



Challenge

The Van Tilburg-Bastianen Group is active in a disruptive industry (Automotive), in which new vehicles are being introduced (e.g. electric passenger cars and trucks) and the rules of the game (e.g. subsidy schemes) are being changed. And while working on this, they are developing into a more data-driven organization that tries to prevent downtime (*predictive maintenance*) instead of just repairing it, by retrieving data from vehicles. Dealing with such challenges is not just about technical processes. It requires flexibility and a different way of working for the employees. We talked about this with Van Tilburg-Bastianen CEO Thomas Martin.

“At TB, we excel in two things: we are good at what we do (technical skills), and we are a family business with a lot of attention for people and the environment. The employees are close to each other, proud of the company and very customer-oriented. However, our *predictive maintenance* vision also requires analytical skills and the ability to manage change in your team. Our challenge was to make our leaders stronger in business, while maintaining close relationships and technical strength.”

“To this end, FranklinCovey Benelux was engaged as a strategic partner to give substance to the leadership program, in which we defined exactly what we ask of managers and offered them tools to involve employees in change. But above all, we provided the opportunity to discuss what managers encounter on a daily basis and how everyone deals with it in their own way (30 branches). Taking the time and space to talk about the way you do your job was very valuable. Typically, we only talk about what needs to be done to be able to help our customer today.”

Martin came to FranklinCovey through his own past experiences. “*The 7 Habits of Highly Effective People* once helped me in my personal effectiveness, so I wanted to use them as a means to talk to the managers in the company. Strong leadership first and foremost requires self-awareness and knowing how your behavior affects your team.”

Solution

“Initially, we started with a workshop for all managers about the *7 Habits*. Although this helped us to become self-aware, we quickly realized that there was an underlying question: What do you want from a manager?” FranklinCovey thought along with us

and we then rolled out the company-wide program *The 6 Critical Practices for Leading a Team*. This has now become our way of leading in all three countries we operate in.

Martin: “*The 6 Critical Practices* matched exactly what I was looking for. At the time, all managers at the branches in the Netherlands followed



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- Thomas Martin, CEO

this training, and the managers in the other two countries will follow later. The training groups were a mix of people from different locations, but with a distinction between the two different business lines: Car and Truck. In addition, we planned a separate off-site day for all managers with repetition and further deepening of the skill *Lead Your Team Through Change*."

This was very well received. "FranklinCovey knows how to captivate people with content and how they present it, which makes the training fun and also stick. The trainers involved everyone, no one could sit in the room unseen."

Impact

FranklinCovey has guided Van Tilburg-Bastianen in establishing a common vision and language on leadership. Martin: "I wanted to go back to basics with the managers and make concrete what leadership is actually about. *What exactly is managing?*"

This has changed the dynamics of conversations with the leaders. "If a team finds itself in a problematic situation, I can hold them accountable for their own influence and proactivity. I can also challenge a manager when he experiences a less good relationship with someone in his team. 'Are you uncovering that person's potential or are you looking for evidence that someone is not capable?' 'Are you spending enough time with your employee to improve his performance or are we just putting out fires?' 'People have to want to work for you, have you achieved that?'"

Martin: "Managers are more aware of their impact. We had a fairly high absenteeism rate. If there was a disagreement between employee and manager, it rubbed off and people dropped out. To put it bluntly, people often thought: 'Now it's medical and I don't have to deal with it anymore.' Things have changed since then. We now see absenteeism as an

indication of how people interact with each other. If it is high, we will discuss the management style. As a result, absenteeism due to illness has decreased and mutual relationships have improved."

Proactivity is also reflected in the changing feedback culture at TB. Martin: "We have implemented a digital tool in which we record objectives, assessments, personal development questions and training courses side by side. This integral way of facilitating personal development is experienced as positive and immediately creates more openness and trust."

TB feels that they are only at the beginning of proactively responding to change and developing new services for their customers. Martin: "But one of the nicest compliments I have heard recently was the comment from one of our OEMs: 'I immediately recognize the TB employees in meetings. They are fresh, open and always think along about everything.'"

FranklinCovey will also be involved in future solutions. Both a broadening and deepening are planned. Martin: "We are now ready to roll out the training to our branches in Germany and Poland, so that we will use the same leadership language there as well. Moreover, we would like to continue with the *7 Habits*, to dive deeper into your self-awareness as a leader. And of course, keeping the *6 Critical Practices* alive is also essential."

About

The Van Tilburg-Bastianen Group is your partner in mobility. It is a family business that was founded in 1934, the founder being a farrier who saw the opportunities of the rise of the automotive industry. The company specializes in sales, maintenance and additional services for cars (Audi, Volkswagen, SEAT and Skoda) and trucks (DAF), with more than 1,000 employees in over 30 locations across the Netherlands, Germany and Poland.



Website

www.tb.nl

Industry

Mobility

Number of employees

1,000+

Challenge

Defining leadership, implementing a common language about it and giving substance to the role of manager

Solution

- All Access Pass
- The 6 Critical Practices for Leading a Team™
- The 7 Habits of Highly Effective People™
- Change: How to Turn Uncertainty Into Opportunity™



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.

