



Overview

Country or Region: Worldwide

Industry: Electrical/Electronics

Customer Profile

Hubbell Incorporated is an international manufacturer of quality electrical and electronic products for a broad range of non-residential and residential construction, industrial and utility applications. With 2012 revenues of \$3 billion, Hubbell Incorporated operates manufacturing facilities in the United States, Canada, Switzerland, Puerto Rico, Mexico, the People's Republic of China, Italy, the United Kingdom, Brazil and Australia. Hubbell also participates in joint ventures in Taiwan and Hong Kong, and maintains offices in Singapore, China, India, Mexico, South Korea, and countries in the Middle East. The corporate headquarters is located in Shelton, Conn.

Business Situation

For 125 years, Hubbell had flourished through innovations and acquisitions that allowed the company to expand and diversify. Leadership recognized that the organization's continued growth would depend on a more cohesive culture throughout its various enterprises and, as a key part of that move, sought to improve the business acumen of its talent across all platforms and functions.

Solution

In 2010, Hubbell tapped TRI Corporation to develop and facilitate a leadership program for experienced managers. The annual program brings together high-potential employees from across the organization to corporate headquarters, where they interact in teams in a competitive business simulation and with senior leadership to improve business acumen, network with peers, and, through a deeper understanding of the organization's needs and culture, move it closer to a new identity as "One Hubbell."

Hubbell Incorporated Taps TRI to Build Business Acumen and "One Hubbell"



"From the start, Tom Conine and his team have exhibited a grasp of our business and culture that has made TRI an invaluable partner not only in developing our people but also in energizing and aligning them around the idea of 'One Hubbell.'"

**Stephen Mais, Vice President of Human Resources
Hubbell Incorporated**

From its roots as a small manufacturing company established in 1888, Hubbell Incorporated has grown through prolific new product development and acquisitions into a thriving international organization with more than 13,000 employees across the globe. As the company continued to innovate and expand into the 21st century, Hubbell leadership recognized the need to consolidate what was essentially operating as a conglomerate of smaller companies into one cohesive organization. In 2010, the company tapped the experiential learning expertise of TRI Corporation to strengthen the business and financial acumen of high-potential talent in all areas of the organization – a crucial aspect of moving the company toward its vision of "One Hubbell."

Situation

From its modest beginnings in 1888, Hubbell Incorporated had grown into a highly successful international business with 3,000 employees and manufacturing facilities on four continents. New product development has been key to the company's success from the start and, in 1958, Hubbell also began to expand through an ambitious acquisitions effort that has brought dozens of companies across the globe into the fold under three brands – Hubbell Electrical Systems, Hubbell Lighting Products and Hubbell Power Systems. However, the diversified nature of that growth resulted in a lack of cohesion across its various regions and brands.

Hubbell's leadership realized that, as the enterprise continued to grow in size and complexity, future success would require a more cohesive organization, which it laid out in its "One Hubbell" vision. In addition, the team sought to build on Hubbell's reputation as an ethical, career-oriented culture that would attract, develop and retain high-quality talent in all areas.

The seed was planted as far back as 2005 to create a leadership program designed to boost the business acumen of Hubbell's financial managers. The concept evolved over time into a broader, more ambitious, effort that would target non-financial talent as well.

Solution

Hubbell selected TRI Corporation to design, develop and facilitate the intensive business simulation that would be the core of its new program. "TRI already enjoyed a strong reputation among members of our finance team, several of whom had attended graduate university programs by its founder, Tom Conine," explained Heidi Sandling, Hubbell's Director of Organizational Development.

By the time Sandling joined the organization in 2010, plans were well underway for an Improving Business Acumen (IBA) program for financial managers, which was being adapted to Hubbell's needs from an off-the-shelf TRI simulation. "I came on board in August," reported Sandling. "Within my first two weeks with Hubbell, the scope of the program was expanded to include non-financial managers, and our first session ran that November."

In its first year, the IBA saw 40 participants, from high-level managers to first-tier executives, converge on Hubbell's Connecticut headquarters from locations throughout the U.S., Canada, Mexico, as well as some from the U.K. and China. Since then, the program has been repeated annually, with attendance kept to approximately 40 participants hand-selected

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For More Information

To learn about how TRI Corporation experiential learning services can benefit your organization, visit www.tri-simulation.com, or email TRIContact@tri-simulation.com.

For more information about Hubbell, visit www.hubbell.com.

