



Beyond training: Learning that shapes culture and drives impact

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Beyond training: Learning that shapes culture and drives impact

Is your company
investing in learning?

Is your company
promoting learning?

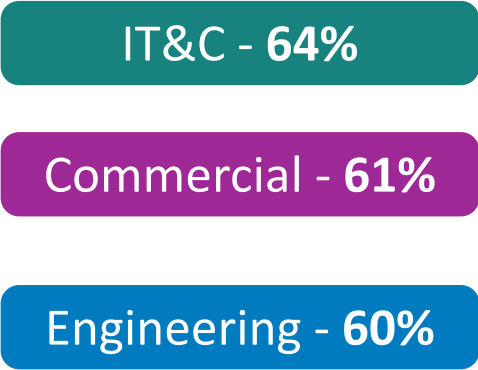
Is your company **investing and
promoting** in learning?

We looked at the Data

External Data

- ✓ **Background:** **IT&C**, **Engineering** and **Commercial**
(corresponding to our three clusters)
- ✓ **Education level:** BA student, BA graduate, MA student, MA graduate (non-MBA), Student / graduate of doctoral studies / MBA
- ✓ **Respondents:** Online survey, approx **13k** unassisted responses
- ✓ **Data collection:**
December 2024 – April 2025

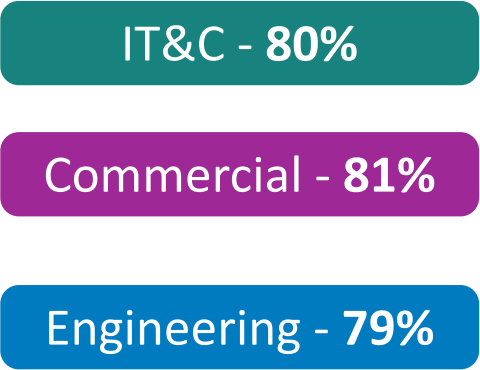
Training & Development Focus



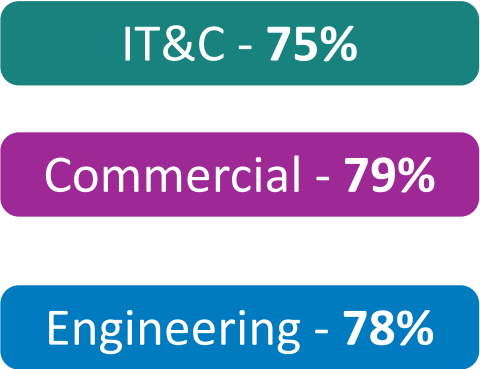
**Most Desired Employer Study - 2025*

Internal Data

Learning support



Access to learning opportunities



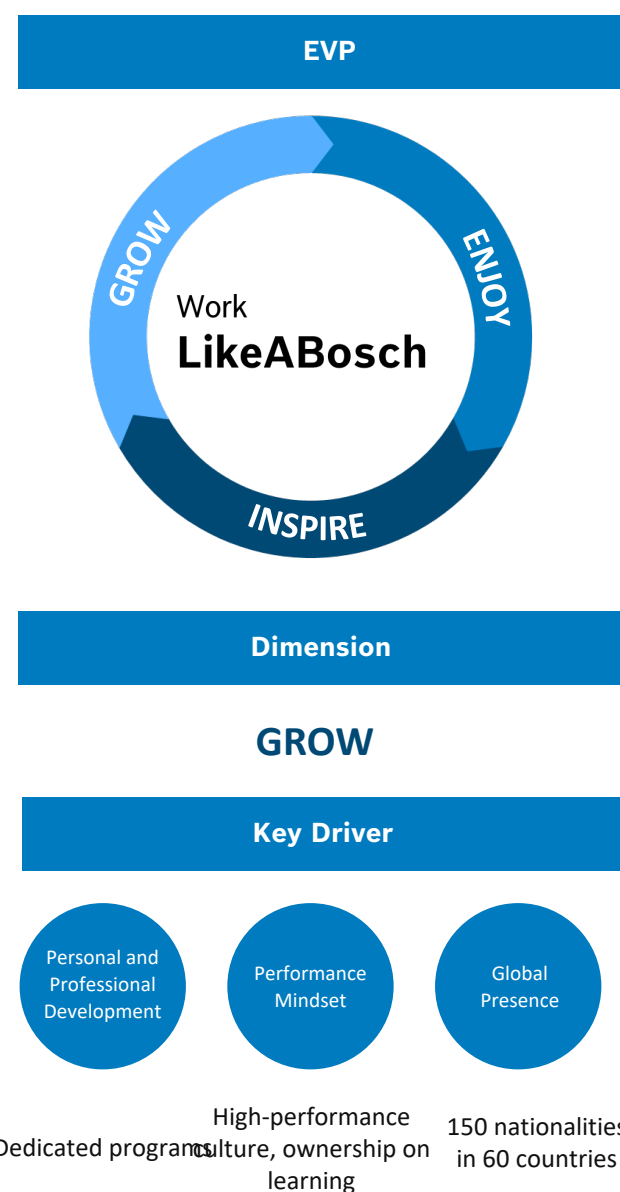
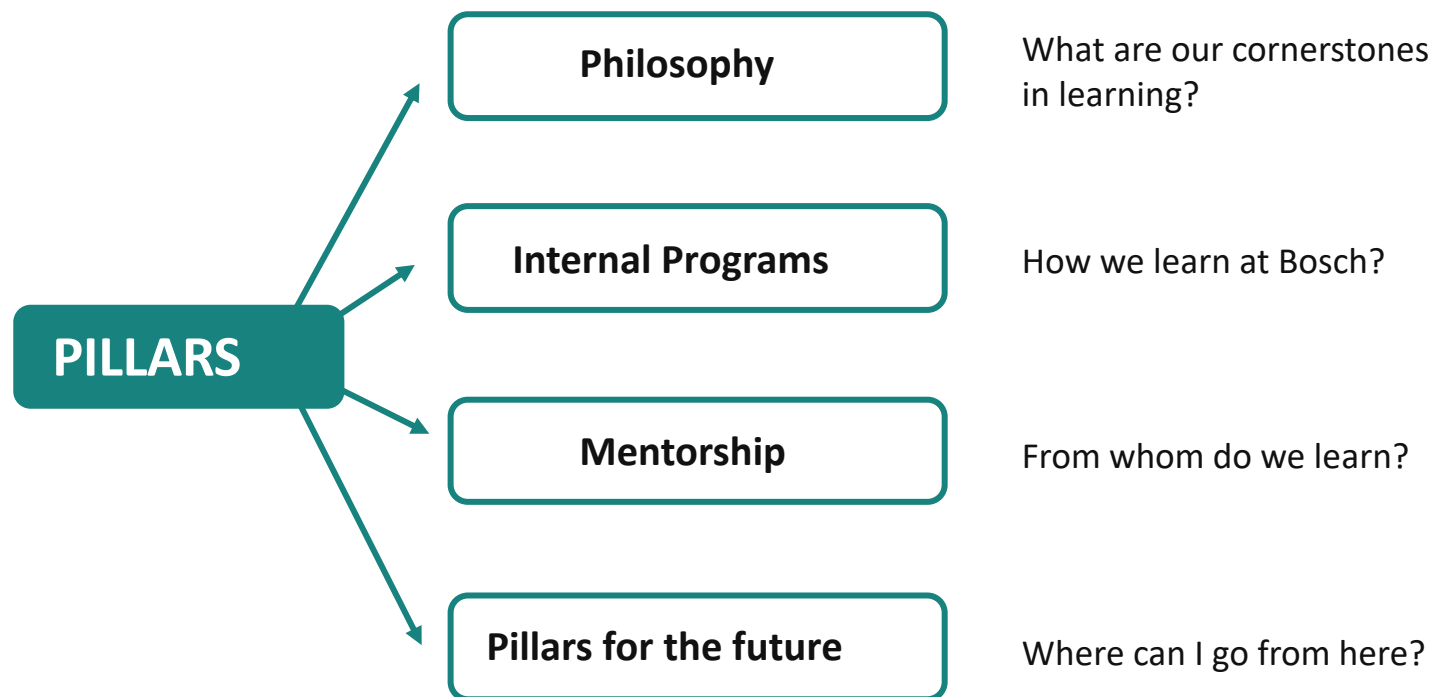


