



MAKE STRATEGY HAPPEN MiL DAYS 2009

MiLDays_seminars.pdf

MiL Days Seminars

MiL Days 2009 • MiL Campus • March 26-27

Welcome to the 2009 MiL Days International Conference, March 26-27, at MiL Campus:

MAKE STRATEGY HAPPEN
– The MiL Model in the next decade

You are invited to participate in 25 exciting seminars and workshops.

The theme of the conference reflects an ambition to showcase some of the width and depth of MiL's experience and knowledge, starting from the MiL Model, continuing through our learning philosophy, Action Reflection Learning®, and by placing greater emphasis on strategy,

innovation and the development of leadership systems in corporations.

We want you to take part in creating the future – in the directions of value-based and business-dri-

ven integrated initiatives within corporations.

We also offer you a variety of international speakers, several of whom will be submitting new papers to the conference. And we want you to experience a personally and professionally rewarding time together with colleagues and friends in pleasant surroundings.

Please make your registration on www.mil institute.se/mildays.

Welcome in March!

Lennart Rohlin
Lena Bergström
Gudrun Nilsson



A part of MiL Campus, Sweden

The Program

March 26

From 15.00
Welcome to register at MiL Campus, to network and to take part in the pre-conference planning meetings with seminar leaders in different clusters.

18.00
Dinner, all-inclusive
19.30
Evening seminars
21.00
Informal networking

March 27

From 9.00
Registration for participants taking part only on Friday.
10.00-16.00
The main conference, including lunch and refreshments.

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Foundation seminars

1.

Leadership in the Global Economy

– Managing complexity, diversity and uncertainty

Stephen H. Rhinesmith

The global economy has brought new challenges for leaders as the complexity of interdependent companies and the diversity of markets, stakeholders and employees have made old business models obsolete. Stephen Rhinesmith's presentation will outline the leadership challenges of complexity, diversity and uncertainty and discuss how a whole leadership approach can help leaders be successful in the 21st century.

Stephen H. Rhinesmith, Ph.D. is a Founding Partner of the Executive Learning Center of Oliver Wyman. The ELC is a major provider of senior leadership development programs for corporations throughout the world. Stephen is a frequent speaker on global leadership and he is the co-author of *Leading in Times of Crisis: Managing Complexity, Diversity and Uncertainty to Save Your Business*, to be published in March, 2009.



2.

Move to Greatness

– The foundation for integrating high performance and humanism in the best leaders, teams and organizations

Ginny Whitelaw

Ginny Whitelaw takes you on an interactive journey through four foundational patterns of personality that, used appropriately, create whole leaders, healthy teams, and sustainably successful organizations. From the inside out, you'll learn how to cultivate and balance the complementary energies of being human and how to work with these same energies in groups and organizations to create a healthy tension between high performance and humanism that propels a true move to greatness.

Ginny Whitelaw, Ph.D. is co-author of *Move to Greatness* (2008) and a trained biophysicist. Ginny has researched 4 energy patterns of personality and, together with Mark Kiefaber, developed the Focus Energy Balance Indicator (FEBI) to measure them. She also worked for 10 years at NASA, where she became the Deputy Manager for integration of the International Space Station Program. She is a Zen priest and holds a 5th degree black belt in Aikido.



3.

MiL Institute 2.0

– Pioneers with grounded values and a new mission?

Isabel Rimanoczy

Back in the 1970s, the way organizations developed human potential needed to change. MiL's contribution to a change in learning has been major. But what comes next? Today, the ways in which we consume, do business and use natural resources are unsustainable and need urgent attention. Managers will have to develop new competencies and new mindsets. New values have to be brought to the table. Back in the late 1970s, the soul of MiL grew out of a small group of individuals who were able to hear the voices in the wind. It takes pioneers to grasp the message carried in the air and find ways to materialize it. This may be MiL's next mission. This is the context in which the dialogue will take place during the session with the participants who want to share and shape what the future can be.

