EFMD Excellence in Practice Award Submission

Kuehne+Nagel
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Executive summary

Traditionally, the logistics industry has been male-dominated, transactional and hierarchical. The keys to success were expertise, process, precision and timely execution. Kuehne+Nagel excelled in the industry for the last 130 years and continue to be a leader in the industry, providing supply chain solutions to its customers globally.

But then the world changed ....

The stability that could be relied on was replaced by rapid change and complexity. New factors included environmental demands, digitalisation and labour market changes. The Covid pandemic piled on the pressure and many logistics organisations struggled to adapt.

Despite the temptation to double down on what had worked in the past, Kuehne+Nagel embarked on an organisational transformation, a journey towards being the best company to work for and the best company to do business with.

This journey necessitated a cultural change, putting the employee and the customer at the heart of all their activities. A series of initiatives started, stepping into innovative activities whilst safeguarding the core strengths of Kuehne+Nagel.

The development of a continuous learning organisation and the creation of engaging and meaningful learning paths is where the partnership of Kuehne+Nagel and LIW started. To drive change at senior management level, this partnership rolled out the TRANSFORM programme that featured:

- **Virtual delivery:** Such a successful implementation that the programme has remained virtual even as the pandemic declines.
- **Agile approach built around real work:** A ‘doing to learn’ approach put learning into the workplace rather than application being an afterthought.
- **Bite-size learning:** Combined with agile/experimental approach to apply the learnings in the real world.
- **Peer support:** In addition to external coaching, the peer support network built deep leadership capability inside the organisation.

The impact was dramatic. This is illustrated by two success cases: business performance transformation in Vietnam and leadership culture transformation in European Sales Control.

In summary, Kuehne+Nagel has shown how you can transform an organisation by transforming learning itself.
Introduction

**Kuehne+Nagel**

With more than 78,000 employees at some 1,300 locations in over 100 countries, the Kuehne+Nagel Group is one of the world’s leading logistics companies. Its strong market position lies in the seafreight, airfreight, contract logistics and overland businesses, with a clear focus on high value-added segments such as IT-based integrated logistics solutions. Further information can be found at [www.https://home.kuehne-nagel.com/](http://www.https://home.kuehne-nagel.com/).

**LIW**

LIW is a global leadership consultancy committed to delivering immediate and sustainable impact through aligned leadership, rather than individual leaders.

In organisations that means building a common language of leadership at all levels to have an immediate and lasting impact on business results, not just knowledge or behaviours. In the wider world, democratising leadership means finding new, low-cost digital approaches to give everyone the benefit of leadership development so that they can have a positive impact wherever, and whoever, they are.

[www.liw3.com](http://www.liw3.com)
The challenge

In 2018 Kuehne+Nagel launched a strategic roadmap to drive the business forward leveraging the opportunities offered by digitalisation. Based on its successful business model, Kuehne+Nagel's ambition was to continue to gain substantial market share by expanding its service offering through new technologies and the creation of data-driven value chain services.

Growth would be driven both organically and through acquisition, with a recognition that the group needed to create a culture of customer-centricity, data-enabled decision making and leadership which engaged, inspired and empowered employees.

The organisation had a good senior leadership programme in place for ten years which they felt needed to be reimagined to deliver against this new imperative. Whilst it had been a hugely successful programme, there was a recognition that 'what got us here won't get us there' and they needed to design a leadership development programme which would drive this cultural transformation through the business. The challenges of a VUCA environment, the impact of politics in logistics (such as Brexit) and more recently the dramatic impact of the Covid-19 pandemic on supply chains created a 'perfect storm' to test the leadership skills and structures, innovation and agility within Kuehne+Nagel.

*The success of Kuehne+Nagel depends on great leaders who encourage and inspire transformation, develop a culture of customer-centricity and build a supportive environment for high-performing teams and individuals.*

Gregor Herr, Programme Lead within Kuehne+Nagel

The challenge for LIW was to redesign a leadership experience which delivered the culture transformation and offered innovative ways to learn and experiment, including social learning, remote/virtual participation and collaboration, an understanding of the psychological drivers and barriers to learning and change, and above all fun.

The re-imagined TRANSFORM programme that LIW designed in partnership with Kuehne+Nagel was seen as the key driver of culture change in the organisation, attendees are senior leaders: country and functional managers who have broad influence over operational teams across the business.

