



 | The **RBL** Group

Human Capability Exchange 2025

April 23 – 24, 2025



Leadership at Scale: Design an Effective Leadership Program

with Gaetano Capozzolo, VP CHRM at Sonova

Session Speakers



Gaetano Capozzolo

VP CHRM, Sonova

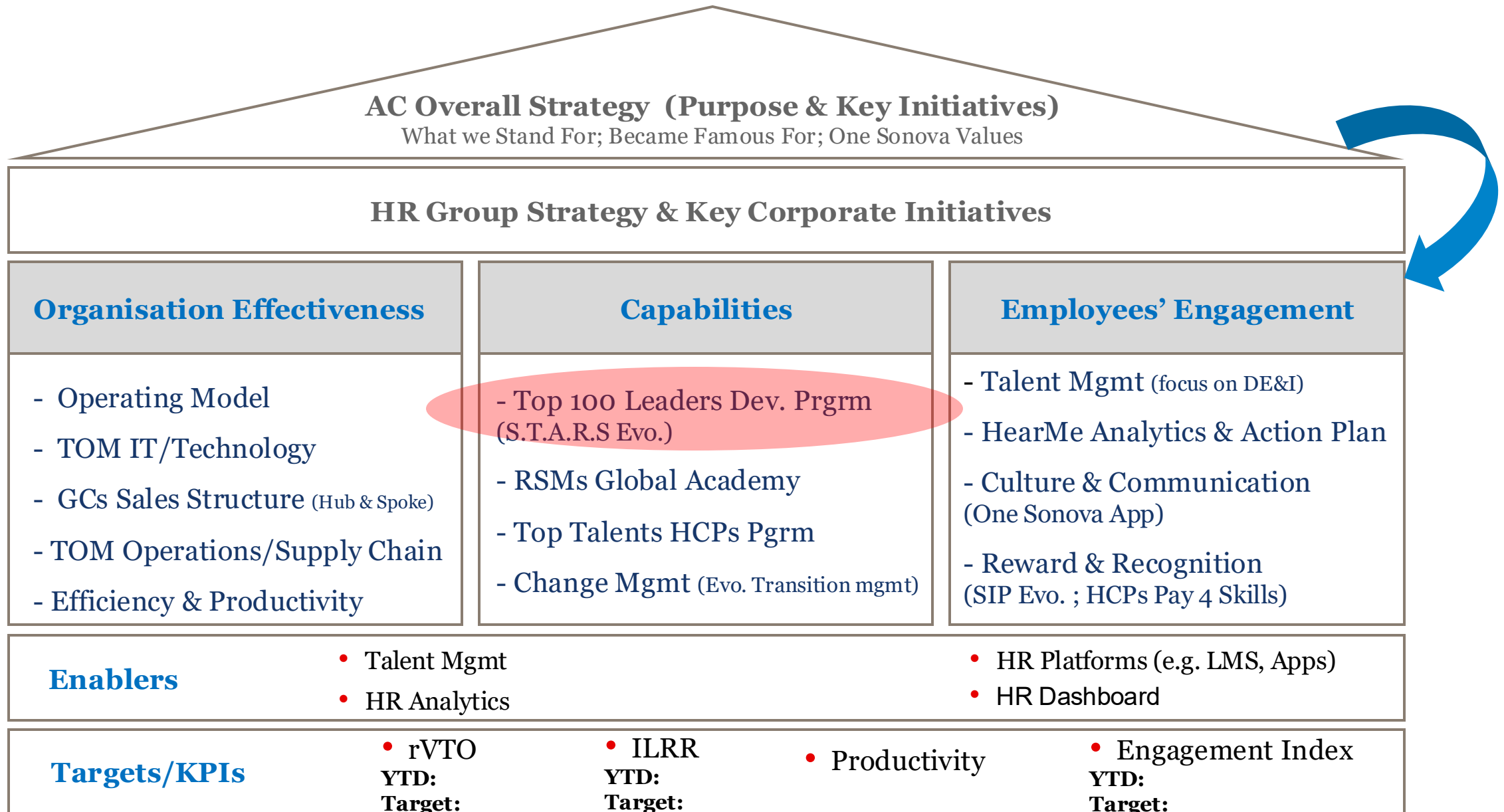


Mike Panowyk

Managing Director, The RBL Group



HR Strategy: HR Pillars to Boost Commercial Performance



Purpose & Objectives of the Leadership Development Program

S.T.A.R.S (Support Transformation And Re-Organization Success)



Purpose

Create a Culture of Continuous Learning and support the new Operating Model via developing the AC Organizational Capabilities of the TOP 100 Leaders (across all GCs) to collectively drive the AC Global Strategy as well as the execution of the Key Strategic Initiatives

Objectives

- Enhance Digital Marketing & Customer Centricity Capabilities to boost commercial performance
- Build a Sonova X Culture by leveraging the company “toolkit” to strive for operational excellence
- Build a Global Community to share “GloCal” best practices while living the same Company Values (One Sonova)
- Boost Employees’ Engagement via “People & Organizational Leadership” Capabilities

Development Areas: Strengthen Capabilities for the Top 100 Leaders in AC

Target Group: AC ExCom + Sr Directors + MDs + GCs Directors (2 years roadmap)

S.T.A.R.S (Support Transformation And Re-Organisation Success)