Isabel Rimanoczy is a doctoral candidate at Columbia University. She co-authored *Action Reflection Learning: Solving Real Business Problems by Connecting Earning with Learning* (2008), the product of research in which she studied and coded the ARL practice. She is a Senior Partner with LIM, Leadership in International Management, and a Legacy Coach. Isabel is affiliated with the UN PRME (Principles for Responsible Management Education).



4.

SIAR and MiL, Soul Mates in Action

– Designing creation, learning and growth

Halvard Jenssen

Looking back some thirty years, we can state it clearly: This has not just been another management trend, but a significant breakthrough for a fundamentally different mindset. SIAR and MiL have both paved the way and established new ideas and practices in the field of management studies and leadership development. There are parallels and connections and it's interesting to see how well they fit together – SIAR's dynamic theory of organization and MiL's humanistic systemic view, SIAR's school of strategy and MiL's leadership in action and ARL methodology. The dynamics are the same. Let's put them together in a joint venture and explore new designs for development programs, and create new powerful dynamics.

Halvard Jenssen is a Senior Associate at the MiL Institute. He works with leadership programs, management teams, business development and executive coaching. He has been a consultant for over twenty years and is a doctoral student at the Lund University School of Economics and Management.



5.

Interdependent Leadership Cultures

– What leaders do together

Charles J. Palus

Our research shows that leaders are bound together in distinct leadership cultures, of which there are three broad types: dependent, independent, and interdependent. In this session, we will explore how to diagnose and understand leadership cultures and how to move toward interdependence, based on case examples from our work, including Volvo Logistics as represented here at MiL Days by Åke Niklasson, CEO.

Charles J. Palus, Ph.D., is a senior enterprise associate in Research, Innovation & Product Development at the Center for Creative Leadership, CCL. He has been widely published on leadership and is co-author of the award-winning book *The Leader's Edge: Six Creative Competencies for Navigating Complex Challenges*. Charles received his B.Sc. in chemical engineering and his Ph.D. in adult developmental psychology.



6.

Working with Organizational Dilemmas

Lars Marmgren

In this workshop, we assume that all organizations have one or more fundamental dilemmas that need to be managed. Dilemmas are always composed of at least two contradictory elements. The more you go for satisfying one of them the more the other will suffer. At a certain time, a particular organization has certain dilemmas that are essential for the wellbeing and survival of the organization. Management and leadership are very much about identifying, bringing into focus and handling those dilemmas. Creating the proper organization in a company can be viewed as finding the structure, roles and rules of interaction that best support the handling of the organizations' fundamental dilemmas. The culture of an organization can be seen as the common, partly unconscious way people in the organization deal with some fundamental dilemmas. In the workshop, we will take a look at organizational dilemmas and a way of illustrating and working with them.

Lars Marmgren is a Senior Associate of MiL. He holds a Master of Engineering, has earned a diploma from the Gestalt Academy and was previously employed by Ericsson as Head of Communications. Lars is an organization consultant focusing on guiding creative processes, chaos and complexity theories, gestalt methodology as well as culture and values. Author of the chapter: "Guiding Soft Processes" in the book *Leadership and Learning* (2003), published in Swedish with the title *Ledarskap och lärande*.



7.

Culture

– Container of unrevealed dreams?

Inger Dræby

Culture functions as a filter for both perception and thought. When people share a culture, there are many things they do not need to talk about. So they don't. What is hidden in the unspoken, and what can happen if it is revealed? The workshop focuses on the gems that are contained in any organizational culture and aims at showing how increased consciousness and awareness of their nature can help a company move at higher speed and with better consistency.

Inger Dræby is a senior MiL consultant working in the field of developing individuals, teams and organizations towards their dreams and aspirations. She is coauthoring *CI – Cultural Intelligence* (2008) that deals with different cultural aspects of organizational life: in merger situations, and in cross-functional and cross-national collaboration.



8.

