

BUILDING A COMMUNITY OF OPEN-MINDED LEADERS

HOLCIM ACADEMY CENTRAL EUROPE (CE)



CONNECT - COLLABORATE - LEAD



Holcim Academy CE provides learning opportunities for managers and other key positions in the succession pools throughout CE. Participants become part of a powerful community of open-minded leaders supporting the Holcim priorities.

Core CE talent initiatives have been set under the umbrella of the Holcim Academy CE with the goals to

- 01** Establish a stronger connection between succession planning and leadership development within CE
- 02** Focus on capability development for strong performance culture and accelerated succession readiness
- 03** Pave the way to balanced leadership and working in diverse teams

OUR CORE VALUES

HOLCIM ACADEMY CE IS GUIDED BY THE FOLLOWING PRINCIPLES:



Ensure Diversity and push for Inclusion



Nurture collaboration



Promote performance



Ensure results



Cultivate learning

REASONS TO JOIN ONE OF OUR PROGRAMMS

- ✓ To experience a fulfilling learning journey and visible change
- ✓ To move from business manager to being an inspirational leader
- ✓ To boost your career potential by gaining visibility towards CE leadership
- ✓ To build and further strengthen your #BuildersOfProgress network within CE

IN A NUTSHELL

LEAP

- ✓ Addresses skills that help improve transitioning into a more complex role
- ✓ Best suited for newcomers to a team lead role and individual contributors with development potential
- ✓ Modular leadership program facilitated by our partner Hansen Beck

PEEL

- ✓ Focuses on taking the core leadership skills onto the next level
- ✓ Suitable for team leads, project managers, managers, and leaders
- ✓ Modular leadership program facilitated by our partner Hansen Beck

INCLUSIVE MENTORING

- ✓ Inclusive development approach with sharing of best practices
- ✓ Application open to all employees, without preselection by their line manager and/or HR
- ✓ Open mentoring program with mentors and mentees participating on a voluntary basis

ELECTIVES

- ✓ A menu of individual solutions, training, and coaching initiatives (IWB, Fast-Flow, Finance for non-finance...)
- ✓ Suitable for all, based on the IDP analysis
- ✓ Tailor-made initiatives created and facilitated by CE employees

MODULAR LEADERSHIP PROGRAM

LEAP

LEAP is a module designed to help people overcome challenges created by transitioning into a new and/ or more complex role, with or without team leader responsibility

Target Audience

Key positions within CE (individual contributors, employees taking over a more complex role, project leaders and/ or first-time managers)

Program Objectives

Get equipped with the right skills and tools to ensure the smooth transition into a new role

Curriculum overview

To communicate effectively with peers and stakeholders across the organisation

To grasp essential project management skills necessary to induce and lead cross-functional initiatives and projects

To become a change agent, to accept and lead change

To prioritise and make decisions as well as to increase personal ownership/accountability

Additional Details

Interval Experiential Learning with 3 modules/ 6 days within a 5-month period

Runs every two years, launched for the first time in 2022

Project Owner/ For Further Information:

Marijana Hajder
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MODULAR LEADERSHIP PROGRAM

PEEL

PEEL is a module focusing on taking the core leadership skills onto the next level and supporting the pipeline of future leaders to realise their capabilities

Target Audience

First time and/or experienced team leaders

Program Objectives

To practise the skills and behaviours to drive individuals and their teams towards outstanding performance and fast execution

Curriculum overview

To increase the effectiveness and efficiency of participating managers and their employees

To reinforce the importance of simplification and prioritisation

To strengthen leadership profiles by experiencing differentiated learning programs

To establish performance management as a tool for achieving results

To navigate and lead change

To reach faster decisions and increase personal ownership/ accountability

To stimulate collaboration

Additional Details

Interval Experiential Learning with 3 modules/ 6 days within a 5-month period

Runs every two years, launched for the first time in 2018

Project Owner/ For Further Information:

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“The PEEL program is about meeting new people, learning new skills, but mainly about practising. You know the theory either from the lesson or because you already read or heard about it before. You practised it once at the lesson. However, this is not enough. You need to practise in everyday life. There are a couple of things which I have implemented in my everyday life. And there are other loads which are waiting for that. The only thing which is awaiting our team of participants is to meet in person. Which we were not able to due to covid issue. Thanks to my colleagues who have inspired me, my teacher Krešo who led us wisely through the lessons, my bosses who assigned me to this program, to my colleagues on which I practise. And also thank myself for being brave enough to undergo this journey.

