

VOLVO

VOLVO CONSTRUCTION EQUIPMENT

Kulturwandel in der Führung bei Volvo
100% Involvement: People and
Collaboration as competitive advantage



Organizations don't transform. We do.

Organizational culture encompasses values and behaviors that “contribute to the unique social and psychological environment of an organization”.

Volvo CE ambitions 2030

Science Based Targets

- 50% CO₂ emissions – own operations
- 30% CO₂ emissions – product use

**35% electric
vehicles**

**Industry leading
profitability**

**Doubling
revenues from
services (30%)**

**35% female
employees and
leaders**

**100%
employee
involvement**

Guided by our philosophy

PURPOSE

To build the world we want to live in

VALUES

Customer success | Trust | Passion | Change | Performance

PRINCIPLES

Flow | Continuous Improvement | Perform & Develop



METHODS & TOOLS

RESULTS

A close-up photograph of two women in conversation. The woman on the right is smiling and looking towards the woman on the left. The background is slightly blurred, showing a yellow car and some outdoor lighting. The text is overlaid on the left side of the image.

DRIVEN BY OUR PURPOSE:

**To build the world
we want to live in**

100 % employee involvement

Wie:

- Jeder von uns hat mindestens ein Entwicklungsthema, das er selbst in die Hand nimmt und täglich mit Leidenschaft vorantreibt.
- Alle bringen ihre Ideen aktiv ein, und Teams übernehmen gemeinsam Verantwortung für ihr Handeln – statt darauf zu warten, dass jemand anderes den Weg vorgibt
- Unsere Aufgabe als Führungskräfte ist es, den nötigen Raum und die besten Voraussetzungen zu schaffen, damit genau das möglich wird.



