leadership levels with 25 separate behavioral descriptions and "red flag behaviors" for each competency.
2. **Global Performance Management System (GPMS).** Competency-linked rating tool with systems guidelines, allowing for standardized decision-making processes for global managers.
3. **360-degree developmental tool document.** This tool evaluates individual's competencies in depth for developmental and performance enhancement purposes only. Houses approximately 30 questions per level and includes user guidelines.
4. **Learning & Development structure.** This structure summarizes leadership activities, embedding 25 Samsung customized leadership contents (five competencies for each of five leadership levels).
5. **Samsung GLF interview guide.** This guide provides a basis for accelerated and consistent onboarding as well as development planning. The competency-based guide uses standardized questions for each level in the framework.

SETK leaders believe that the success of its Leadership Journey Program comes from being able to transfer the program's impact to the work setting.

Measurable Benefits

In addition to the success measurement tools, which lead to an increase in individual, team, and organizational performance, three other powerful tools used to measure the benefits of the Sales Force Program:

1. **Samsung Culture Index results.** From SCI results, numerical evidence has been gathered to conclude that the goals of the program were achieved successfully. SCI 2016 results reveal a net increase of 13 points in "trust in management," a big improvement compared to the previous year and reflecting positively perceived leadership.

Results indicated a 5-point increase in "leadership" category, which entails encouragement of idea sharing, provision of suggestions for improvement, and application of effective coaching. A 4-point increase in "performance management," a 2-point increase in "emotional support" provided by managers to employees, and a 3-point increase in "career development" about assigning tasks and creating opportunities for employees' overall development have been observed. Also, a 5-point increase in "engagement," an 8-point increase in "job satisfaction," and a 10-point increase in "commitment" have been observed as compared to the year before implementation of the Samsung Leadership Journey Program.

2. **Sales and business performance rates.** The SLJ program was created with a focus on developing behavioral competency around leadership, culture, and change management. SETK expected this behavioral change and development in leadership capabilities to be reflected in its business results.

Sales performance rates, as compared to 2015:

- SETK overall business sales performance rate increased by 10% in 2016.
- SETK IT and mobile communications business sales performance rate increased by 9% in 2016.
- SETK consumer electronics business sales performance rate increased by 8% in 2016.

Additionally, SETK has experienced an increase in growth, partially due to the outcome of a well-run business by managers with strong leadership capabilities. Numbers cannot be shared due to Samsung Electronics Data Privacy Rules/Confidentiality issue.

3. **Turnover rate.** Realizing the link between leadership development and general training for employees and such factors as job satisfaction, job performance, and intent to stay, turnover rates have been studied since the adaptation of the SLJ program.

The observable turnover rate of 7% in 2014, before the program started, dropped to 3% in 2015 and 2% in 2016.

As a general framework to measure the effectiveness of the training programs, prioritize, and identify what was important, SETK adopted the Donald Kirkpatrick 4 level model:

- Level 1: To what degree participants react favorably to the learning event?
- Level 2: To what degree participants apply what they learned during the training when they are back on the job?
- Level 3: To what degree participants acquire the intended knowledge and skill?
- Level 4: To what degree targeted outcomes occur?

Level 1 was measured by the SLJ program evaluations as well as the Culture Index results. Levels 2-4 were measured by the input gathered from Individual Development Plans as a part of the performance management process, yearly performance appraisals, informal feedback received by managers, and the Culture Index results.

Overall

Overall, the Samsung Leadership Journey Program has demonstrated prolific results and impact on the organization and its members at individual and team levels.

Its benefits and key findings can be summarized as:

- Increased business sales performance rates in two main segments, mobile communications, 9%, and consumer electronics, 8%. Observed growth in the overall business (unable to disclose numbers).

- Improved level of performance in leadership as measured by direct manager using the Global Samsung Leadership Framework and behavioral competencies. Improved leader performance as change agents, driving change, and adopting to change as assessed by their respective managers.
- Increased level of overall job performance during the performance management process cycle as compared to previous year.
- Decreased turnover rates.
- Increased level of organizational commitment, leading to corporate citizenship behavior.
- Increased employee loyalty (company pride), leading to increased retention.
- Increased level of job satisfaction and engagement.
- Increase in the number of managers wearing the “coaching” hat when managing people as well as an increase in the frequency of coaching behavior per manager as indicated in self-assessments and 360-degree feedback process.

Based on feedback received and lessons learned, the following changes and improvements are being studied:

- Keeping the perception and nature of the program as a “journey” and working to find new methodologies and embed new messages creates a sense of “finding one’s own path” and “growing throughout the journey.”
- Although leaders from all departments were interviewed during the design stage of the program, it is imperative to include top management to ensure capturing business goals and strategies along with other key messages regarding the future of the organization. SETK aims to have top leaders participate as guest speakers, enabling up and down flow of information.
- Increase coordination with Corporate Communications and other business lines to advertise the Leadership Journey Program and increase momentum.
- Increase team coaching and simulation (as opposed to individual coaching) sessions to reinforce teamwork and the setting of team-based goals. This change will have desirable impact on creation of a positive work climate.
- Blended learning methodology will be kept and further enhanced as part of other adult learning methods.

For the future, the program will maintain the SLJ concept and identity as a “leadership journey,” which will increase individual freedom to demonstrate the best in leadership styles and lead to higher engagement and participation during the program. While traditional leadership programs focus on serving mid- to top-management leaders, Samsung management believes that leaders emerge and serve at all levels as can be seen from the Global Leadership Framework with its behavioral competencies and must be developed to create the leadership pipeline.

The future shape of the program may include participants at all levels across different functions. SETK will work to create cultural awareness as a part of social awareness and as a compliment to self-awareness modules and to define cultural differences as cultural richness.



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