“The trainer is definitely on top of his game. I have learned how to improve my team by looking at my team's strengths, it also gave me to think about my weaknesses and how to handle them.

“PEEL has helped me understand how I tick, and how everything I do influences other people in my team. It has been such an exciting journey and I am very thankful for the group and the company for making me acquire the skills for life.

ELECTIVES

FINANCE FOR NON FINANCE

Finance for Non-Finance is a module designed to help employees understand how the decisions they make affect the financial performance of their organisation

Target Audience

Predominantly targeting employees from non-finance functions, however it is an open course. All CE employees are welcome to participate. Participation in all modules is not a prerequisite.

Program Objectives

Play a more active role in helping CE achieve its objectives by not only understanding basic financial principles but applying financial analysis and ratios to drive decisions

Curriculum overview

To read and assess company performance using financial statements

To recognize the link between organisational strategy and financial objectives

To demystify the jargon of finance and to understand and use a range of different financial techniques to improve managerial abilities

To strengthen cross-functional alignment using the common language of finance and financial targets

Additional Details

Designed as a three-module course:

Module 1: Basic financial terms

Module 2: Important Holcim KPIs

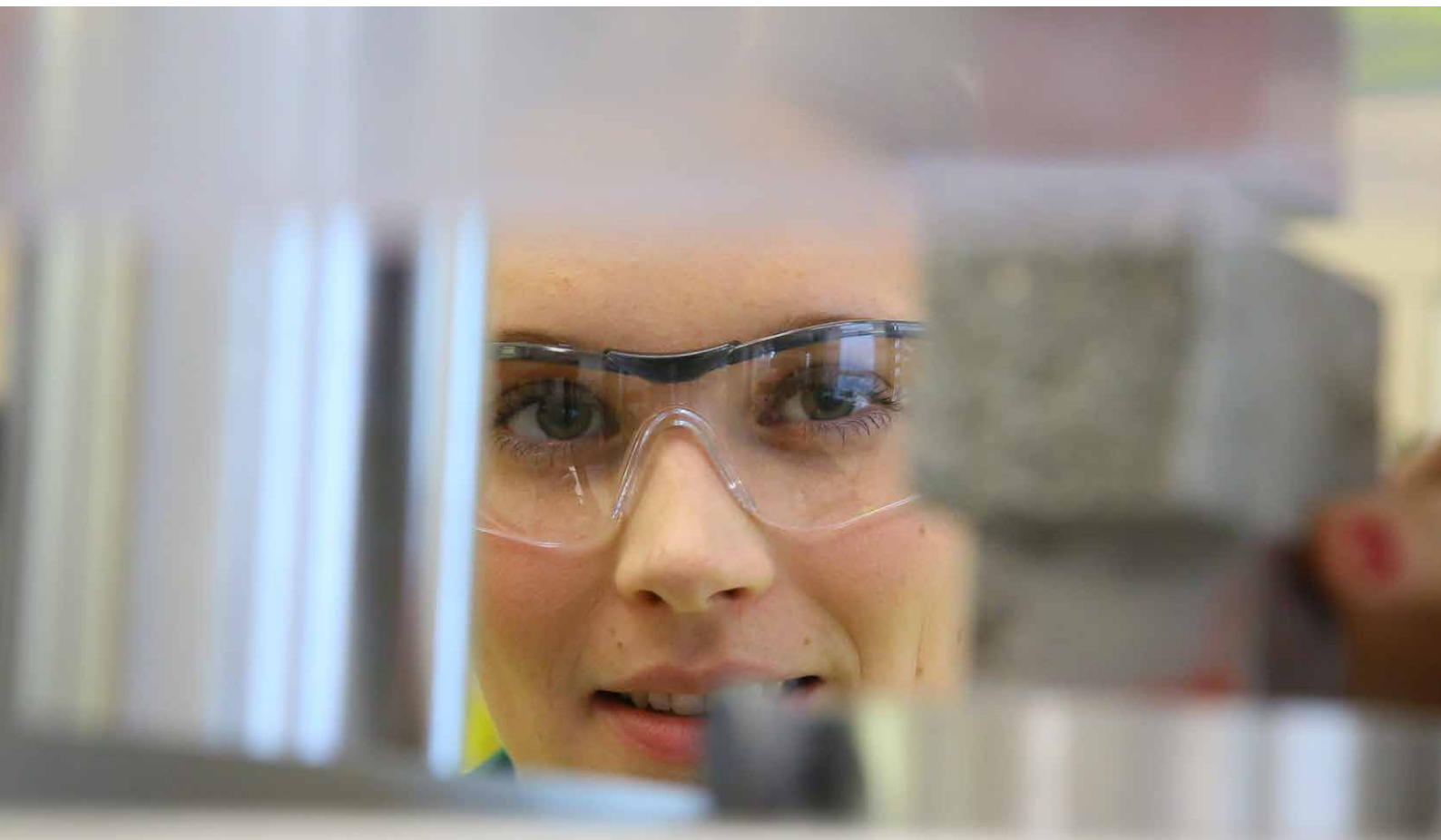
Module 3: Balance sheet, P&L and cash flow statement

