



### Challenge

DENSO is a Japanese company specializing in producing and developing car parts. With its 250 employees, the Aftermarket and Industrial Solutions (AMIS) unit is responsible for European service provision. The car industry, and therefore DENSO, is in transition. A significant percentage of the turnover is linked to the combustion engine. This will disappear in the long term, so the organization is choosing a new direction focusing on electrification, circular economy, and even new business outside mobility. Thomas Bosman, Director of DENSO AMIS Europe: 'We realize that our own culture is one of the most important building blocks to achieve that change.' Erwin Veldhuizen, Director of Corporate Services, adds: 'That desired culture is about entrepreneurship and responsibility: working as if it is your own business. This requires a different mindset from

our people and our managers. We felt that *The 7 Habits* was an excellent basis for our culture.' Thomas: 'We chose FranklinCovey because of the match in terms of content and the trust in their people.'

### Solution

The basis for the partnership between DENSO and FranklinCovey is the FranklinCovey All Access Pass®. These are the learning journeys we have developed together:

- Personal leadership based on *The 7 Habits of Highly Effective People*® for all employees, including all managers.
- Development of senior managers based on *The 4 Essential Roles of Leadership*®.
- Development of first-level managers using *The 6 Critical Practices for Leading a Team*™.



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- Thomas Bosman, Unit Head AMIS



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- Further in-depth exploration of various themes, like 'change.'

*The 7 Habits* was offered 'vertically' to everyone in the organization to create a shared language and build the desired culture. The first people to be trained were the senior managers. Erwin: 'We consciously decided to start with senior managers because it's important that they take the initiative.' During leadership days, or 'bring it to life days,' senior managers and first-level managers discussed their experiences with the habits, ways to implement them, and all the initiatives that contribute to the organizational culture.

## Results

The process has had a positive, noticeable, and measurable impact on the company's culture, leadership, turnover, and profit.

As a result of the process, the atmosphere and communication have improved. Erwin emphasizes the importance of *The 7 Habits*: 'It's not a technical training but a personal approach. That's the power of *The 7 Habits*. It makes it clear that we are all human. Employees prefer to work for a person, with all their human failings, rather than for a boss. This really makes you better as a leader, manager, and also as a person.' He adds: 'Our managers are usually technically trained with great know-how and technical skills. In the past, people were not always key. Through this process, there is much more focus on them.'

'The MT had clearly and concisely described the desired culture plus dos and don'ts and shared them with our people. We then had serious discussions about what we need to work on, based on the structure of *The Six Rights*,' Thomas continues. 'We concluded that we wanted to work on more transparency, clarify the strategy, and improve the meeting structure.'

Specific steps have been taken in that respect. We have shorter meetings, fewer objectives, and fewer KPIs. We have clearly stated: this is what we want to work on, and you may hold us accountable. This boosted the confidence of middle management.'

In practice, the impact is clearly visible, for example, in meetings. Erwin: 'We now have a shared language everyone understands, like "Q2" and "Big Rocks." Our meetings have changed. Initially, we showed numerous slides at each meeting, with lots of details but little action. Now, we show a maximum of 4 slides and focus on the Big Rocks.' Thomas sees the impact reflected in the departmental plans. 'This used to be many slides for each department which we discussed in extensive detail. Now we take trust as our basis, only focusing on the Big Rocks, which is essential for achieving our prime objectives. Everything else we trust to be fine. I still find it scary, but it's the right way to do it.'

'Has the process had an impact on our KPIs? The short answer is: Yes!' says Erwin. 'Our tax year starts on April 1. In February 2022, we had our plans for the new year, and then Russia invaded Ukraine. We immediately stopped delivering to Russia, which created a significant hole in our plans. Partly through the FranklinCovey program, we still exceeded our goals in terms of turnover and margin.' Thomas: 'We also receive compliments from the European head office about how we run our business, shaping the future and engaging our employees in the dialogue about our business transition.'

## About

DENSO is an international company focusing on advanced mobility that contributes to greater welfare and positively impacts how the world is developing. In terms of sales, they are the second-biggest supplier in the world.

# DENSO

## Industry

Automotive

## Number of Employees

165,000 (worldwide), AMIS has 250 employees all over Europe.

## Opportunity

The car industry, and therefore DENSO, is in transition. This requires a big change in the organization's culture to achieve the changes involved. Entrepreneurship and accountability are keywords for the desired culture.

## Solution

- All Access Pass®
- The 7 Habits of Highly Effective People®
- The 4 Essential Roles of Leadership®
- The 6 Critical Practices for Leading a Team™



The FranklinCovey All Access Pass® helps you get the most value out of your L&D investment by providing access to content and technology, as well as a deep bench of experts to design and deliver a unique learning experience tailored to your organization's needs.

For more information, please contact FranklinCovey at [info@franklincovey-benelux.com](mailto:info@franklincovey-benelux.com).