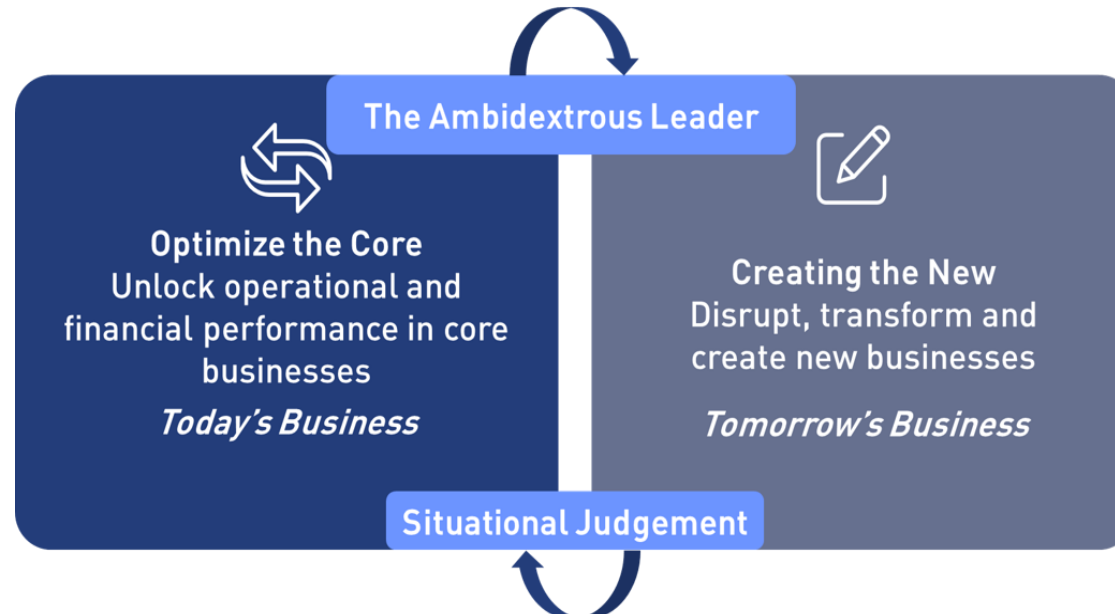
Capabilities	Digital Transformation; Data Analytics & Customer Centricity (Lead in the digital age; how analytics transforms business model; Digital Ecosystem; Design Thinking; Winning Team mindset)		
<ul style="list-style-type: none">- Digital Mktg & Omnichannel- Innovation & Customer Centricity- Retail Excellence & Continuous Improvement- Transformation & Change Mgmt	Sonova X (Continuous Improvement & Growth) (Kaizen, A3PS,.The PDCA Cycle, Gemba walks, The 5 Whys, Value Stream Mapping, Align Strategy with Actions – Hoshin Kanri planning)		
	Organization & People Leadership (Org. Effectiveness & Change Mgmt; Talent Mgmt (Acquisition & Development); Drive Employees’ Engagement; DE&I; One Sonova Culture (Values); Coaching)		
Commitment Required by Participants	<ul style="list-style-type: none">• Digital 10 days Off/On-line	<ul style="list-style-type: none">• CI/GL 6,5 days Off-line	<ul style="list-style-type: none">• Org. & People Leadership 7 days Off/On-line

5s2 Leadership Development Centre Executive Report

Sonova Audiological Care

79 Participants (out of 105 targeted within STARS Programme) – ON VOLUNTARY BASIS

Editor Richard Roi: Professor of Leadership and Organization. He is a senior business psychologist who advises boards and CEOs on matters related to board renewal, CEO succession, and leadership transitions. He is also an expert in top team effectiveness and strategic talent management solutions. He has extensive experience in consulting and has led advisory projects for clients in over 30 countries (eg BNP Paribas, L'Oréal, Nomura, Essilor, Globe Telcom, DBS Bank, Toyota, Unilever, Schneider Electric, Barclays Global, MetLife, IHH Healthcare, KKR, Cisco, Shiseido, Widex-Sivantos, Hitachi, Thai Military Bank)



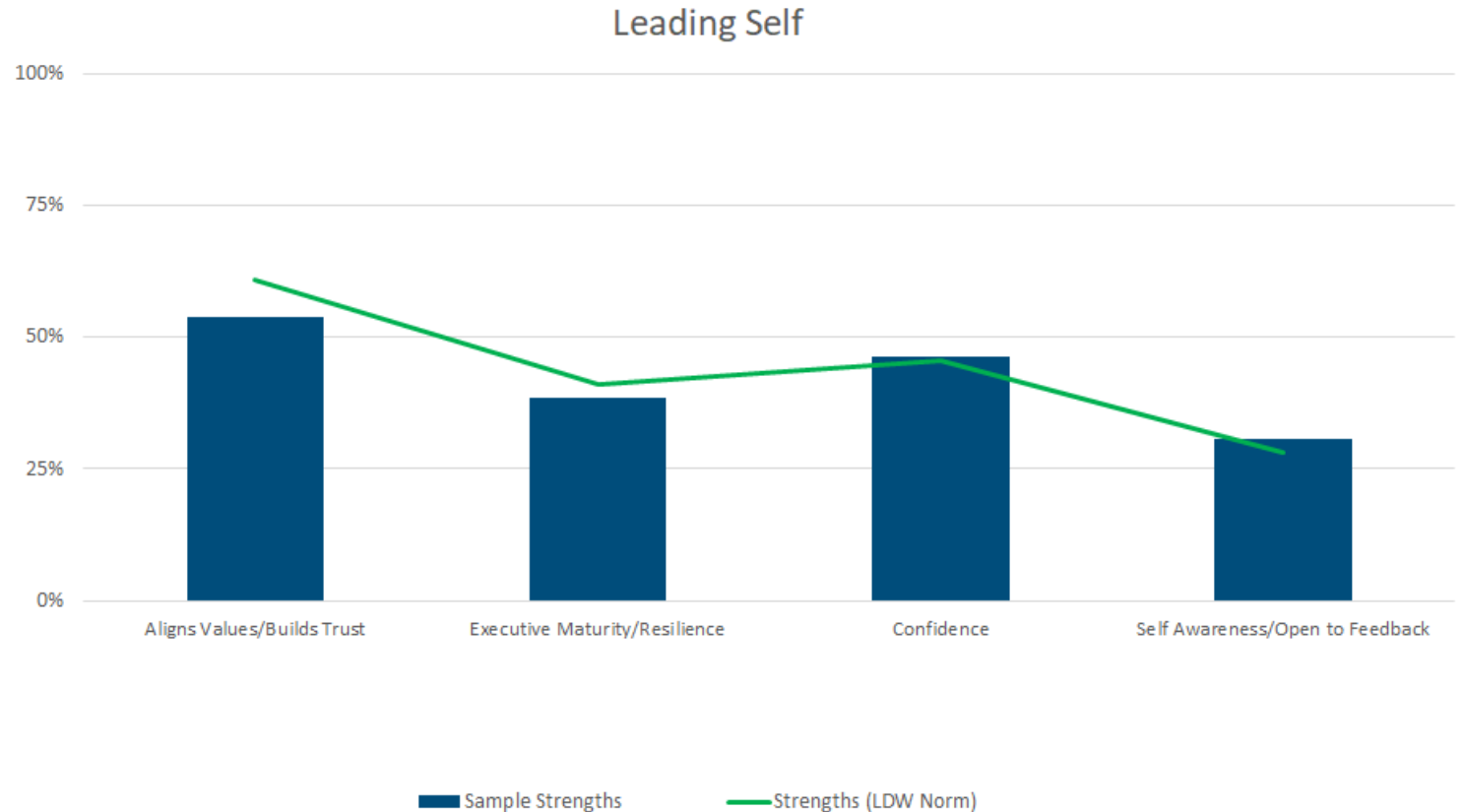
Highlights

- Significantly high on innovation and creative thinking vis a vis the Norm/Database
- High on Customer Focus however in the HearMe Survey the Top Leaders are indicating that the Company is not 'Customer Centric' (-18% vs Benchmark)