On the Difference Between Knowledge and Understanding

Troed Troedson

It is often believed that change is based on knowledge. If your employees know their goals and the goals of their company, and if they know how to achieve them, they will do so. Nevertheless, more often than not, we are disappointed with the outcome and without further thinking come to the conclusion that they need more information, more knowledge or more involvement. There is, of course, more than one way to go about this and I'd like to propose one that leads in a totally different direction: Explore the nature of understanding as opposed to knowledge, try to get a hold of the fundamental mechanics behind understanding and make a serious attempt to apply these to your business. It is an exciting venture, since we soon realize that there are quite a few surprises. One is that the search for understanding is built on not knowing, and it is therefore possible to imply that one of the greatest obstacles when it comes to us trying to understand is that we know too much.

Troed Troedson runs a firm of consultants in which he has developed an approach that takes a commercial company or a public institution into new ways of doing business, which are built on today's global, individual and informed world, rather than simply adapted to it. He has been working with public and commercial organizations for 20 years, mostly on projects concerned with change and development.





Strategy that Works

MODERATOR:

Per Hugo Skärvad, Ph.D., is Associate Professor at Lund University and serves as a research advisor to MiL Management Research Foundation, Lund. He has been a Senior Associate of MiL during its first 20 years. Per Hugo has held management positions in the food industry and in management consulting (SIAR and BSI & Partners). He has written several books on strategy and organization and he is a co-author of the MiL book *Strategic Leadership in the Learning Society* (1994/98).



Strategy is Much More of Thinking and Execution than Planning

Peter Lorange

What happens when new strategic propositions (primarily from research) “meet” the best of practice (prescriptions)? How is strategy created in the “meeting place” dialogue (propositions and prescriptions)? Why is this meeting place often not working? The presentation draws upon practical experiences from IMD, a Lausanne-based business school, which has achieved a strong position when it comes to academic value creation. To make leading academics and top caliber executives work together in a “we, we, we,” mode while, at the same time respecting these top performers’ need to have a “me, me, me,” profile has led to a unique implementation of challenges that are discussed and illustrated with examples.

Peter Lorange, Dr. Dr. h.c. DBA Harvard University, also has several Honorary doctorates, including one from Lund University in 2008. Peter is Professor of International Shipping at IMD and was President of IMD from 1993 until March 31, 2008. His areas of special interest are strategy, global strategic management, strategic planning, strategic alliances and strategic control. He is Chairman of Global Praxis, and serves on the Board of Directors of several corporations. His latest book is *Thought Leadership Meets Business* (2008).



12.

Strategizing as Daily Activities

– Strategic practices of continuously growing business firms

Leif Melin

To better understand strategy making we should focus more on micro-strategizing as daily activities and what strategists actually do when making strategy happen. Studies of successful business models in continuously growing firms show the role and importance of a combination of strategic practices. Included among these practices are proximity and persistence in strategizing, strategizing as dialogues, innovation and experimenting practices, strategic leadership practices, complementarities of several strategizing dimensions and organizing dualities (dilemmas), and the crucial role of ownership.

Leif Melin is Professor of Strategy and Organization at Jönköping International Business School. He is the founding Director of CeFEO, the Center for Family Enterprise and Ownership. His research interests include strategy-as-practice, strategic change and corporate governance. Leif has published widely and is the co-author of several books, most recently *Strategy as Practice* (2007). He serves on several boards, including the board of the MiL Institute.



13.

Eco Transition

– Business strategies for a zero carbon economy

Göran Wiklund

The climate crisis will revolutionize the way business is done in the future. Decarbonizing will be the new mantra. Climate change not only involves economic risks, but offers huge opportunities through new business models and new ways of thinking. There will be winners and losers in this transition. In this seminar, Göran Wiklund will discuss how corporations need to go beyond environmental efficiency and develop strategies inspired by ecological systems. It will be the start of a learning journey where there are no ready answers.

Göran Wiklund is a Senior Associate at the MiL Institute. He works with leadership programs, management teams, business development and executive coaching. Göran has extensive experience of developing and changing organizations. He has started several companies, been MD of a venture capital company and holds various positions as board director. He has a special interest in environmental, climate and social responsibility issues as strategic business drivers.



