

The executive management team of the business unit After Sales & Soft Products (ASP) decided to start an Operational Development (OD) initiative within their organization. During the work of developing their operative vision they had to conclude that it would require too much workload for the organization and cost too much. They also realized there was a huge need to work with the human aspects of their reality. This to give the employees more sense of meaning and "connect" them with the business objectives.

The ***Conscious Leadership Program (CLP)*** was designed by the external organizational & leadership consultant, Johan Bäckman. Johan also facilitated the program.

CLP suited the needs of both the employees, and the organizations desire to increase collaboration, individual engagement, and passion. The program was also in line with their operative vision targets and the decided "*Customer Company Concept*".

The purpose of ***Conscious Leadership Program*** was to prepare the participants for their role as an ambassador of Volvo's company mission, vision, and values and transform the participants from being a "leader of our culture" to become a "conscious leader of our desired culture".

CHALLENGE/BACKGROUND

The work with the structural change of the organization was long and required a lot of time from their loyal employees.

To give the employees more sense of meaning and "connect" them with the business objectives. The ASP executive management team took the decision to work with the human aspects of their reality.

SOLUTION

The Conscious Leadership Program (CLP) was developed for the 1st and 2nd level managers located mainly in Lyon and in Gothenburg. The program was designed around 4 modules with Individual and teamwork between the modules.

Focus was to make the participants more conscious of their own values, motivator factors and behaviors to become the desired leaders of their own conscious choice – to grow trust and more coherent teams, according to Volvo Way.

OUTCOME/VALUE

Ratings were 9,2 out of 10 possible!

CLP was a great opportunity to connect around values and leadership.

CLP gave the managers time to realize what really sustain their behaviors based on own values and what creates trust and engagement in their teams and gave hands-on tools to accomplish that.

CLP sent an authentic message to the manager that the company is sincere and committed in its understanding of the importance of good leadership.



*"**The investment in the CLP turned out to be very good**. - The evaluation from the participants shows that they not only enjoyed it but could see that they can in fact use what they learnt also in future organizations. With previous values measures CLP showed that it is possible to shape our corporate culture by working with it, by eliminating limiting values (Culture Entropy® - energy leakage) and promoting desired values!*

The CLP also gave the excellent opportunity for managers of networking, outside of only operational issues."

Arnaud Bouthenet, Senior Vice President - Aftermarket & Soft Products