The TRANSFORM programme incorporates activities that enable senior leaders to pass on their learnings to their teams, reflecting an understanding of the influence these leaders have on the broader organisational culture, as well as the fit of the TRANSFORM programme within the broader leadership development offering within Kuehne+Nagel. In addition, the L&D team has ensured there is consistency between the TRANSFORM programme and other learning interventions in Kuehne+Nagel, for example the Global Talent Programme which brings leadership development to the next level of leaders in the organisation to support the organisation-wide transformation.
The **TRANSFORM** programme is sponsored by CHRO Lothar Harings and supported by the board of Kuehne+Nagel. The leadership team at Kuehne+Nagel has been clear that the transformation agenda is owned by the business, not by HR or just the senior leadership team. As a result, the solution is strongly aligned to the business and the real challenges and opportunities faced by participants, for example the integration of a real business project, guest speakers from the business playing an active role in sessions, and individual and peer coaching supporting application. This focus enables participants to connect their learnings to their real business role. This closeness to the business and application was also accelerated with the shift to complete virtual taken on the back of Covid reducing the time between participants learning and the opportunity for real time application.

A key part of that is developing individual accountability for their learning with an experimental mindset in their role – to try new approaches and not be afraid to fail as long as they are learning. This represents a distinctly new culture for the organisation and demonstrates the commitment to cultural transformation from the senior leadership team down through the whole business.

One of the drivers that the partnership between Kuehne+Nagel and LIW identified at the start was the dynamic nature of the market place and the organisation. As a result we set out to ensure the rhythms and routines of the partnership ensured we could learn, adapt and evolve the solution as we went, using an agile approach to the partnership, programme and indeed the learning. This served us well and whilst we could never have predicted some of the big changes like Covid, it did ensure that we were able to adapt and innovate, moving from a blended programme to a 100% virtual solution more easily. As a result we created new formats (**TRANSFORM**fm detailed later) that delivered a great learning experience in a completely different way.
The commitment

From the start it was clear that for this project to be a success we would need to set up and nurture a strong partnership, where LIW understood the business and there was trust between LIW and Kuehne+Nagel to deliver learning and impact for senior leaders in the organisation.

We needed to have an agile approach so that we learned as we went through the design and delivery phases, and could adapt to changes both within and outside the business.

From the start we defined the conditions for success in our Relationship Dashboard that sets out how we work together. This document is designed in the 3Cs framework and enables the broader team to agree elements of Clarity, Climate and Competence that we believe will be important to optimise our collaboration and deliver the best result. This document is a core reference tool which helps us to ensure continuity in purpose and objectives over the life of the programme when stakeholders or contexts change. See Appendix for TRANSFORM Relationship Dashboard.

At the start of the engagement, we conducted a number of interviews with business leaders in order to 'get under the hood' of Kuehne+Nagel and understand their business scope and opportunities, their organisational culture, and their strengths and challenges. We have built this alignment with the business into the programme with regular sessions where we invite guests from the business to participate and engage with the senior leaders on the TRANSFORM programme.

The programme team mirrored the values and behaviours required of participants and worked in an agile and experimental way, with regular reviews to reflect, learn and adapt/evolve the approach to constantly optimise the experience.

The partnership and these values were tested when the Covid pandemic struck and the logistics industry was particularly hard hit. While it would have been tempting to delay the rollout of the programme, the team were unwavering in their commitment to develop leadership in the business and saw it as a key strength to meet the challenges that Covid brought. Our agile approach enabled us to pivot rapidly to a virtual solution that maintained energy and engagement and delivered results. The trust was tested as LIW's initial proposal of a radio format was received with some scepticism by Kuehne+Nagel L&D team who were expecting to see participants on video. Their trust in LIW's experience and design capability paid off with a highly successful radio format learning and doing experience.

We have further adapted the programme by introducing a selection process based on participants pitching for a place on the programme. This became necessary as the demand for places outstripped supply, but it also served as a great opportunity for participants to build their personal clarity around their leadership goals.
In order to deliver on the desired business outcome of helping Kuehne+Nagel to create a future focused organisation through customer focus and the exploration of new areas of business growth, LIW designed the TRANSFORM programme for Kuehne+Nagel senior leaders in 2019.

The starting point for the design is the Design for Impact™ document which sets out the desired outcomes of the programme and aligns impact objectives and measures to the four levels of the Kirkpatrick impact methodology.