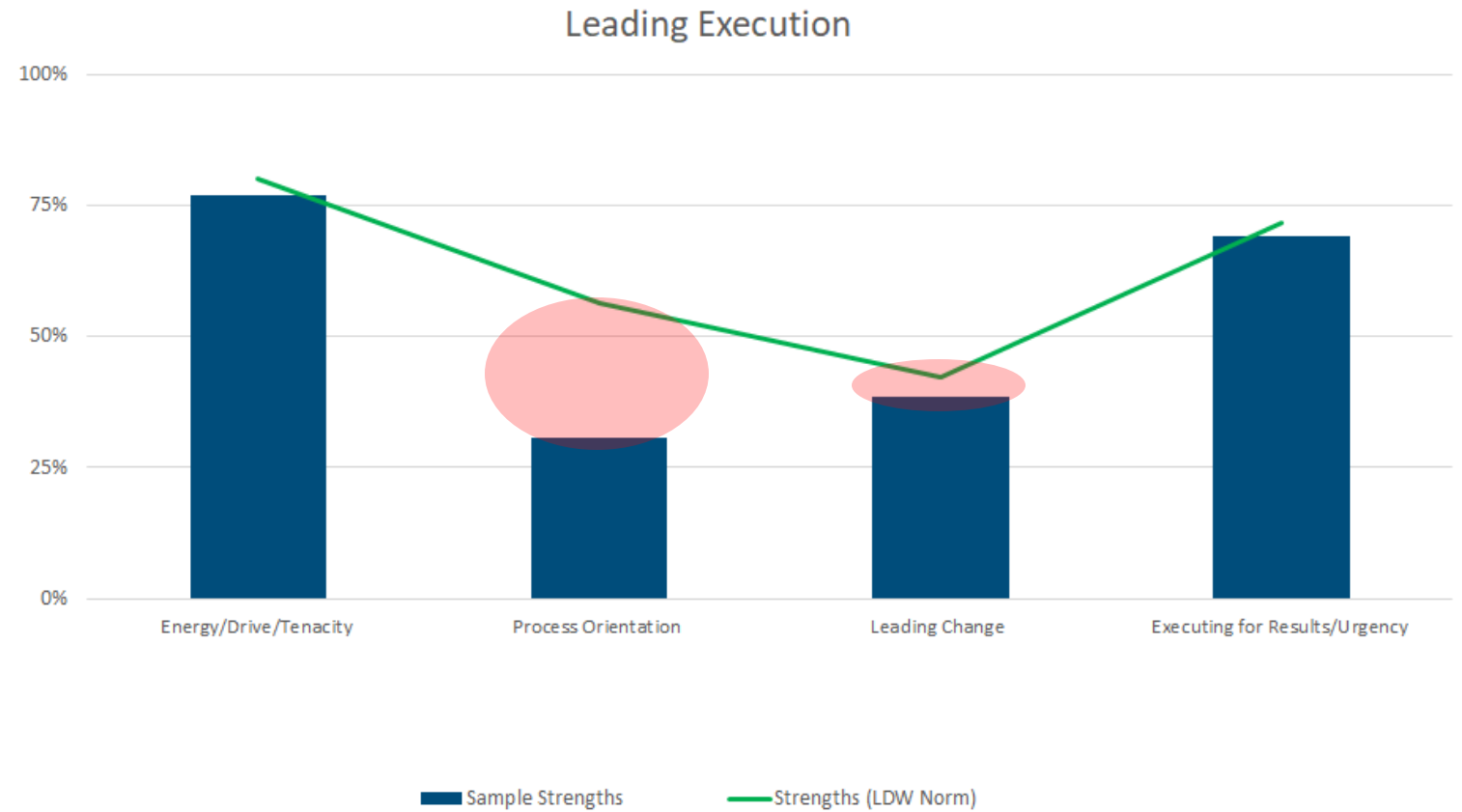
Highlights

- In line with Norm and clearly an Asset especially in Turbolent time
- **Point of attention:**
Centralization of Capabilties can be perceived as dis-empowering hence having an impact on the Employees' Engagment (HearMe Survey indicating that a -11% vs Bencharmk on «Decision made at the right level in this organization»)