14.

Long Range Planning is an Excellent Strategy

– As long as you're the only one doing it...

Troed Troedson

We've been used to thinking about strategy in terms of planning and seeing a plan through without too many alterations. In fact, our ability to stick to the original plan has been regarded as a quality in itself. Nowadays though, it seems that not only the ability, but even more the desire to act on a short term basis is an increasingly sought after competence. Why is this, you may wonder? The answer is surprisingly simple. As long as the world consisted of very few actors and a lot of spectators or even objects, it was a good strategy to plan your moves and create a plan that covered several years ahead. You could easily follow the script and you were rarely forced to improvise. In a world where most people have become actors – and very few are merely spectators – the unexpected and unforeseen becomes a normal state of being. In such a world, your capability to improvise, not as the exception but as the rule, becomes vital. In such a world, long range planning is out of date, out of bounds and out of use.

Troed Troedson runs a firm of consultants in which he has developed an approach that takes a commercial company or a public institution into new ways of doing business, which are built on today's global, individual and informed world, rather than simply adapted to it. He has been working with public and commercial organizations for 20 years, mostly on projects concerned with change and development.



Culture for Innovation

MODERATOR:

Lena Bergström, Managing Director of the MiL Institute as of January 1, 2009. Former Deputy MD and responsible for Open Programs. Lena graduated in Behavioral Sciences and Communications, as well as from a number of advanced programs, such as ADP at London Business School. Lena was the initiator and leader of Excalibur, the training program for young entrepreneurs as well as of MiL in Stockholm. Lena has been with MiL since 1994.



15.

Creating New Companies and New Business Models – On entrepreneurship and innovation

Monica Lindstedt

Problems are possibilities! Given enough courage and patience, together with an ability to approach a problem in new and unexpected ways, completely new business models (and companies) can emerge. The example of Metro shows how high distribution costs created room for an entirely new genre within global daily newspaper publication. The modern person's lack of time while needing to make all the pieces of one's life-puzzle fit together created room for Hemfrid, a company that facilitates household services professionally. Consequently, Hemfrid has paved the way for a whole new branch and has even motivated a change in taxation legislation. How should one think and act in order to get things done and how do new companies become profitable?

Monica Lindstedt is a business school graduate and former researcher at Stockholm School of Economics. She founded Hemfrid i Sverige AB in 1996 and is currently chairman of the board and main stockholder of the company. She is a previous CEO of Bonniers Fackpressförlag and Previa. Monica is co-founder of Tidningen Metro and member of several boards of directors. She is author of *Initiativets makt* (1986) and *VDmödor* (1996).



16.

Making Strategy Happen

– Innovating with customers and partners

Lars Bengtsson

Apple, Google and Lego are some examples of companies that have opened up their innovation processes, bringing in partners and customers to enhance creativity and speed up commercialization of new products and services. Apple iPhone has through App stores created a platform for independent program developers to develop and market their programs directly to millions of iPhone users. Lego's Mind Storm has grown into a global community of people developing new Lego models. Often, these new forms of open innovation rely on the Internet to communicate and involve customers and partners. This workshop offers an overview of different forms of open innovation using the Internet as well as examples of successful open innovation practices.

Lars Bengtsson is Professor of Business Administration at Blekinge Institute of Technology and Lund University focusing on strategic management, innovation and entrepreneurship. Lars regards the MiL model in itself as a good example of open innovation and therefore is, perhaps with some modifications (MiL model 2.0), well suited for the coming decade where companies and innovation processes are even more networked/relational than currently.



17.

Using Action Learning to Build Innovative Corporate Cultures

Victoria J. Marsick

Creativity and innovation are related but different concepts. Both individual creativity and organizational innovation are influenced by corporate culture, but different factors may be involved. Key components of creative/innovation in corporate culture are identified, along with two kinds of supports and barriers in the organization: transformational and transactional. However, knowing what culture should look like does not mean that the organization knows how to build that culture. Strategies for establishing creative/innovative culture are identified, with an emphasis on Action Reflection Learning – a development process in which corporate talent learn by working collaboratively on real business challenges, and use their learning projects to nurture creativity and build innovation in the organization. This session describes how action learning can be designed to support creativity and innovation.