	A	B	C	D	E
1	100%	100%	100%	100%	100%
2	100%	100%	100%	100%	100%
3	100%	100%	100%	100%	100%
4	100%	100%	100%	100%	100%
5	100%	100%	100%	100%	100%
6	100%	100%	100%	100%	100%
7	100%	100%	100%	100%	100%
8	100%	100%	100%	100%	100%
9	100%	100%	100%	100%	100%
10	100%	100%	100%	100%	100%
11	100%	100%	100%	100%	100%
12	100%	100%	100%	100%	100%
13	100%	100%	100%	100%	100%
14	100%	100%	100%	100%	100%
15	100%	100%	100%	100%	100%
16	100%	100%	100%	100%	100%
17	100%	100%	100%	100%	100%
18	100%	100%	100%	100%	100%

Purpose

- 1 **Business Need:** Shifting the mindset for our employees to take ownership of their own learning and development.
- 2 Cultivating a **learning mindset**.
- 3 Empowering people to **contribute to something bigger** than their immediate area of work.
- 4 Promoting learning opportunities to **increase training participation rates**.
- 5 Positioning Bosch as a **learning company**.

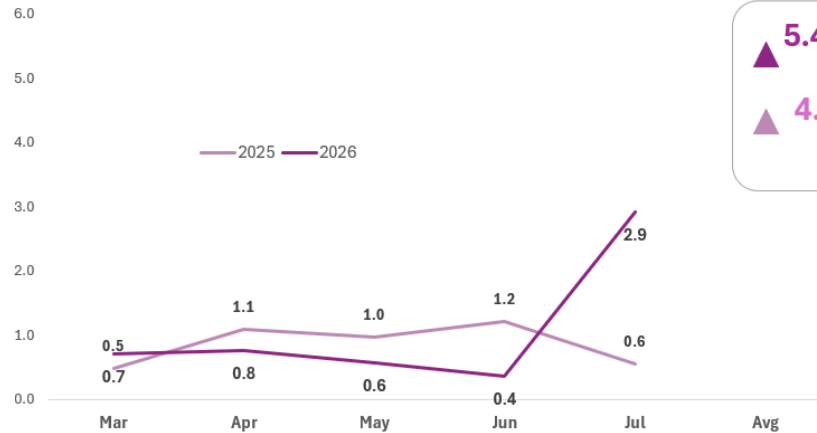
Mapping the Bosch Learning Ecosystem



Results of a 2-year Learning Campaign

Increased Learning Participation:

Training participation increased by **25.6%**, from 2025 to 2026.



Extended Employee Reach:

Our internal ambassadors generated over **12,000 impressions** on their personal LinkedIn accounts.



More Accessible & Engaging Learning:

Learning opportunities became more visible, accessible and engaging.



Strong Campaign Impact:

Promotional campaign content generated over **1.5M impressions**, **459K reach** and **611K engagements** across LinkedIn, Facebook and Instagram.

A Distinctive Visual Identity



- a **shield-inspired emblem**
- the color, icon and copy connects the campaign to the **Bosch brand**
- gives Learning its own **recognizable identity**
- **adaptable design** allowing to work across different formats, channels, and topics
- creates a **consistent visual thread** for both internal and external communication



Work #LikeABosch
Team up to dream up.

The Bosch Group has been present in the Romanian market for 30 years and currently employs over 10,500 associates. The company's headquarters, along with its sales offices, are located in Bucharest. With two plants, an engineering center, a business and technology solutions center and sales offices, all four business sectors of the group are present: Mobility, Consumer Goods, Construction & Energy Technology and Industrial Technology. In 2024, Bosch was ranked as the 5th Most Desired Employer in Romania according to the Catalyst Solutions study. Offering diverse career and learning opportunities for pupils, students and specialists with technical, commercial and business profiles, you will find your place here.

Find out more on bosch.ro/cariere.



Internal Newsletter

Articles



NEWSLETTER FEBRUARY 2025

CONTENT:

1. [Upcoming Trainings](#)
2. [Skill of the month](#)
3. [Tips & Tricks](#)
4. [Leadership](#)

5. [Article of the month](#)
6. [Self learning](#)
7. [Books & Movies](#)
8. [Podcasts](#)

HIGHLIGHTS:

- Training Downtime
- Key Learning Topics
- Change Management & Adaptability
- Leadership & Organizational Change



UPCOMING TRAININGS

Only the current trainings are available at the moment.
Trainings from the Contribution Dialogues series will begin in May — stay tuned!

