Executive Team Development

The new organization for Truck Sales & Market (TSM) EMEA went through some major structural changes and undertook a huge transformation during the period. The structural transformation of the organization was long and required a lot of time from all employees. The mental journey that everybody had to go through was severe.

Due to the different challenges in the executive management team (EMT) they realized that it was very important not only to work with the structural side but also with the "people aspects" as well, the team values and the team culture. The team knew they had to start with themselves first.

Johan Bäckman, an external transformational consultant was engaged. His role was to facilitate the team journey in order to meet the individual and team needs and to challenge them in their mindset and their behaviours.

As a baseline the team agreed that it was necessary to make a review of the group culture and to build a foundation of common values, as an enabler to build a cohesive and engaged team, where one-for-all and all-for-one would be valid.

Examples of organizational activities was the launch of a "Conscious Leadership Program", "Listening & Dialogue Sessions" and "Top 100 managers workshop" in order to get a real feel of the energy in the organization, to be able to take action towards our desired outcome.

CHALLENGE/BACKGROUND

A huge challenge was the fact that Volvo Trucks and Renault Trucks were coming from being competitors, with two very different histories and different company and country cultures, now was going to collaborate with each other.

The new Volvo group organizational structure, high speed of execution and differences in leadership styles in became a big task to solve creating issues around dialogue, trust, cultural differences, and organizational identity.

SOLUTION

In order to review the current team culture and to look at their common desired team culture, a values assessment was conducted. The assessment made them also understand the cultural entropy (energy leakage) in the team.

A pragmatic team development program for the individual team members in parallel as for the team was proposed and accepted.

VALUE

The measures from the values assessment made it clear to the team what to focus on and also puts the right questions on the table to work with.

The team had a lot of good dialogues and open discussions and surfaced a lot of what they felt but hadn't had the time to reflect on before.

Because of this the team came up with many good ideas and activities which they started to do in the team, and in the TSM EMEA organization.



"We came up with many good ideas and activities which we started to do in the team, and in the TSM EMEA organization."
Peter Karlsten, EVP,
Volvo Group TSM EMEA



"Johan's professional approach, excellent communication skills and his courage to challenge was greatly appreciated among team members, managers and co-workers.
Tommy Kohle, SVP Communication,
Volvo Group TSM EMEA