Victoria J. Marsick, Ph.D., is Professor of Adult and Organizational Learning at Teachers College, Columbia University. Victoria consults with both the public and private sectors on learning organizations and action learning. She has written many books on informal learning, action learning and the learning organization, including co-author of *Earning while Learning in Global Leadership*. *The Volvo MiL Partnership*, (2002) and author of *Understanding Action Learning* (2007).



Creating Legitimacy for Innovative Organizations

– Personnel cooperatives in the health care sector

Lars Lindkvist

Interest in forming cooperatives is increasing in Sweden. Most of those who can imagine themselves being self-employed would prefer to do this together with others. Cooperative establishment is taking place, mainly within knowledge intensive growth areas such as the experience and IT industries and the healthcare sectors. What does it mean to operate within a cooperative? What happens to the business operations that have been left to the personnel who previously worked in the public sector? The seminar describes the typical change process and the effects of personnel takeover of the management, work organization and finance. How do innovative organizations work strategically to create legitimacy which is necessary in order to obtain access to essential resources? The institutional support from the surroundings is seen as a prerequisite in order for an innovative form of organization such as personnel cooperatives can be established and operated over the long term.

Lars Lindkvist is Professor in Business Administration at Växjö University and BBS Baltic Business School at the University of Kalmar. Lars is a MiL Senior Associate and Adjunct Professor at Copenhagen Business School. He has written more than 20 books mainly about self management and organizational participation and worked with many of Scandinavians largest organizations as a leadership consultant affiliated with the MiL Institute.





Action Reflection Learning

MODERATOR:

Katarina Billing is a member of the MiL Management Team with responsibility for MiL corporate membership. She is also Program Director and a coach, training mentors and managers globally as well as nationally. Katarina is a fully qualified psychologist and a journalist. Her special interests are personal leadership under change and gender and diversity issues, about which she also writes. Katarina has been with MiL since 1999.



Bring Strategy to Life

– Apply ARL principles

Ernie Turner and Isabel Rimanczy

ARL principles can be applied in a variety of ways: coaching individuals, coaching teams, making mergers work, developing leaders, designing and delivering learning interventions, and bringing strategy to life. This seminar will describe how we applied the ARL principles with a regional leadership team in Asia Pacific to help them bring their strategy to life. We will prepare a “poster” that describes the steps we took as well as the principles, processes and practical tools we used to help this team adopt, adapt and cascade their strategy to the next level of leaders – that critical group that was going to implement the strategy in each of their countries across Asia Pacific. We will also list the “side benefits” that this team acquired in the experience. Participants will be able to download this poster as well as a paper prior to the seminar so we can spend most of our time together focusing on their questions and extracting insights and innovative adaptations. The poster and paper will also be available at the conference.

Ernie Turner is the president of LIM, a global network of experienced coaches trained in action reflection learning principles and practices. He is also co-author of *Action Reflection Learning: Solving Real Business Problems by Connecting Learning with Earning* (2008). Ernie currently coaches a number of teams and individuals from a variety of companies all over the world. Prior to his 22 years with LIM, Ernie lived and worked on four continents as a teacher, principal and consultant.



Isabel Rimanczy is a doctoral candidate at Columbia University. She co-authored *Action Reflection Learning: Solving Real Business Problems by Connecting Learning with Earning* (2008), a product of research in which she studied and coded the ARL practice. She is a Senior Partner with LIM, Leadership in International Management, and a Legacy Coach. Isabel is affiliated with the UN PRME (Principles for Responsible Management Education).