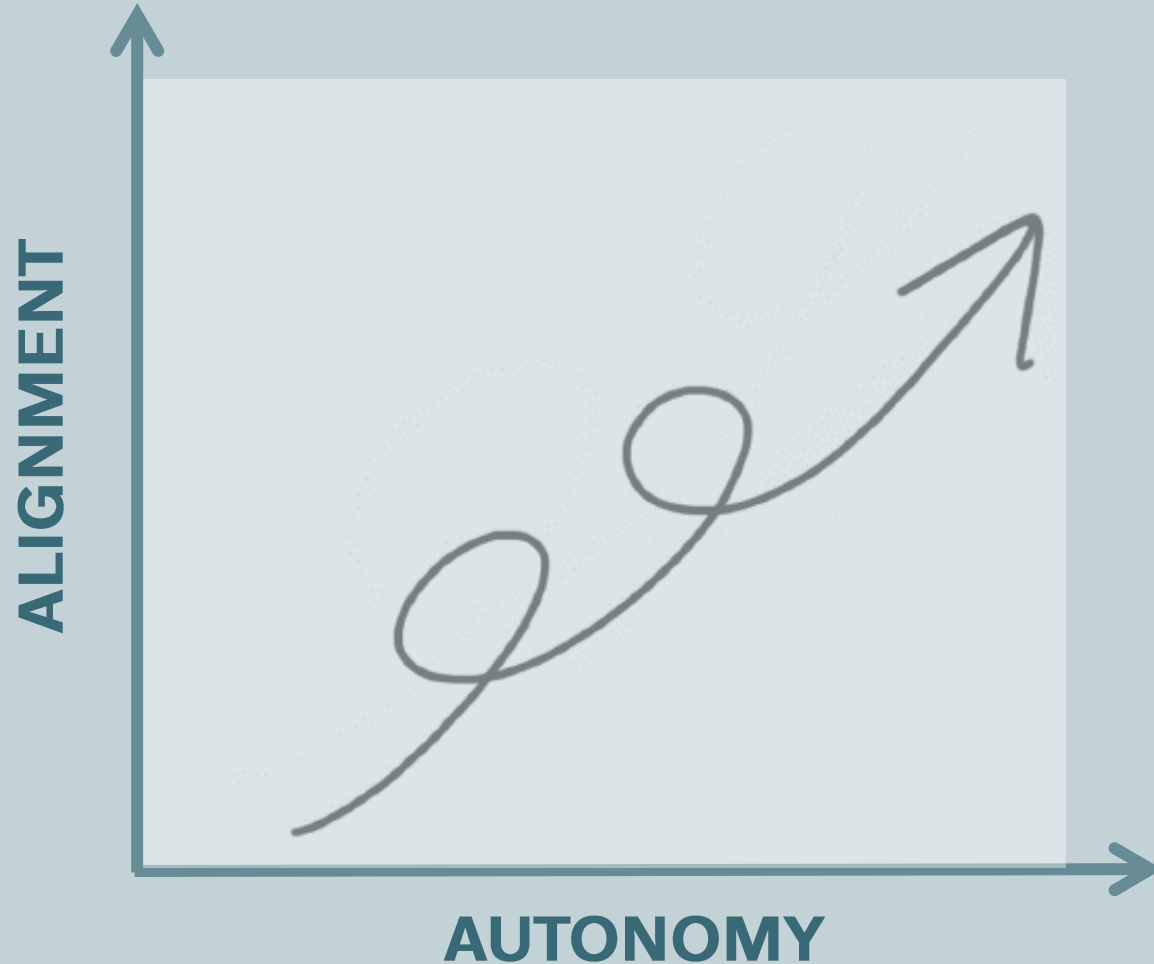
100% involvement

**We believe in the
power of people**



Why a philosophy?

Balancing autonomy and alignment



PURPOSE

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VALUES

Customer Success, Trust, Passion,
Change, Performance

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Flow, Continuous Improvement,
Perform & Develop



