

CHALLENGE/BACKGROUND

The individuals in the executive management team had problems in cooperating with each other. This caused conflicts in the group resulting in problems carry through strategic activities. After low scores in the yearly attitude survey, and declining, the CEO initiated a one-year leadership development program for the team.

SOLUTION

External organizational consultants were involved in order to facilitate and coach the journey towards a coherent team. The consultants proposed a pragmatic program to work with during the year.

The team started of revising the vision and mission and conducted a values assessment of the team, as a structured way to measure the values and to create the foundation for dialogue to solve the problems.

The ***Culture Entropy®*** (counterproductive behaviours - energy leakage) of the group showed to be ***at a very high level, at 33%.*** This indicates a high degree of frustration within the team members and requires leadership coaching and some structural changes. The cost of the Culture Entropy® in the group made it clear that the finances could be considerably strengthened through active work with the team's desired behaviours, though their values and team culture.

The members of the team started to work with their personal development in alignment with our team's common strategy, objectives and mission. Actions on both organizational and individual level were set together with the updated strategy, called "BIG 5", which was launched in January the year after in the organisation.

OUTCOME/VALUE

A follow-up of the team's values assessment was conducted one year later. The new results were astounding. *The **Culture Entropy®** had dropped **to incredibly low 6%!*** The outcomes of the dramatic shifts have later been demonstrated in numerous ways. The operating income was at all-time high.

The team now had a common language to address "invisible" questions and could handle upcoming conflicts. The interest from the rest of the organization was fast growing. More culture initiatives also started in other countries due to this fast progress of the teams' leadership and culture.



"Johan is brilliant both on an individual level as well as with large groups. He is present, genuine, and got the courage to challenge, which is great. I truly recommend him."

Ann-Chatrine Bergendahl, Director HR International Manufacturing, India(Former Strategy Director at Volvo Trucks International Division)