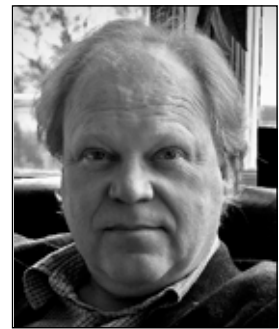
Developing an ARL-based Leadership Climate

– The case of Chalmers

Thomas Sewerin

This seminar will relate the story of close to ten years of coaching in the leadership environment of one of the most renowned universities of Sweden through the means of ARL leadership development programs. Through these years research teams, departments and the university in extenso have progressively offered their strategic considerations to action reflection learning processes. Meanwhile new stories, theories if you like, have developed on leadership dimensions and cultures in academia, on the practice of strategy formation and on coaching. These stories will be shared during this seminar, which presents a new view of leadership at the university (or in general) as a series of rooms, and a leadership environment with a strategy as “a room with a view”; on coaching and leading ARL programs in this kind of habitat, and making strategy happen.

Thomas Sewerin is a psychologist, has had a consultancy business of his own since 1975 and was a senior consultant at the MiL Institute 1985-2005. He teaches leadership and coaching for PhD students at Lund University and Chalmers in Gothenburg and he coaches management and leadership environments at universities, in the health sector and international business companies. Thomas is the author of two Swedish books and a forthcoming handbook in English, *Teams, Leadership and Coaching* (2009).



Action Reflection Learning Coaching

Katarina Billing

Coaching aims at helping a person or a team to mobilize resources for effective action: to see what different options he/she has, to validate these options for actions and their potential consequences. This is the end purpose of coaching. This is Action Coaching. Coaching helps a person or a team to reflect in order to better understand the situation, the problem or the dilemma; the person can see the issue from different perspectives and go through the different feelings and sentiments in order to get a richer picture of the context and of him/herself or the team. This is Reflection Coaching. In order to be sustainable, coaching also needs to help the person or the team to learn from the experience, in order to better handle similar situations in the future. This is Learning Coaching. In this seminar we will present the MiL model for coaching – ARL Coaching. We will guide you through the background of the model and show you how to use it.

Katarina Billing is a member of the MiL Management Team with responsibility for MiL corporate membership. She is also Program Director and a coach, training mentors and managers globally as well as nationally. Katarina is a fully qualified psychologist and a journalist. Her special interests are personal leadership under change and gender and diversity issues, about which she also writes. Katarina has been with MiL since 1999.





Management Development

MODERATOR:

Jonas Janebrant, Deputy Managing Director of the MiL Institute as of January 1, 2009. He is responsible for Internal Company Leadership Development Programs. Jonas has an M.Sc. in Business Administration and Communications. He is also Program Director and coach. He mainly works with management group development, change management and business development. Jonas has been with MiL since 1993.



Structured Experience

– The added value of executive education

Per Tryding

The presentation is a summary of mixed method research into the value of executive education (including the economic payback) to organizations and participants. A model for how this value is created is suggested. Participants in executive programs conducted by four executive management institutes and business schools, including the MiL Institute, have been interviewed and surveyed. Drawing on fundamental evaluation theory and human capital theory, the outcomes in terms of reactions, learning, behavior and results are presented. In short, the research project shows that two main types of skills (cognition development and interpersonal skills development) are developed through three main types of learning intervention (action projects, lectures and peer learning). Together with empathy development, this skills development is empirically associated with greater satisfaction and career progress as well as increased salary and organizational results. Effective executive education uses the same sources of learning as real life, but in a structured manner. Well executed, it offers structured experience which is practically applicable.

Per Tryding, Ph.D., is VP/Deputy Chief Executive, Chamber of Commerce, Malmö, Sweden. He has recently completed a Ph.D. thesis on the value of executive management education at the Department of Learning, University of Aarhus, Denmark. Per is a former board member of the MiL Institute, with an M.Sc. in International Business and Economics, Lund University and an Exec. MBA, SIMI, Copenhagen.