[QM-TQ011] FMEA Basic Seminar-A

Date: 21-22.05.2025
Registration closes at: 14.05.2025

[Link to register](#)

[QM-TQ014] FMEA Training for Managers-B

Date: 04.06.2025
Registration closes at: 28.05.2025

[Link to register](#)

[CIJ-QM-PSDD] Problem Solving with 8D in Development-B

Date: 20-21.05.2025
Registration closes at: 13.05.2025

[Link to register](#)

[CIJ-QM-PSDD] Problem Solving with 8D in Development-B

Date: 04-05.06.2025
Registration closes at: 28.05.2025

[Link to register](#)

TIPS & TRICKS – LEARN HOW TO LEARN

THE FIVE DISCIPLINES OF LEARNING ORGANIZATIONS

This article breaks down **Peter Senge's Five Disciplines**, a framework for building a **learning organization**. It explains key elements like systems thinking, shared vision, and personal mastery, offering insights on fostering continuous learning within companies.

[Read more](#)

THE DREYFUS MODEL OF SKILL ACQUISITION

This piece outlines the **Dreyfus Model**, which describes five stages of skill development, from novice to expert. It explains **how individuals progress in learning**, providing a useful framework for coaching, training, and self-improvement.

[Read more](#)

HACKATHONS AS A LEARNING PLATFORM

This article discusses how **hackathons** serve as powerful learning experiences. It highlights how **collaborative problem-solving**, rapid prototyping, and **real-world challenges** help individuals and teams develop **new skills** in an engaging way.

[Read more](#)



BOOKS & MOVIES

LEADING CHANGE BY JOHN P. KOTTER

Kotter's 8-step process is the gold standard for navigating organizational change. This book provides clear, actionable strategies for driving successful transformations.

[Read more](#)

THE SOCIAL NETWORK

Dive into the challenges of scaling a fast-growing company and navigating corporate change through **power struggles** and **cultural shifts**. A must-watch for understanding the dynamics of rapid growth.

[Read more](#)

SELF LEARNING



HOW TO PLAN YOUR LEARNING MEASURES EFFECTIVELY

This resource offers strategies and insights into **designing and implementing effective learning plans**. It emphasizes the importance of setting clear objectives, selecting appropriate learning methods, and evaluating outcomes to enhance personal and professional development.

[Read more](#)



THE POWER OF UNLEARNING

This article explores the importance of **unlearning outdated knowledge** to make space for new insights. It provides strategies for **overcoming cognitive biases** and fostering **adaptability in a rapidly changing world**.

[Read more](#)



HOW OBSERVATIONAL LEARNING AFFECTS BEHAVIOR

This article delves into the concept of **observational learning**, explaining **how individuals acquire new behaviors, skills, and attitudes by watching others**. It outlines the stages of observational learning: attention, retention, reproduction, and motivation and discusses factors that influence this process.

[Read more](#)

Embracing Learning Diversity

Tailored Training Programs for Lifelong Learning and Business Growth.



The Secrets of Motivation in Adult Learning

Building a Sustainable Culture of Learning



How Bosch Romania Supports Your Growth Through Upskilling and Reskilling



The Learning Challenge

- A **gamification** activity to make learning more engaging and encourage colleagues to actively invest in their development
- 15 learning activities, each milestone unlocking a different reward (limited stock)



1st prize

5

completed
activities

2nd prize

10

completed
activities

3rd prize

15

completed
activities

> 80
prizes



Cinematic Short Film



What?

A story about people, mentorship, continuous growth and the diverse ways of learning across Bosch clusters.



How?

A cinematic short film that brings the **Lifelong Learning** and **Pass It On** concepts to life, through an emotional and memorable storytelling video.



Result?

