

Essentials of Leadership for more than 500 managers on three continents

For OSRAM, world market leader in lighting, continuous innovation is vital. With the Essentials of Leadership program from Relevance, its new managers learned to lead in a changing environment, apply new skills immediately and develop a new mindset.

OSRAM • Europe, Asia/Pacific and the Americas • Since 2025

500+ managers

completed the program in Europe, Asia/Pacific and the Americas

3 modules

of two and a half days each, away from the office

6 months

program lead time, with platform assignments and peer reviews in between

ATD award

Excellence in Practice Award for OSRAM and Relevance

The challenge

Leading through a market in constant change

OSRAM was going through a huge transformation. The lighting industry was dominated by rapid and disruptive change: new, unknown competitors, volatile and uncertain market conditions, and increased business complexity.

The approach

Three off-site modules, built for direct applicability

On the recommendation of its US division, OSRAM asked Relevance for a proposal and chose a customized program built around direct applicability. The premise of Essentials of Leadership: understanding your own ambitions and skills makes achieving your goals easier, and strengthens intrinsic motivation.

- **Three modules of 2.5 days** Off site, so managers concentrate fully on leading: decision making, conflict management, dealing with change, motivating people.
- **Peer review meetings** Managers challenge each other and share what they applied since the last module.
- **Digital learning platform** Assignments between modules that bring the learning into daily work.
- **Co-creation** Designed with OSRAM's business units and HR, and continuously optimized in close cooperation.

What changed

More than 500 managers, an award and a lasting concept

More than 500 participants have completed the program in Europe, Asia/Pacific and the Americas. Managers pick up the new skills quickly, step out of their comfort zone and challenge each other. Compared with the old way of working the difference is immediate, and the proactive can-do attitude makes the biggest difference of all.

At a glance

Program

Essentials of Leadership (ELP)

Audience

New and future managers

Format

Three off-site modules, digital learning platform, peer review meetings

Reach

500+ participants, Europe, Asia/Pacific and the Americas

Recognition

ATD Excellence in Practice Award

What they did

Blended learning journey · Face-to-face training days · Online learning platform · Peer coaching & intervention · Custom curriculum, co-created

“Basis for the success of ELP was a well thought-out concept that met the needs of our organization and our leaders in our time. We were able to achieve this through good co-creation with Relevance in the development phase of the program.”

Susanna Schmid-Elsaesser

Senior Consultant Leadership Development, OSRAM

The biggest takeaways

1 Immediate applicability was the design brief, and the reason the program landed: every module ends in something to do on Monday.

2 Off-site modules with platform work and peer reviews in between keep a six-month program alive.

3 Co-creation with the business units and HR is what kept the concept current through years of change.



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