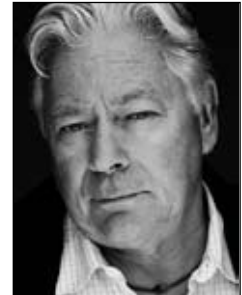
23.

Management Development at Tetra Pak

Lars Cederholm and Mårten Hedberg

Global competitive forces call for a “faster, better and cheaper approach” to product and process development. At the same time, such catchwords have a tendency to become meaningless without being grounded in the values and culture of the corporation and without being supplemented with strategic work around cooperation and alignment. The MiL Institute has been engaged to facilitate the work of management teams on key challenges facing Tetra Pak and to create and maintain strategic dialogues, appropriate structures, team working methods and leadership skills in the Development & Engineering Division of Tetra Pak. One feature of this supporting work is the Leadership Program “Building Bridges and Leading Innovation” which has been designed together with and run for the management team of Tetra Pak Packaging Materials.

Lars Cederholm is a Program Director and coach at MiL. Lars has an M.Sc. in Business Administration, Lund University, an M.A. in Organization Psychology, Columbia University. He also holds a diploma in Organization and Systems Development from the Gestalt Institute in Cleveland. He has 13 years of line management experience with P&L responsibilities. Lars works globally with management teams and with “out-of-the-box” experiences.



Mårten Hedberg is Director of Business Control in Tetra Pak Development & Engineering in Lund. Mårten has an M.Sc. in Business Administration, Lund University. He has 16 years of management experience in business, financial and production controlling at large companies such as Trelleborg AB, Tarkett AB, Sony Ericsson Mobile Communications AB. Mårten is a participant in the Leadership Program.



24.

Business Driven Management Development

– A model to measure the value that is created

Hans Brundin

Within MiL, we are developing concepts beyond the traditional management development programs in ways that are integrated in the everyday life of the manager and that create value as well as permanent profitable changes. Here, we can talk about “management development revenues” instead of “training expenses”. In the seminar, an actual case will be presented and a model to measure the value that is created.

Hans Brundin is a MiL Senior Associate and holds a Master of Engineering. He has 25 years experience as managing director and board member in listed and non-listed companies. Hans has been a member of the MiL board 1990-2003 and chairman 1997-2003. His special interest is the integrated development of the business, the management group and the managers. He is co-author of *To Lead Learning* (1996).



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THE VOLVO CASES

MODERATOR:

Anders Lindberg is a senior consultant, Program Director and coach at MiL, a psychologist, sociologist as well as psychotherapist. He works with coaching and development assignments for management groups and he designs and carries out programs for leader development. Anders has extensive experience in development projects for the car industry.

26.

Volvo in our heart

Sten Jönsson and Anders Boglind

An overview of ideology, culture and the Swedish model. Is there a Volvo DNA and, if so, what does it look like? What effect does globalization have on Volvo and what can Volvo do about it?

Sten Jönsson is a Professor at Gothenburg Business School and **Anders Boglind** is engaged by the same Business School in a research project on Volvo, directed by Sten. Anders was previously employed by Volvo for many years.

27.

Global Leadership Development at Volvo Logistics to become the Globally Leading Company in Automotive Logistics

Åke Niklasson and Kent Berndtsson

Åke Niklasson is the CEO of Volvo Logistics AB and **Kent Berndtsson** was the director of personnel when the programs were run.

Reflecting team with **Charles Palus**, CCL, **Christin Svan**, the current director of personnel at VLC and **Anders Lindberg**, MiL Institute.

28.

Management Team Development at Volvo Car Engine Division in a Global Context

– A prerequisite for becoming best in class

Håkan Berndtsson and Anders Lindberg

Håkan Berndtsson is site manager in Skövde at Volvo Car Engine Division within Volvo Car Corporation and **Anders Lindberg** is a MiL Senior Consultant.

Reflecting team with **Åse Hagerström**, HR Manager Leadership and Organization Development, Volvo Car Corporation, **Lars-Göran Järvung**, MiL Associate and previously employed for many years by Volvo, **Sten Jönsson** and **Anders Boglind**.