"I had the opportunity to sit down with Jason Bedford yesterday (as part of our succession plan follow-up with all of our hi-pots). He was beaming and was thrilled to be part of the whole program. This is not only a great development tool but also a great retention tool. Our selecting him to attend has been a real boost to his energy (which was already very high), his understanding of the cross-functional importance of teamwork, and he was truly honoured to be able to meet the Executive Management of the company."

Kevin Mallory – Hubbell Canada

"...the IBA program... provided a wealth of information and insight to the levers of the business and how moving each one impacts the bottom line. One of the exciting parts of the program for me was to meet employees out in the business and to realize how diverse the experiences are across the company. As I sat with several of the attendees and they realized I was in IT, it was great to hear their ideas of how technology can enable the business and how much opportunity there is across the company to be involved. I look forward to this involvement with the business to learn more about Hubbell and the impact IT can make on the bottom line."

Lynn Brenton – IT

Solution continued

from all three Hubbell brands and across all functions: finance, operations, manufacturing, engineering, sales, marketing, human resources, IT, legal, product development, and brand management.

Throughout the four days of the program, participants gain insights from Hubbell's senior leadership, including CFO Bill Sperry and CEO Dave Nord, as well as top executives from legal, IT, operations, finance, and more. "What sets TRI apart from other simulations I've

experienced is the real interaction with the senior executive team, which is incredibly involved and engaged in the program," Sandling said. While TRI faculty run the simulation, role play and handle the analytics, Hubbell executives conduct the operating reviews that are customized to their internal processes. In addition, the Hubbell executives hold a variety of plenary dialogues with the participants on topics ranging from operations to enterprise risk management.

Participants are grouped into cross-platform, cross-functional, competitive teams of six or seven members each. Each team includes one person from finance to keep the simulation moving smoothly, allowing non-finance people to concentrate on grasping the bigger concept.

The program is fast-paced and intensive. Each team is tasked with real-world business decisions on behalf of a hypothetical company. To accommodate a total of six teams, the simulation is divided into two worlds, with three companies in each world. The simulation spans six quarters. There are two operating reviews and a debrief and AAR process at the end of the program.

As they run their respective enterprises, teams are presented with a variety of issues specific to Hubbell's business and drawn from its own history. They work together to create a strategy, making decisions on a quarterly basis and gathering information as they go from TRI faculty playing the role of customers and suppliers. During the course of the simulation, each team must deal with new leadership challenges that are thrown its way, in the manner that a real-world business is forced to deal with constantly changing circumstances.

Through the course of the simulation, teams learn to:

- ▶ Create a vision, set a strategy and communicate it effectively
- ▶ Take decisive actions to execute on a business strategy
- ▶ Make decisions under uncertainty
- ▶ Develop, coach and motivate their members
- ▶ Understand the competitive and customer landscapes, react quickly and with conviction to all types of environmental changes
- ▶ Manage interdependencies across functions
- ▶ Understand the financial impact of decisions
- ▶ Grow and accelerate the business

Simulation activities are conducted in rounds of about two hours each and are interspersed with review/preview sessions led by TRI and plenary sessions by various members of the Hubbell leadership team. The program ends with a world operational review conducted by Hubbell executives, who then meet individually with teams to glean feedback on the program and discuss lessons learned. Participants also evaluate each other in a confidential peer review process using the TRI-Leskin 360 Assessment, and assess the value of the simulation in post-event ROI surveys.

Benefits

Now in its fourth year, Hubbell's annual IBA Program has borne fruit from the start. "Participants tell us through the ROI surveys that they have gained a much greater appreciation for other functional areas of Hubbell's business, for its processes, and for how their individual piece fits into the bigger picture," reported Sandling, who went on to say that many cite networking as a peripheral advantage of the program, bringing them face-to-face for the first time with colleagues they have worked with in the past but never before met.

"Feedback up the line is that this is an extremely well-run, well-organized, and very sophisticated simulation, and that TRI really understands the intricacies of finance," Sandling commented.

Hubbell has benefited across the organization from the sharpened business acumen of financial and non-financial talent alike. Participants also come away with a better understanding of Hubbell as a company, a brand and a team.

According to Stephen Mais, Vice President of Human Resources for Hubbell, "From the start, Tom Conine and his team have exhibited a grasp of our business and culture that has made TRI an invaluable partner not only in developing our people but also in energizing and aligning them around the idea of 'One Hubbell.'"

Hubbell continues to thrive 125 years after its founding. In 2012, the organization posted record earnings per share. Backed by a spirit of innovation, commitment to quality, and a corporate culture that fosters the development of its people, it is well poised for the next 125 years of success.