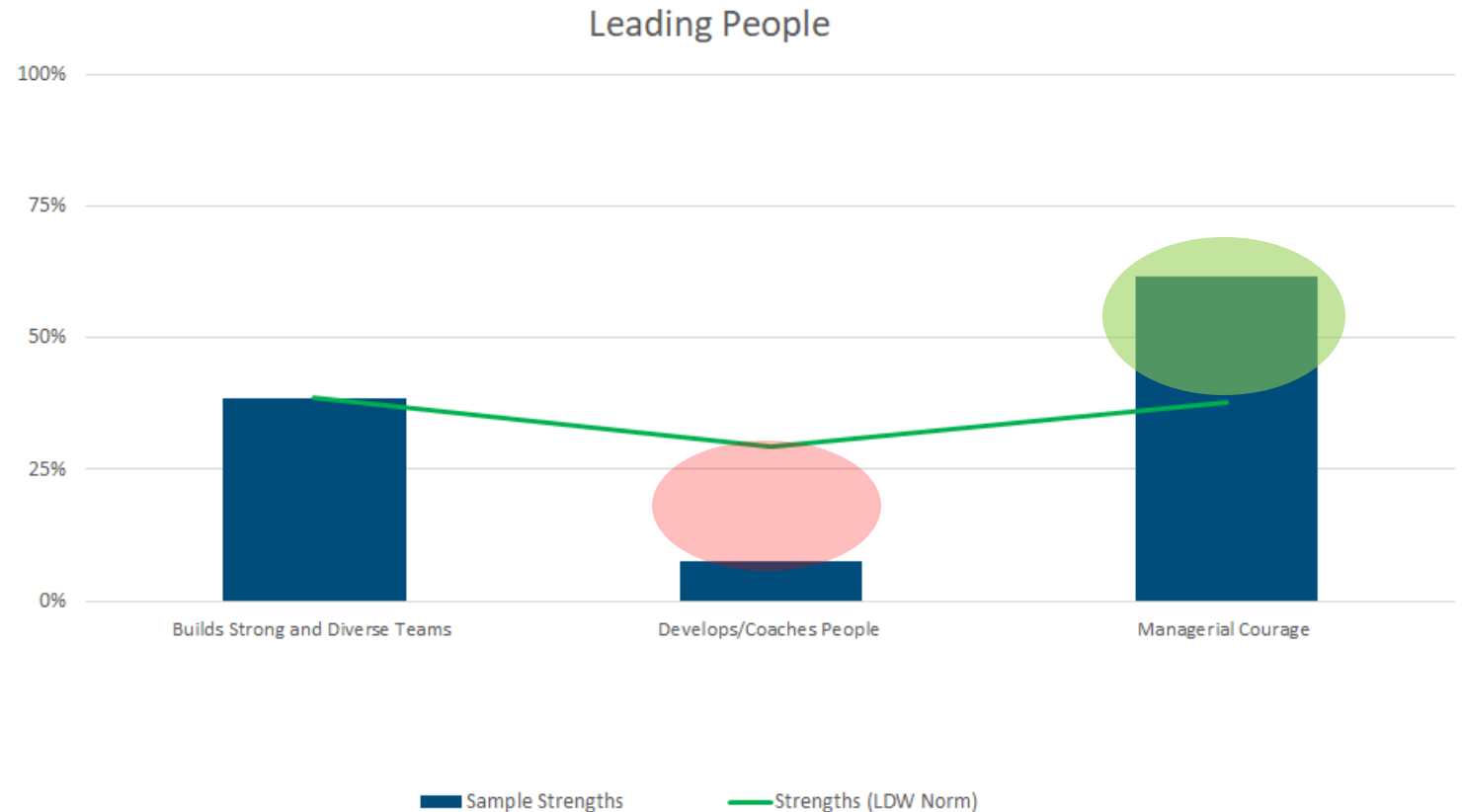
Highlights

- Major gap on process orientation creating the need to further invest on Sonova X culture and Toolkit adoption
- Leading Change as key capability to continue to invest in, especially in times of transformations needed due to the economic landscape



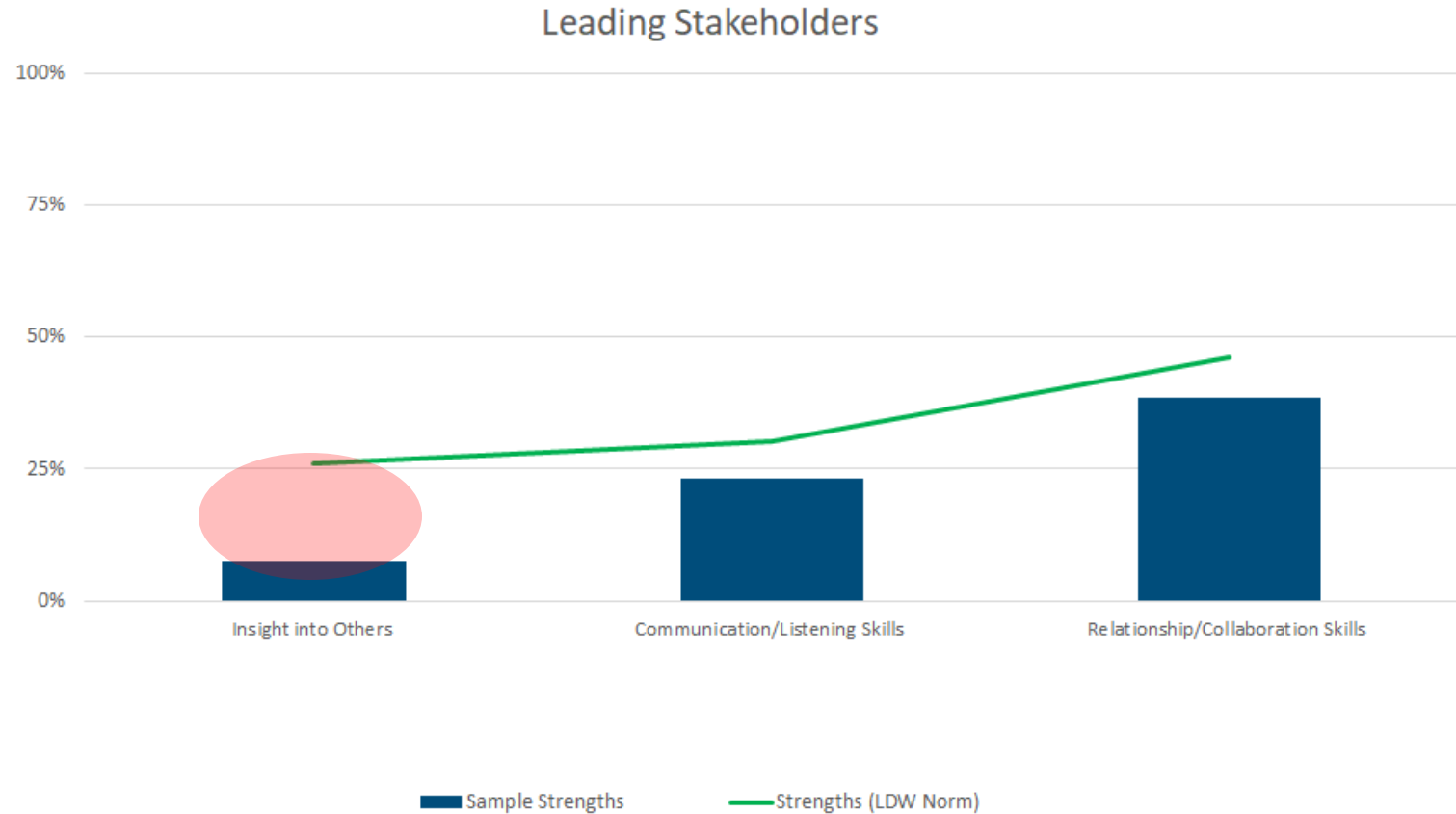
Highlights

- Coaching & Development still not embedded in the 'Leadership DNA' which along with a gap in the Leading Change component suggest that further dedicated interventions are required with this target group
- On the other side, the more entrepreneurial tendency to take bold decision and drive them with courage and conviction make employees following (or not following) charismatic leaders (Conductors)