One of the benefits of this process is that it requires the whole team to discuss and clarify up-front the objectives of the programme and the impact they want to achieve. This is often the hardest part of the design as it requires deep understanding of the business challenges and opportunities, as well as establishing strong stakeholder relationships to support the plan. Senior business and L&D leaders were engaged to ensure that the cultural transformation was clearly defined and the desired outcomes and leader behaviours were identified.

The pay back for this hard work is that once the business objectives and leader behaviours have been defined then the learning content, context and structure flow naturally from those objectives.

Aligned to each level of Kirkpatrick we defined measures so that we could track performance of both the programme and the participants and their impact on their own leadership, on their teams and on the organisation. For TRANSFORM D4I, see Appendix.
The original design was built on a structure of blended learning; a three day in person “Hot House” event, whose key learning topics were aligned to Kuehne+Nagel’s overall strategy and the programme set out in the Design for Impact document. This session was complemented by a series of small group virtual “pod sprints”, regular topic webinars, two milestone “showcases” and a programme graduation.

**Programme flow**

<table>
<thead>
<tr>
<th>ELEMENT</th>
<th>DESCRIPTION</th>
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| Get set activities    | To set individuals up for success to maximise their value from TRANSFORM and to drive personal accountability for their development there are a few things that happened before the start of the programme.  
  
  **Leadership 360** – Aligned to priority behaviours, participants take a 360 to understand their strengths and development areas  
  
  **Manager 1:1 conversation** – Building on the 360, this session helps to ensure alignment around the participants learning ambitions for the programme, contracting on the support the individual would like from their Manager and finally defining a business “challenge” for the participant to focus their learning on. The business challenge needs to be a real business priority, something aligned to the organisation’s transformation and providing the opportunity for the individual to stretch themselves linked to the identified development priorities. |
### ELEMENT DESCRIPTION

**Hot House**

The Hot House element of **TRANSFORM** has evolved from a face-to-face learning experience to a virtual “radio show”. In its face-to-face format, the sessions focussed on four key areas: Leadership in Kuehne+Nagel, Awareness of self and others, Inspiring self and others, and Achieving results. These intense three days were kept fresh and energetic with a mixture of theory and practical learning using flipchart and other group exercises as well as rich group discussions and plenty of useful “tools” for participants to take away. In addition, participants had the opportunity to gain insights on these topics and experiment with them in the form of a custom simulation role play (an individual interaction with a corporate actor taking on the role of the customer, followed by small group sessions focusing on a variety of underlying customer needs and styles).

The global pandemic sparked a need to invent ways to move forward with the programme, whilst keeping the thirst for learning alive, and that meant presenting something with a different edge than a series of instructor-led sessions transposed to a virtual setting. The outcome of this was a week-long virtual event; **TRANSFORMfm**, supported by a series of facilitator-led group sessions and informal coffee connects to encourage networking. **TRANSFORMfm**'s three shows were each designed to align to a key learning topic, and our expert facilitators took on the roles of high energy talkshow hosts with an air of neutrality, humility and humour, often adopting the voice of the listener and bringing new and challenging ideas to the fore.

- The **TRANSFORMfm** flow had the same sections each day but with a different topic focus - this helped listeners to orient themselves to the show and become familiar with the format which improved their learning.
- We endeavoured to keep the same sense of “practical” as with the face-to-face version by designing a segment called ‘Do try this at home’, led by a consultant, to introduce the leadership experiments the participants would then carry out after the show.
- The show was fast-paced but with important time for reflection. Show highlights included live interviews with key opinion and business leaders in Kuehne+Nagel to allow the audience to connect directly with the guests, as well as recorded segments to provide access to key specialists who, due to the global nature of the programme, were unable to attend the live show. **(TRANSFORMfm taster)**
- Participants planned and conducted experiments after each show to use their learnings in their real work.

### TRANSFORMfm Virtual Hot House Overview

<table>
<thead>
<tr>
<th>TRANSFORMfm 2 hour episode</th>
<th>Facilitated small group session 1</th>
<th>Microlearning</th>
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<tr>
<td>TRANSFORMfm 2 hour episode</td>
<td>Facilitated small group session 2</td>
<td>Coffee connect/individual application/ reflection</td>
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<tr>
<th>TRANSFORMfm 2 hour episode</th>
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<td>TRANSFORMfm 2 hour episode</td>
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<td>Coffee connect/individual application/ reflection</td>
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</table>
The beauty of the TRANSFORM programme is the format of bite-size chunks which are easily applicable to deliver results fast.

