



## Learning for leadership

Case Hinojosa Group, Spain

Hinojosa cultivates a working environment where managers, specialists and young potentials can grow and are supported in their personal and professional development. In this respect, Hinojosa is focusing particularly on its management as the main driver of corporate development: To strengthen interdisciplinary teamwork and customer-centric innovation, Hinojosa has created a special workshop format bringing together managers from different business areas for cooperation on a complex subject. HI-talent has been developed as a specialized program to increase the combined strength and capability of Hinojosas management team. Over a period of 18 months, 28 participants from various functions have participated, working on 15 different project tasks.

The program has shown tremendous success, resulting in a closer cooperation between managers of different business areas - within the workshop and far beyond. Most important, participants

actually came to value teamwork as a key differentiator of Hinojosa. Moreover, their skillsets have improved, being provided with the opportunity to learn from one another on complex topics they might otherwise never have worked on, and have benefited a lot from sharing knowledge with others. For its employer branding, Hinojosa is planning to play HI-talent as a key differentiator when it comes to attracting and retaining talent.

### Training for the next generation

Next to the development of the current management, Hinojosa also seeks to grow young potentials into a position of leadership: With the Metatop program, Hinojosa periodically selects a group of individuals to participate in a cycle of eight training modules where they are working on all aspects of the business. After each cycle, HR drafts an individual report on each participant, which sup-

ports the design of clear career paths for each individual person taking part in the workshops.

**“With Metatop. Hinojosa opens up attractive perspectives for ambitious high-potentials. At the same time, we create a culture of lifelong and interdisciplinary learning in the company and secure our company’s future success.”**

Ruben Martinez (President of Hinojosa Group)

Metatop is a career program benefiting both participants and their employer: Hinojosa creates a constant pool of high-potentials, who are already familiar to the company’s working culture - and who are capable and motivated to take up a position with greater responsibility. A clear itinerary with tailor-made training and development programs supports their career, secures the future success of Hinojosa, and helps to create a culture of lifelong and interdisciplinary learning in the company.