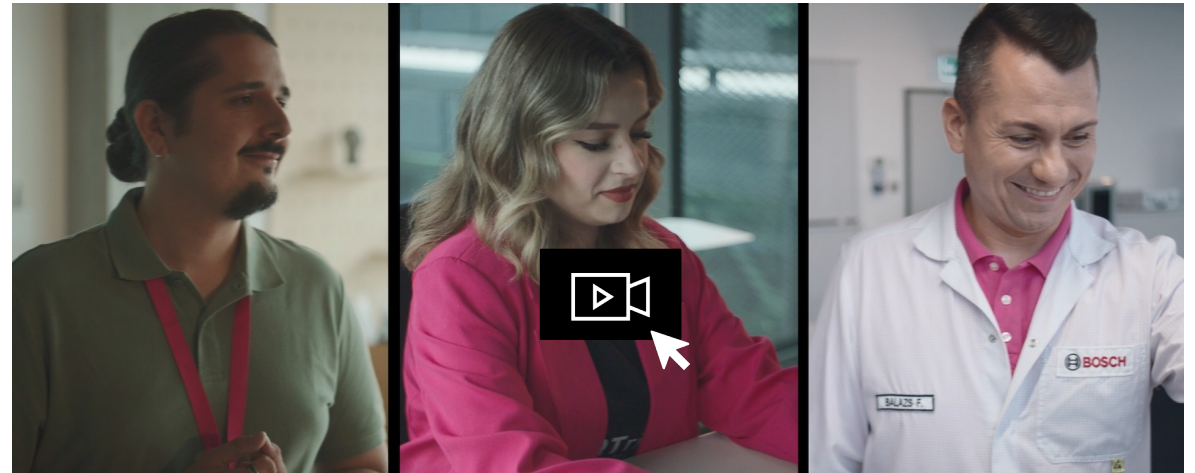
An **evergreen Employer Branding asset** on learning at Bosch.

Created in collaboration with a **creative agency and professional media production house**, the film brings together:

- 19 Bosch colleagues
- 10 Professional actors
- 4 Locations

(Engineering Center Cluj, Bosch Cluj Plant, Filming Studio, Cluj-Napoca outdoor location)

“A Story of Learning & Growth Video”



The video introduces three characters, each representing one of Bosch's **3 clusters**: **Software**, **Business Center** and **Engineering**.

Cinematic Short Film



Software



Business Center



Engineering





Before music, there is silence

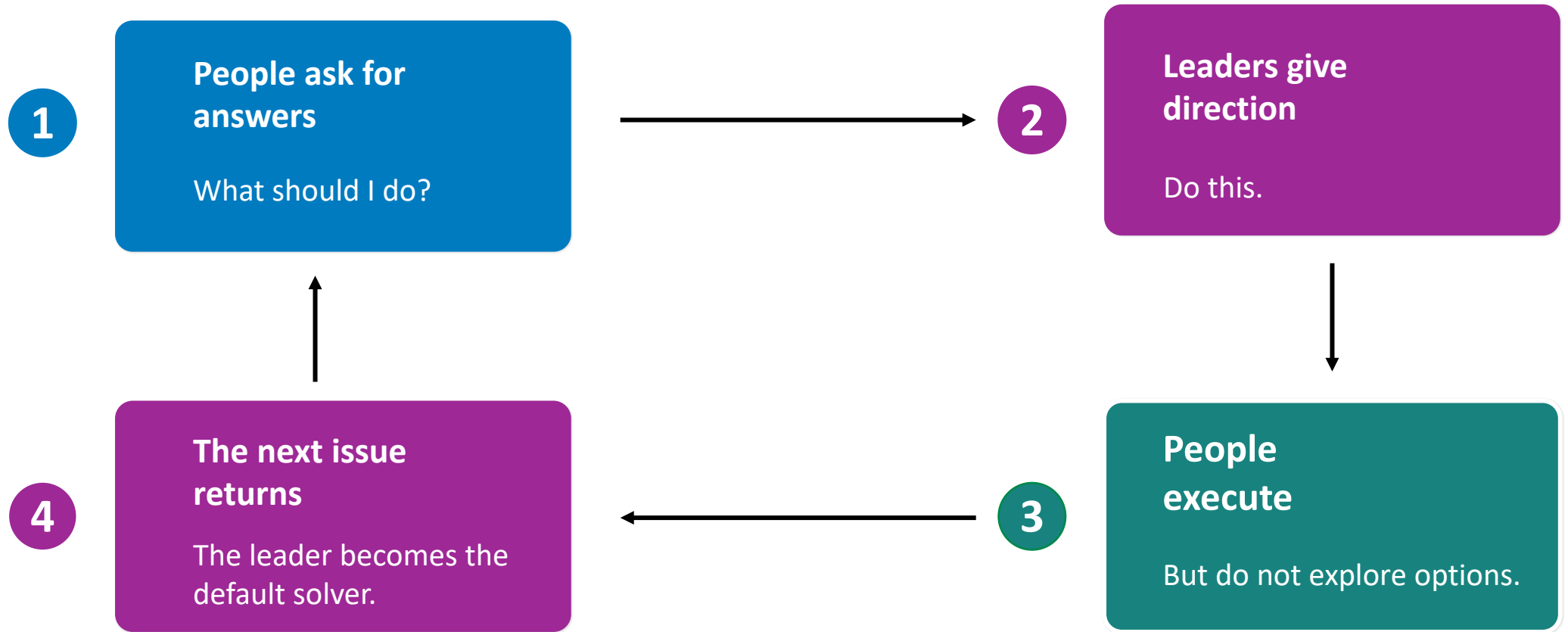
Noise cancelling does not create the music.
It creates the space to hear it.