Transform participant
The impact

The TRANSFORM programme was designed with impact at the heart – the design approach is centred around the Design for Impact™ (D4I) document (described in The L&D Initiative section above) which sets out the desired outcomes of the programme in terms of both business goals and leader behaviours and this is used to determine the content and the format for learning in order to achieve these outcomes.

The programme was designed with an agile approach, so learning is bite-size, supported by coaching, with opportunities to experiment and apply learnings in real time. This means that participants can achieve ‘quick wins’ through the programme to build confidence and genuinely start the transformation for themselves and their teams.

**Overall impact aligned to strategic objectives**

The programme had some dramatic impacts as well as delivering some more subtle changes to the participants and their teams. The overwhelming message from leaders was of a recognition of the importance of people management in their role. This may not seem dramatic, but this was an organisation which had for generations been driven by transactional operations – getting things done. These leaders had been focused on the end point more than the journey and the recognition that they were working with humans who would respond differently if treated differently was eye-opening and surprisingly powerful.

‘I realised that you don’t transform mindsets through tasks but you transform them through people – this is the power you have as a leader.’

Transform participant

The TRANSFORM participants embraced this new approach and experienced the huge benefit of being released from being ‘the boss who knows all the answers’ to becoming the leader who coaches and supports others, who listens to all the voices in the room and shares decision making and accountability. This aligns perfectly with the objectives of the programme set out in the D4I.

This experience in turn enabled these participants to recognise the opportunity they had to influence their own teams and cascade and magnify the culture transformation deeper into the organisation.

‘While the programme of TRANSFORM is over, the journey of transformation continues for all of us and that’s a very exciting prospect.’

Transform participant

In addition to the cultural changes the participants delivered results too. These are measured in the ratings and in the individual stories of personal and business transformation.
Participant ratings
Participants recorded a **62% uplift** in achievement of action plan goals due to the learning and coaching through **TRANSFORM**.

Participant recommendation scores rose consistently through the life of the programme. Cohorts 1 and 2 ran in the original fully face to face format while C3 and C4 started face to face and ended with the fm format and yet the recommendation scores rose even as we shifted to virtual and have remained high for the final two cohorts (C5 & C6) which were entirely delivered in the fm format.

![Graph showing recommendation scores for different cohorts](image)

Behavioural change followed a similar pattern with participants reporting greater growth in the later cohorts which went through the virtual radio format of the programme.

**TRANSFORM** focuses on recognising the need to develop your competence and confidence in four key areas. Please rate your level in each area.

![Bar chart showing ratings in different areas for different cohorts](image)

Business outcomes have been significant and in line with the objectives of the programme:

- increased employee and customer engagement
- increased focus on customer service
- improved productivity
- development of a coaching culture
- increased revenues and profitability
- greater accountability and decision making pushed deeper into the organisation
Case studies

In addition to these scores, we invite participants to share their success stories. The overriding message is of a sense of empowerment that these leaders could bring their whole self to their work.

In fact, by doing so they could transform the culture from transactional to a more human, supportive culture while at the same time improving business performance. Often these leaders didn’t realise there was a better way to work until they attended TRANSFORM and then they demonstrated genuine humility in adopting a new approach, letting go of the ownership of knowledge in order to create a learning culture which empowered staff to contribute more and deliver greater value to the business.

One example is the case of Anders Rasmussen, Regional Head of Sales Control in Europe. He needed to transform his team into a Centre of Excellence whilst supporting key team members who were fearful of job cuts and an uncertain future. He applied the learnings from TRANSFORM to build a culture of genuine trust and collaboration, shared key models to engage the team in defining their own future and was rewarded with higher productivity and staff who became accountable for delivering results and were happy at work.

‘At that moment the atmosphere changed and we went from 7x me to 1x we – we actually became a team.’

What greater achievement than that for a cultural transformation programme?

Another example is the country head for Sea Logistics in Vietnam who was able to increase both staff and customer retention, customer NPS and grow profits by over 200% after implementing his new cultural leadership approach. This was based on building a culture of trust, coaching and supporting staff in new roles, and sharing simple strategic models so that all team members could contribute to developing and implementing the strategy. For both full case studies, see Appendix.
Reflections

The most powerful reflection we can share is that when faced with an unexpected and massive shock in the form of a global pandemic which intensified pressure on the global logistics industry this organisation did not retreat from its leadership development commitments. Instead Kuehne+Nagel doubled down on its learning agenda, seeing that empowering their leaders was the most effective way to enable the business to survive and thrive in the face of this threat.