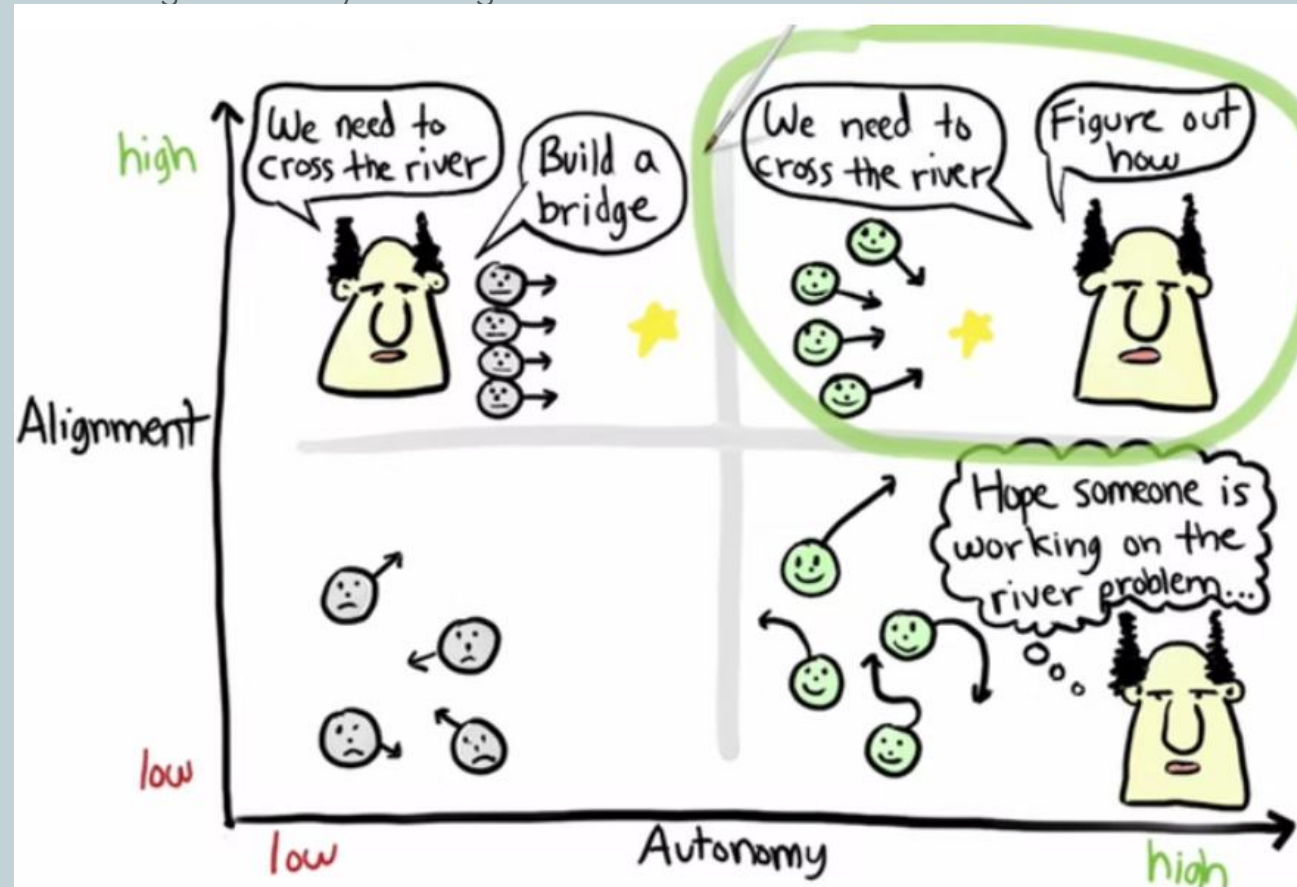
METHODS & TOOLS



RESULTS

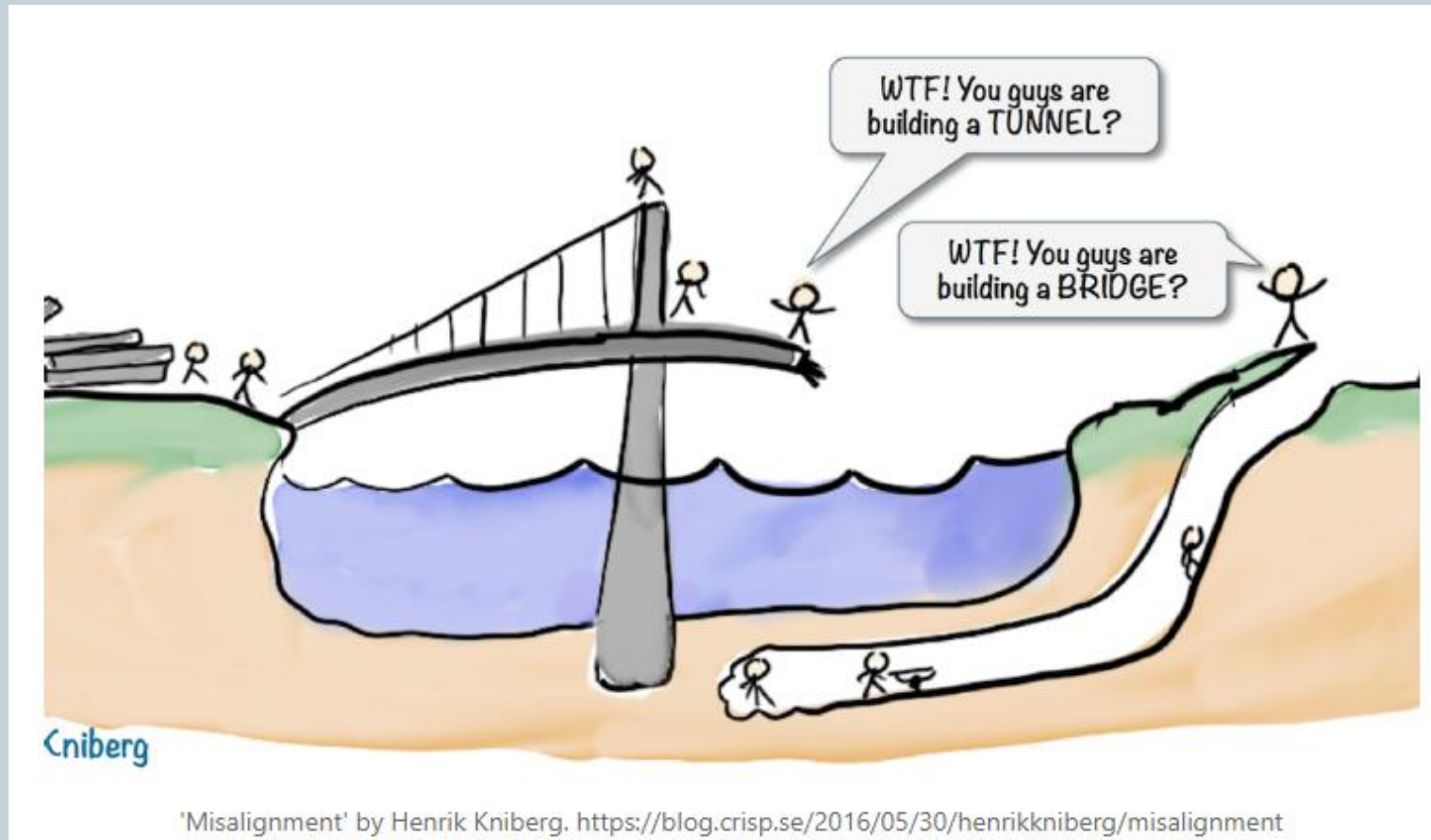
Why a philosophy?