Highlights

- Across all dimensions indeed an area of development which makes collaboration becoming very challenging outside the 'Chain of Command' when it comes to shape Consensus and Alignment (also indicated in the HearMe survey as point of attention)
- Are we truly exploiting the power of Collective Intelligence; Team Effort/Spirit and 'Winning as a Pack'?

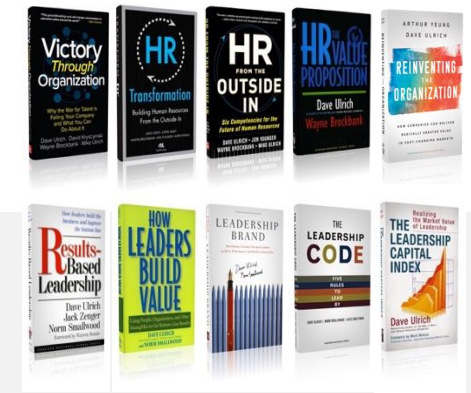


+ The Talent Academy: Partnering with RBL Group

The Talent Academy incorporates Dave Ulrich's decades of research in how to develop talent that is competent, is committed, and contributes. When those three attributes converge, employees can reach peak performance.

The Talent Academy is split into twelve results-based modules:

Talent Matters	Recognize Your Role as Coach	Master Skills to Be an Effective Coach
Personalize Work: Care for the Person and Personalize Work Setting	Get the Right People on Your Team	Improve Employee Performance
Develop your people	How to create a Diverse, Equitable And Inclusive Culture	Improve employee engagement
Deliver a positive work experience	Why leadership matters to the organization	Foster collaboration & capitalize on teams

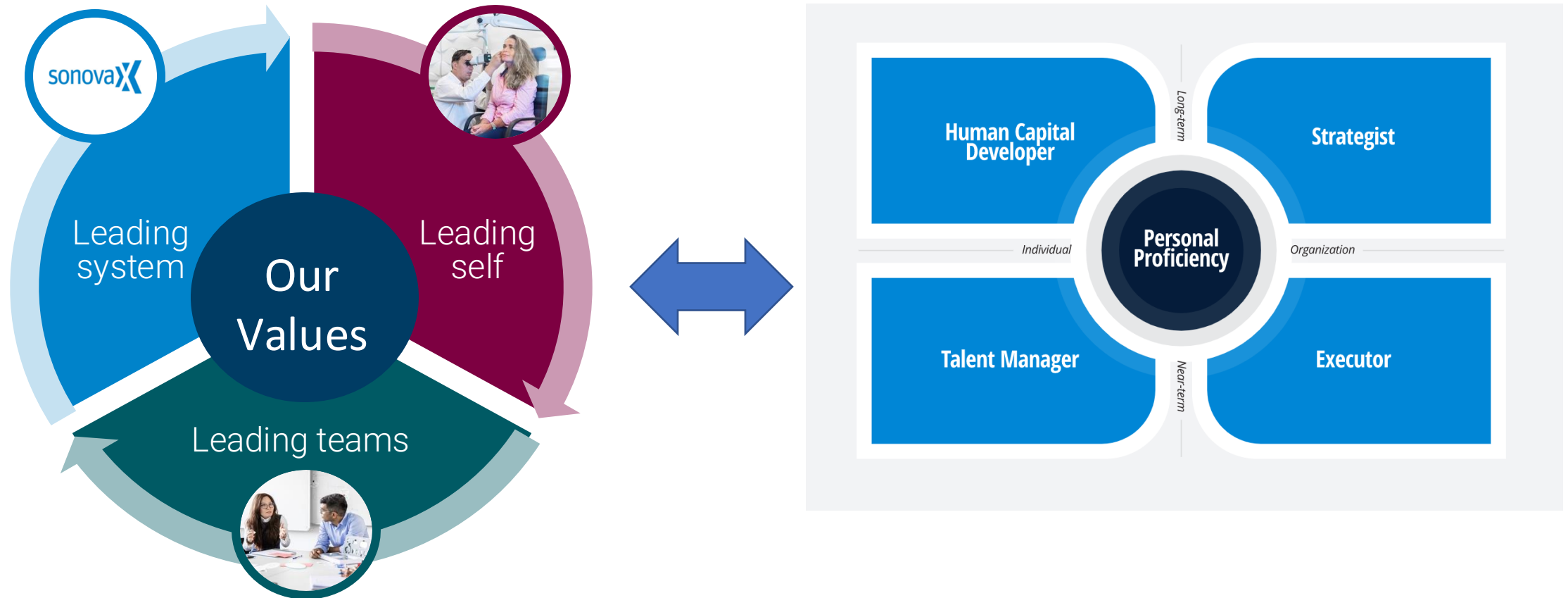


Quick Facts

- Training content based on the new 2021 HRCS research & model
- On-line virtual modules make up the first 4 months of the blended academy (86% completion rate)
- Bi-Weekly live facilitated session with RBL consultants (93% live participation rate)