This commitment from the senior leadership team of Kuehne+Nagel to its people demonstrated the power of humanity in driving success in the face of huge challenge and has paid back in business growth for Kuehne+Nagel and its staff globally.

A second reflection is that even in an apparently busy business, making time for experimentation and reflection always pays back in terms of personal growth, people’s ability to grow and develop as leaders and to support and enable the growth of their teams to deliver business impact. And that there can be plenty of fun to be had along the way too!
Appendices

EFMD Excellence in Practice Award Submission

Kuehne+Nagel
Kuehne+Nagel Senior Leader Programme relationship dashboard

<table>
<thead>
<tr>
<th>Clarity</th>
<th>Climate</th>
<th>Competence</th>
</tr>
</thead>
<tbody>
<tr>
<td>Vision</td>
<td>Culture</td>
<td>Knowledge, skills</td>
</tr>
<tr>
<td>• To create a new, completely different, high impact experience for Senior Leaders that integrates learning into the real business priorities, challenges and opportunities</td>
<td>• Open and transparent</td>
<td>• Design: innovative thoughts and ideas to deliver desired impact</td>
</tr>
<tr>
<td>Purpose</td>
<td>• In it together for the impact we want to achieve in partnership</td>
<td>• Facilitation: Ability to be curious and enquire at a deep level to enable behavior changes to occur. The ability to be credible with bright, intelligent successful senior leaders.</td>
</tr>
<tr>
<td>Measures</td>
<td>• Innovative, open to take risks and try new things</td>
<td>• Business understanding: to be credible and ensure learning is firmly embedded in the real Customer/Kuehne+Nagel context</td>
</tr>
<tr>
<td>• Align to Kuehne+Nagel Next Gen strategic priorities</td>
<td>Stakeholders</td>
<td>Behaviours</td>
</tr>
<tr>
<td>• Reaction scores</td>
<td>• Sponsor – Lothar Harings CHRO</td>
<td>• Customer focused: understand and be able to demonstrate empathy for the senior leaders going through the programme and stakeholders</td>
</tr>
<tr>
<td>Roles</td>
<td>• Stakeholders</td>
<td>• Coach: provide robust challenge to help shift mindset and behavior over a journey.</td>
</tr>
<tr>
<td>• Kuehne+Nagel L&amp;D Programme Lead: Overall ownership and connection of experience to Kuehne+Nagel Next gen.</td>
<td>– Gitta Shepherd</td>
<td>• Expertise: provide key insights and recommendations for world-class learning experience based on defined behavior outcomes.</td>
</tr>
<tr>
<td>• Kuehne+Nagel Project Manager: Logistics support i.e. sourcing venue, contracts with venue etc.</td>
<td>– Executive Team</td>
<td>• Scrum approach: learn and optimize scrum. Maintain discipline around cadences and focus on in progress.</td>
</tr>
<tr>
<td>• LIW Programme Manager: LIW Lead – overall responsible for delivering LIW high impact, low maintenance</td>
<td>– Regional Managers and National Managers</td>
<td>• Experiment: try and learn.</td>
</tr>
<tr>
<td>• LIW Project Manager: LIW logistics and finance</td>
<td>– Regional POD’s</td>
<td>• Give feedback: two way with good intent</td>
</tr>
<tr>
<td>• LIW Facilitators: Deliver a great Kuehne+Nagel business aligned Learning experience for impact</td>
<td>– Kuehne+Nagel+Nextgen PMO supporting RM’s</td>
<td></td>
</tr>
<tr>
<td>• Coaching Team: Support participants as they apply</td>
<td>Systems and processes</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Design</td>
<td>Resources</td>
</tr>
<tr>
<td></td>
<td>• 2 week sprints to build out design.</td>
<td>• 2 Programmes per year (cohorts of 30)</td>
</tr>
<tr>
<td></td>
<td>• Trello capture tasks.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Stand ups and retro at the end</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• My Kuehne+Nagel used as learning platform</td>
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# KUEHNE+NAGEL

## EFMD Excellence in Practice Award Submission

### Business Impact

**What are the desired business outcomes?**

Deliver on the strategic priorities of KN+NextGen creating future-focused / fit organisation:

- Customer excellence
- Leverage digital to explore new areas of business growth in channels or markets
- Embedded smart focus across the organisation