Sessions up to 2 hours (online) within a 5-month period

Runs every two years, for the first time in 2023

Project Owner/ For Further Information:

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MODULAR LEADERSHIP PROGRAM

INCLUSIVE MENTORING

Inclusive Mentoring is a collaborative learning partnership between two CE employees based on trust. The goal is that both sides benefit from this partnership.

Target Audience

Unlike the more traditional development activities, our inclusive mentoring is open to all employees, without prior approval by their managers

Two employees are matched within the CE region: one (Mentor) who is willing to share their knowledge and experiences with one or more people (Mentees) wanting to learn and profit from guidance to develop their personal or professional skills. Both mentors and mentees are selected based on the strength of their profile.

Program Objectives

To accelerate the development of CE employees, leading to enhanced skills, abilities, confidence, and behaviours

To develop the organisation with everyone contributing

To create an agile work environment that encourages learning and development in a positive way and to promote a culture of personal growth

Additional Details

8-month program

Runs every year, for the first time in 2021

Project Owner/ For Further Information:

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Don't underestimate the experience you get as a mentor when joining a mentoring program. It is as valuable for you as it is for your mentee.



The mentoring program was a great experience as a mentor as it gave me the opportunity to share experience and feelings with someone who I trust will be able to build on these exchanges and make his own life easier. This is the best thing you can do to your colleague, I believe.



I am thankful to work in a company that gives you many opportunities. Holcim is for sure a great place to work that tries to bring out the best of their employees. The mentoring program was a perfect chance to improve yourself and reach higher goals.

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The mentor program was a great opportunity to learn something new. As a mentor, I have experienced that I can pass on my experience and support my colleague in the Central European cluster. As a mentee, I learned to deal with difficult situations that sometimes blocked me or required too much of my attention. In general, the program helped me work more efficiently. Thank you for the opportunity to participate and if the opportunity arises, I will be happy to participate in the future.

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Between today and the last few months, a big change has taken place in me. I have learned a lot and feel more confident in my field thanks to my mentor.

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I have some experience with mentoring from the past with different experiences, so I was quite indifferent before the program. When we started cooperating with my mentee it turned out to be a great program. Mentee was ready to accept me as mentor, extremely open for learning and changing and was also giving me great feedback.



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