



Case Study - Ford

# Creating future leaders in China



ClarkMorgan  
Evolving People

## ABOUT CLARKMORGAN

Founded in 2001, ClarkMorgan Ltd is one of Greater China's most awarded training and development firms. The firm has been 'Training Firm of the Year' in both 2007 and 2008 by CCH Wolters Kluwer and 'Most Outstanding New Trainer' by the Hong Kong Management Association in 2008.

In 2005 the company began publishing China's longest running, bilingual human resources magazine, NetworkHR. In 2012 ClarkMorgan helped found the Chinese Association of Training & Development Specialists (CATDS).

Today ClarkMorgan Ltd has three offices across China, as well as an office in Melbourne, Australia. The firm assists both foreign and Chinese multinational firms improve the soft skills of their employees to improve productivity, engagement, sales and negotiation outcomes.

The company maintains a faculty of 12 full time trainers, each with unique skill sets. Trainers speak English, Mandarin, and Spanish and have worked throughout Australia, China, Europe, South East Asia, and the USA.

For more information, please visit [www.clarkmorgan.com](http://www.clarkmorgan.com).

## BACKGROUND

Ford sold 626,616 wholesale vehicles in China in 2012, up 21% from a year earlier. These sales have helped cement China as the world's biggest car-producing nation, overtaking the US and Germany.

Ford and other US, European and Japanese automotive companies are in the midst of a radical reorientation to this new reality. However, Ford is arriving late into the Chinese market, since the company's first passenger car wasn't launched in China until 2003, when VW and GM were already selling hundreds of thousands of units.

Nevertheless, Ford has enjoyed success, especially with the Ford Focus model. As a result, the company's success has required it to expand all divisions of the company in China and in doing so, expand the training programs to meet the need of developing Ford's future leaders.

In the past two years, Ford has re-examined the leadership development programs and processes for managers in order to compete in the competitive global market, now orientated towards China.

## ISSUE

One of the fastest growing divisions of Ford is its finance arm. However, this division lacks experienced middle managers. The current 'off-the-shelf' programs provided by headquarters do not meet all the needs, due to the unique challenges facing Chinese middle managers and the cultural differences between Americans and Chinese.

There was one major obstacle, however, that being gaining budget and launching a new program that was China-centric since Ford HQ already offers an intensive five-day training to 'Salaried Supervisors'. Consequently, if the program was going to be approved then it must complement this existing program, while adding the necessary China-relevant elements that would:

- Raise Self-Awareness
- Provide tools to be used on the job
- Create an environment of sharing among managers
- Provide rich case studies to strengthen managers' ability to solve real-life

Furthermore, since all middle managers are Chinese nationals there is a need to have training provided in Mandarin, to aid in learning. At the same time, however, Ford does not want to lose its 'Americanism'.

## SOLUTION

Ford approached ClarkMorgan to help design a unique solution – ***The Ford Automotive Finance Leadership Series Training Program***.

This five-day program was divided into three sessions:

- Session I: Define & Plan (1 day)
- Session II: Align & Execute / Measure & Analyse (2 days)
- Session III: Review & Refine (2 days)

### **Session I: Define & Plan**

This session is designed to help participants gain a better awareness of themselves, their team, how they define leadership and how that in turn influences their effectiveness.

### **Session II: Align & Execute / Measure & Analyse**

This session is designed to focus on the issues and challenges that arise in the fast paced business environment. Participants focus on "managing" employees and how to listen, coach and develop.

### **Session III: Review & Refine**

This session focuses on the "next step". Now that they have created a high performing and functional team, what's next? Participants will learn how to develop a broader view of the business landscape and work to define a strategic outlook.

## RESULT

Senior trainer and ClarkMorgan Managing Director, Jeff Lunz, was chosen to train the five-day program based on:

- Seniority and business experience.
- Bilingual ability in English and Mandarin.
- American nationality, with nine-years work experience in China.

The program was conducted in Shanghai, China at Ford's China HQ.

Trainees were able to make direct connections between their own personalities and management style, and modify their behaviour according to the personalities of their subordinates.

Trainees also reported an appreciation for the specific case studies relevant to their roles.

The trainer, Jeff Lunz, received a high score for his Trainer Appraisal, at 4.47 out of 5.0. This result is linked to relevancy, enjoyment, and practical application of the program.

## KEY LEARNINGS

### Session I: Define & Plan

- The difference between management and leadership.
- The strengths and weaknesses of the individuals on a team.
- Types of personalities on their team.
- Motivating different personalities.
- *Homework: Prepare a 15 minute presentation outlining their team's skillsets, strengths & weaknesses.*

### Session II: Align & Execute / Measure & Analyse

- Feel, Felt, Found Coaching Technique
- The Change Curve
- Five Resistors to Change
- RACI Charts for Delegation
- SMART Goal setting
- Stakeholder Analysis
- *Homework: Prepare a 5 minute story outlining how they inspired an employee through better direction.*

### Session III: Review & Refine

- How To Break Assumptions
- PESTLE Analysis
- Ford Features Audit
- SWOT Analysis
- Weighted Analysis
- Pareto Principle
- *Homework: Participants provided with situation case study, that requires the critical decision making. The group is divided into two teams and given two-hours to discuss. A final presentation is presented and critiqued by the ClarkMorgan trainer.*

## CONTACT INFORMATION

For further information or any questions regarding this case study or ClarkMorgan in general please contact:

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