Leadership Model Alignment

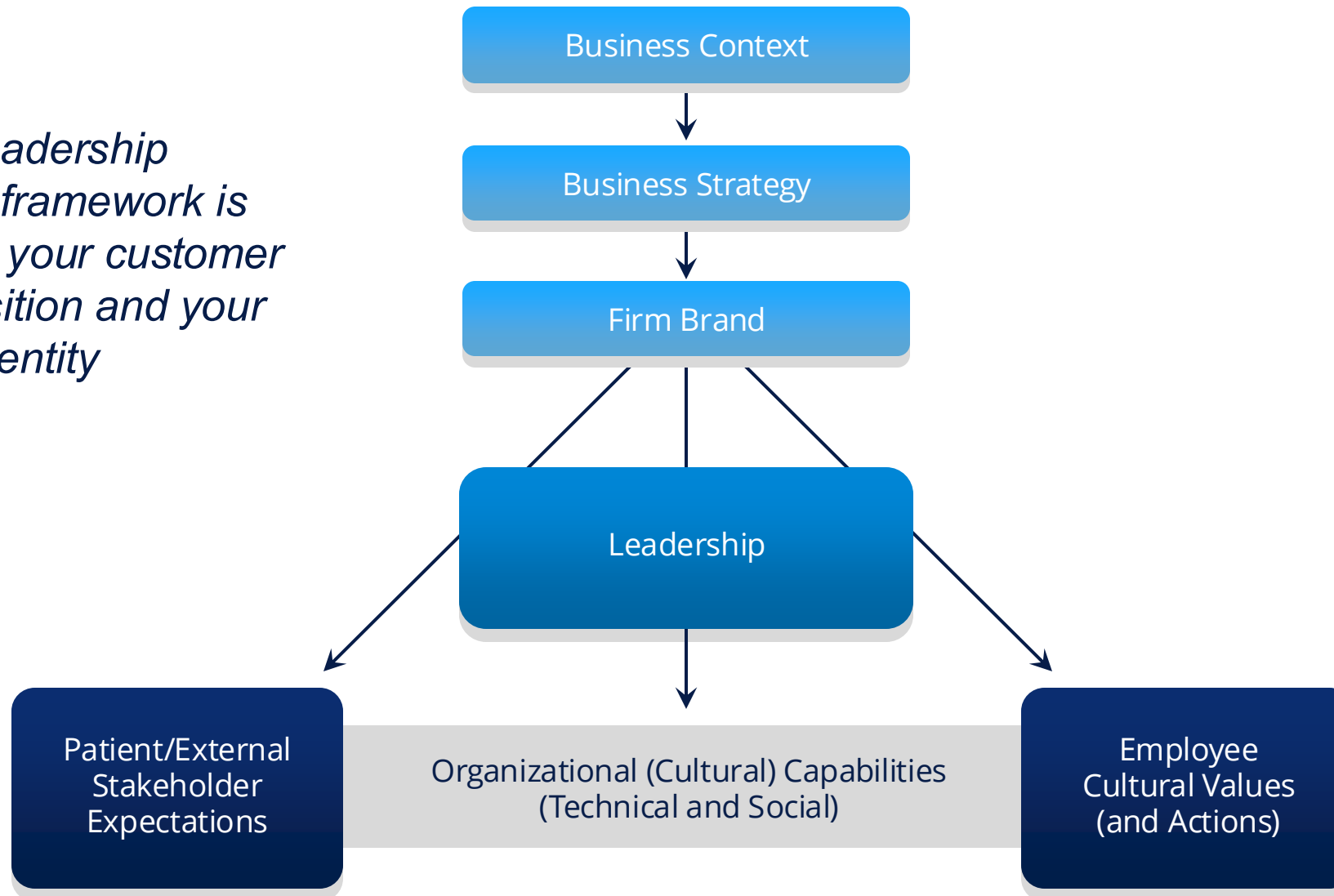
RBL Leadership Code consistency with Sonova Leadership Principles will provide participants with a seamless transition into RBL Academy content



The domains within the Sonova Leadership Principles and the RBL Leadership Code are complimentary and provide an excellent link to Organization and People Leadership.

RBL's *outside-in* approach to leadership builds leaders who align patient and employee experience

The “right” leadership competency framework is derived from your customer value proposition and your firm brand identity



Leadership creates value for internal and external stakeholders





EXPERIENCES



BEHAVIORS



OUTCOMES

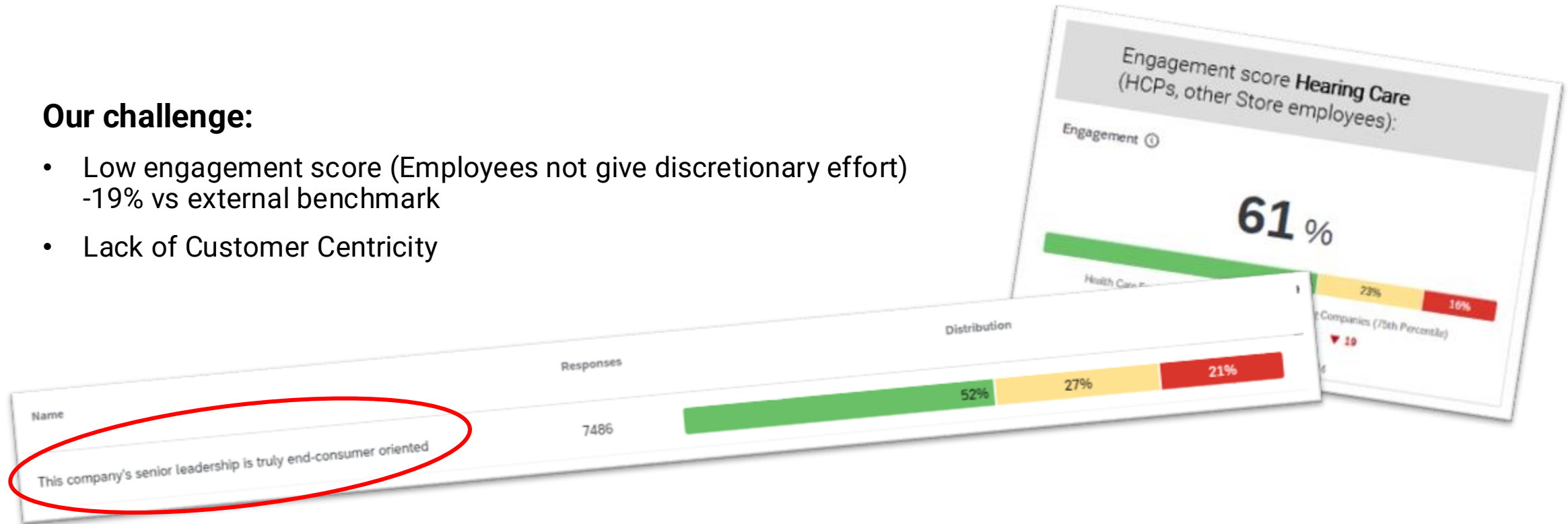
The Missing **OUTCOMES** on Conversion/Help rate



....The missing link between **Engagement - Customer Centricity – Market Share**

Our challenge:

- Low engagement score (Employees not give discretionary effort)
-19% vs external benchmark
- Lack of Customer Centricity



"People flourish when they do what they love—work should be a source of energy, not source of frustartions."