Coaching works the same way

Listen. Hold the silence. Let the idea arrive.

Local Case Study – Bosch Cluj Plant

Every answer solves today's problem. It may also create tomorrow's dependency.



Two tracks. One coaching culture.

LEADER TRACK

Build the skill

- Foundations and role clarity
- Practice in real conversations
- Application in 1:1s, teams and meetings



MASTER COACHES

EMPLOYEE TRACK

Create the pull

- Understand coaching and mentoring
- Recognize when coaching can help
- Request it and own the next step



COACHING AMBASSADORS

From Training to Practice

PHASE 1 · ONBOARDING



01

Completes Training



02

Personal Invitation



03

Kick-off



04

Guide & Materials

PHASE 2 · PRACTICE & CONFIRMATION



05

3 Months of Practice



06

Supervision



07

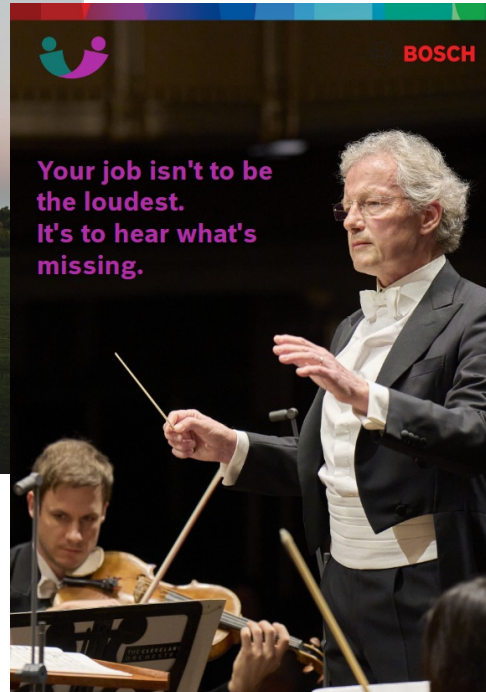
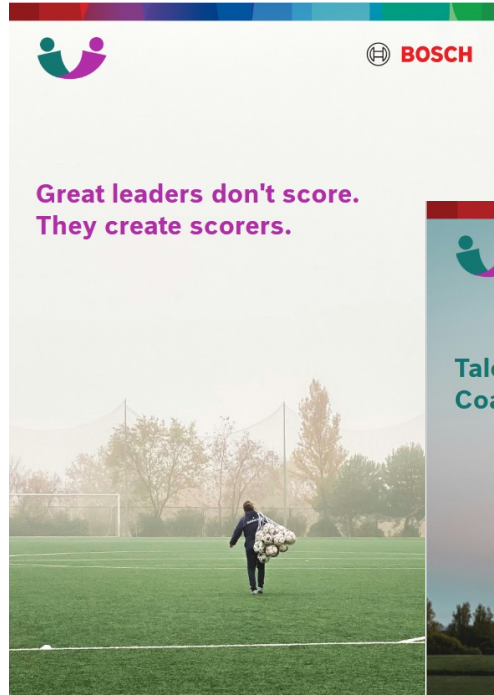
Joins the Official List



08

Available Plant-Wide

Internal Promotion



Newsletter

Department Presentations

Web Based Training

Classroom Trainings

1:1 discussions

Leadership Pipeline

Organization Base: LEADERS

115

Group Leaders

60

Team Leaders

38

Heads of Department

17

WAVES



Target: 100% leaders in one year

Jul 2025 → Jul 2026

**Leadership population in scope*



Learning should be more than available. It has to be alive.