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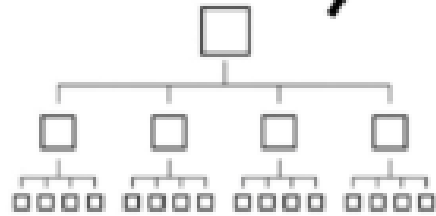


Why a philosophy?

Balancing autonomy and alignment

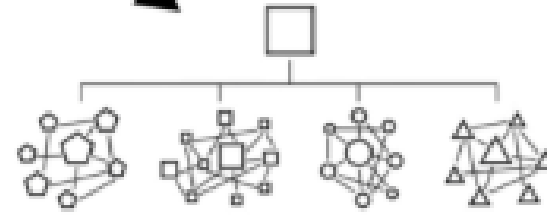


Image courtesy of Wikipedia



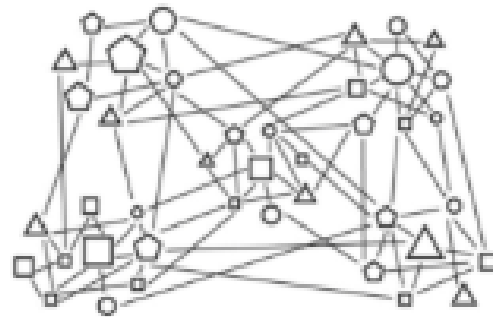
Command

A traditional top-down structure. The connections that matter are between workers and their managers.



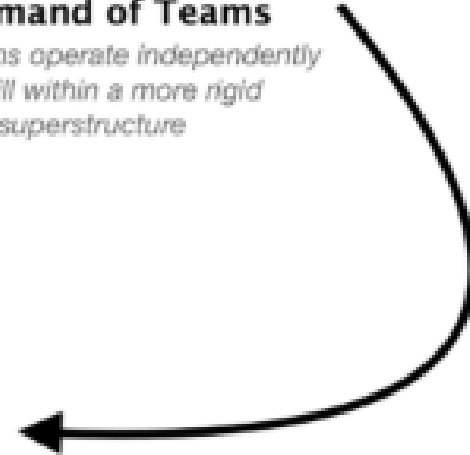
Command of Teams

Small teams operate independently but still within a more rigid superstructure



Team of Teams

The relationship among teams resembles the closeness among individuals on those teams.



Praxisbeispiele bei Volvo



Rotation der
„Head of“-Ebene



„Team of
Teams“-Denken



Reverse
Mentoring



Führungskräfte-
training



Mitarbeitender
als „Unternehmer“



Leadership
Days



2nd Job
im Team

Erste Erfolge in der Logistik:

-   -40%
-     -8 MEUR
-    
-     
-     

V O L V O



**BUILDING THE WORLD WE
WANT TO LIVE IN – TOGETHER**

V O L V O