Our Opportunity is to Re-structure Behaviors:

💙 Designing Love/Hope ➡ to Re-structure Behaviors ➡ and Foster Customer Centricity & Business Growth

Sonova Leadership Principles: Introduced in 2024



Over 26 Workshops run Globally with over 320 Employees in People Leadership Position

Summary – Leading System



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Prioritize and Focus

1. **Radical prioritization** – Focus on the most impactful work and dare to say no.
2. **Use data-driven decision-making** – Leverage quantitative indicators to guide priorities.
3. **Align work with strategic goals** – Ensure all projects contribute to overarching company objectives.
4. **Eliminate unnecessary work** – Question meeting necessity, keep clear agendas, and limit attendance.
5. **Time management discipline** – Avoid distractions by limiting immediate responses to calls/messages.
6. **Automate where possible** – Implement automation to streamline processes and improve efficiency.
7. **Empower team autonomy** – Encourage teams to make decisions that align with priorities.

Drive Customer Value Through Innovation

1. **Engage directly with customers** – Conduct customer visits to understand their needs.
2. **Foster a culture of experimentation** – Challenge the status quo and embrace new ideas.
3. **Develop meaningful KPIs** – Track customer sentiment and experience through measurable indicators.
4. **Simplify customer interactions** – Remove friction in processes along the customer journey.
5. **Encourage feedback loops** – Actively listen to customer pain points and adjust accordingly.
6. **Leverage AI and technology** – Explore AI and digital tools to enhance the customer experience.
7. **Cross-functional collaboration** – Share best practices and work together to innovate.

Excel Through Continuous Improvement

1. **Encourage questioning of existing processes** – Don't settle for the status quo; always seek better ways.
2. **Use structured feedback mechanisms** – Conduct post-mortems and improvement reviews on processes.
3. **Break down silos** – Facilitate cross-departmental collaboration and knowledge exchange.
4. **Document and standardize best practices** – Ensure consistency and efficiency through SOPs and guidelines.
5. **Support ongoing learning and development** – Offer training, coaching, and knowledge-sharing opportunities.
6. **Adopt data-driven continuous improvement** – Make incremental improvements backed by metrics.
7. **Foster adaptability** – Encourage openness to change and explain the “why” behind decisions.



Summary – Leading Teams



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Inspire High Performance

1. **Set clear, shared goals** – Define and align goals with individual strengths and team objectives.
2. **Recognize and celebrate success** – Acknowledge achievements through formal and informal recognition.
3. **Encourage autonomy and ownership** – Trust team members to make decisions and take responsibility.
4. **Foster collaboration and synergy** – Engage in cross-functional teamwork and knowledge sharing.
5. **Lead by example** – Be a role model in accountability, dedication, and ethical behavior.
6. **Promote continuous motivation** – Use a mix of incentives beyond financial rewards, such as honor and personal growth.
7. **Emphasize storytelling and vision** – Inspire teams through clear communication of purpose and direction.

Develop Others

1. **Create a coaching culture** – Provide guidance through continuous coaching and mentoring.
2. **Encourage feedback and learning** – Make feedback a norm, focusing on growth and improvement.
3. **Provide opportunities for development** – Allow employees to take on new responsibilities and projects.
4. **Make development a leadership priority** – Leaders actively invest time in developing their teams.
5. **Tailor development to individuals** – Use situational leadership and personalized growth plans.
6. **Empower decision-making** – Give team members the space to experiment and learn from mistakes.
7. **Leverage structured learning resources** – Utilize programs like Sonova Leadership Principles and career development frameworks.

Be Empathetic and Inclusive

1. **Practice active listening** – Give full attention, acknowledge perspectives, and seek to understand.
2. **Foster an open and safe environment** – Encourage honest conversations and psychological safety.
3. **Recognize and value diversity** – Be aware of biases and actively include diverse voices in discussions.
4. **Encourage inclusive recognition** – Understand how different individuals prefer to be recognized and celebrate achievements accordingly.
5. **Make time for one-on-one connections** – Prioritize availability for personal and professional discussions.
6. **Promote teamwork and collaboration** – Strengthen relationships within and across teams.
7. **Embrace change with empathy** – Support team members through transitions by explaining the “why” behind changes.



Summary – Leading Self



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Be a Curious Leader

1. **Ask more questions, especially “why”** – Cultivate curiosity by seeking deeper understanding.
2. **Explore industry trends and innovations** – Stay updated on new business models, technologies, and best practices.
3. **Request feedback proactively** – Regularly ask for input rather than waiting for it.
4. **Seek continuous learning** – Participate in training, read books, attend webinars, and explore new technologies.
5. **Actively listen to others** – Expand knowledge by truly listening instead of just waiting to respond.
6. **Engage in cross-functional collaboration** – Learn from different perspectives by working with others.
7. **Dedicate time for self-improvement** – Block time for intentional learning and self-reflection.

Embrace and Lead Change

1. **Be positive and proactive about change** – Champion change rather than resisting it.
2. **Encourage experimentation and risk-taking** – View mistakes as learning opportunities.
3. **Provide support during transitions** – Help teams adapt by fostering understanding and reducing fear.
4. **Communicate the “why” behind changes** – Ensure alignment and buy-in from others.
5. **Reflect on and learn from change experiences** – Analyze what worked, what didn't, and how to improve.
6. **Apply structured change methodologies** – Use models like Plan-Do-Check-Act to drive improvements.
7. **Step outside your comfort zone** – Take on new challenges and initiatives that require growth.

Persevere to Win

1. **Maintain resilience under pressure** – Withstand criticism, hardship, and setbacks with determination.
2. **Stay motivated and keep a positive mindset** – Encourage others and spread energy within the team.
3. **Learn from challenges and failures** – Treat obstacles as stepping stones to growth.
4. **Take ownership and accountability** – Drive results with responsibility and integrity.
5. **Celebrate successes, big and small** – Recognize progress and encourage persistence.
6. **Set and pursue clear goals** – Establish short-, medium-, and long-term objectives.
7. **Support and uplift the team** – Encourage collaboration and help others stay focused on solutions.



NEUROMINDFULNESS®
INSTITUTE

envisia™
LEARNING

TRUST - NEUROTEAMVIEW

Trust mgmt. as Intangible Asset





CARING

I believe you are on my side



CANDID

I believe you will act with honesty and integrity



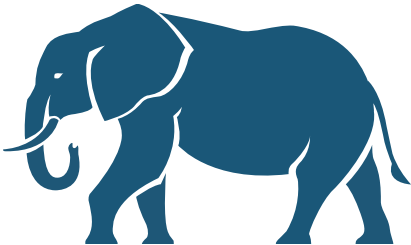
CAPABLE

I believe you have the appropriate knowledge and skills

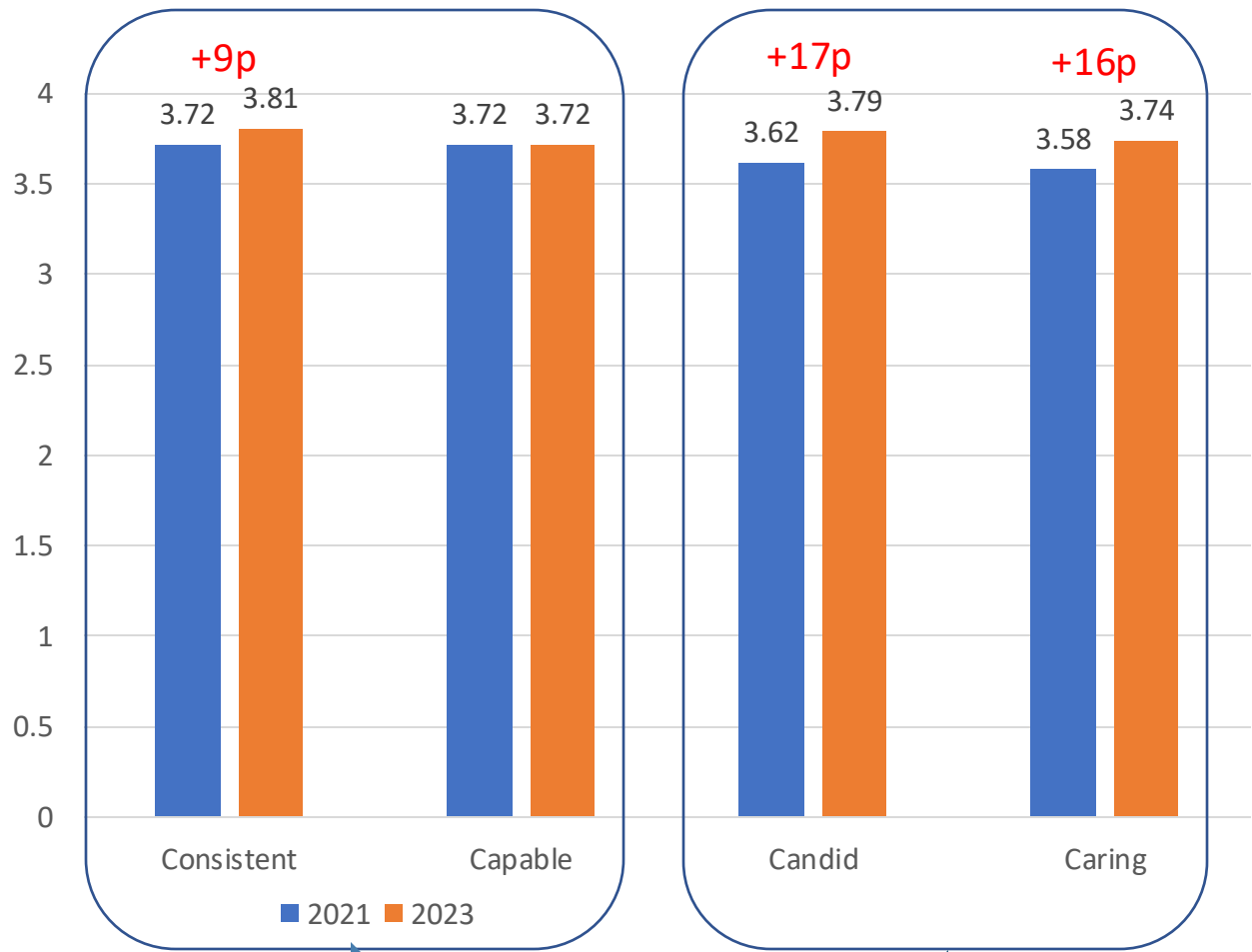
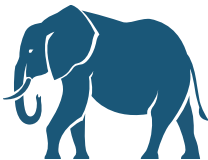


CONSISTENT

I believe you will act in a predictable and reliable manner



NeuroTeamView



Results vs. FOND, CHRISTOPHE CLAUDE Direct Reports HearMe 2022

8 Out Of 14 Categories Have Improved



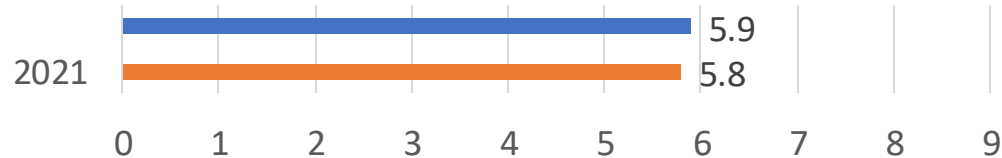
Sustainable Engagement



Strengths

▶ Line Management, Talent Development

Social and emotional awareness



COGNITIVE TRUST

+9p

+33p

AFFECTIVE TRUST



AC LEADERSHIP JOURNEY TO S.T.A.R.S

sonova
HEAR THE WORLD





Get In Touch

Questions about the presentation?
Reach out and we'll get your questions answered.

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