### Leadership Behaviour

**What are the skills and behaviours required of the leader to achieve the objectives?**

- Strong awareness of self and others with the flexibility to adapt
- Inspire and engage others on KN+NextGen transformation
- Active great results through others

**What will the programme experience need to deliver the required learning?**

- Participants have high level of personal accountability for their development journey right from the kick-off
- Drive real tangible business outcomes linked to KN strategy
- Integrated approach: where learning is focused on supporting real work and integrated into role

### Learning Objectives

**What will participants need to learn to build on strengths and to close behaviour gaps? Each element will cover: Why is it important? What is it? How do I do it? and possible tools**

- Focus on the ‘being’ aspects of leadership – understand the drivers of behaviour, values, beliefs and motivation
- Use Life Maps, KN 360 before and after
- Understand and practice to create conditions for agile, high performing teams in an environment that is always changing and unpredictable
- Stretch capability of others to deliver KN+NextGen through feedback and coaching, underpinned by core skills of listening and asking powerful questions

### Programme Experience

**What will the programme experience need to deliver the required learning?**

- Learning continues beyond the programme
- Programme is active and interactive, limited content and slides, facilitated conversations - both face-to-face and virtually
- Utilise ‘MyKN’ as a platform for participant learning and communities

### Evaluation Plan

**Impact Measures**

- Participants identify a focus in their work aligned to KN+NextGen strategic priorities, then track progress (quantitative and qualitative measures) through programme

**Behaviour Measures**

- Participants identify and prioritise behaviours

**Learning Measures**

- Participant survey to measure progress against learning objectives

**Reaction Measures**

- Reaction survey

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**KUEHNE+NAGEL**

Transform: Senior Leadership Development Programme D4i

Design for Impact is part of the LIW Impact System™ – Commercial-in-Confidence
### Case Study: Anders Rasmussen

**Transforming culture from fear to trust in a Centre of Excellence**

<table>
<thead>
<tr>
<th>Challenge</th>
<th>Solution</th>
<th>Result</th>
</tr>
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<tbody>
<tr>
<td>▪ Transform the European Sales Control team into a Centre of Excellence</td>
<td>▪ Anders had the opportunity to attend the Transform program at the perfect time—just as he had a live transformation project</td>
<td>▪ The Transform program enabled Anders to close the knowing-doing gap.</td>
</tr>
<tr>
<td>▪ Support the team through this transition and build their skills, expertise and confidence</td>
<td>▪ The format of the program with small learning opportunities in different formats enabled Anders to take each new idea and experiment the next day with his team</td>
<td>▪ His leadership style changed from expert to coach which has enabled the whole team to grow:</td>
</tr>
<tr>
<td>▪ To transform himself from an expert who was the ‘go to’ for solutions to problems into a coach who supported his team to develop their own answers</td>
<td>▪ Through the pod and individual coaching Anders gained the confidence to ask questions of the team to drive their relationships to another level of trust</td>
<td>▪ By engaging the team in defining their goals and their challenges they were able to work on the solutions together</td>
</tr>
<tr>
<td>▪ Overcome his naturally introverted and risk-averse nature to take some risks to build personal relationships in the team</td>
<td>▪ Anders was able to use models and frameworks to engage and enroll the team</td>
<td>▪ By giving them autonomy about how to do their work the team took accountability for it and developed their own ways of working</td>
</tr>
<tr>
<td>'I always saw you as an analytical and data-driven guy, but now you are approachable and I feel I can ask any questions with no fear of feeling silly</td>
<td>▪ 3Ws and OLA for strategy/direction setting</td>
<td>▪ In team meetings they share their vision and their concerns so that Anders can provide the right support to each team member</td>
</tr>
<tr>
<td>▪ The Centre of Excellence is well established and the team are working with autonomy and taking accountability</td>
<td>▪ Kotter to understand the change process</td>
<td>▪ Productivity and workload has increased allowing retention of all staff despite increasing shared services resources. Staff had been concerned that there would be job cuts but this transition was achieved without any</td>
</tr>
<tr>
<td>▪ Productivity has increased, and relationships with other teams are positive</td>
<td>▪ The Centre of Excellence is established and the team are happy at work</td>
<td>▪ The Centre of Excellence is established and the team are happy at work</td>
</tr>
<tr>
<td>▪ Built a culture of trust based on deep personal engagement and empathy and a true team spirit</td>
<td>'At that moment the atmosphere changed and we went from 7x1 me to 1x we – we actually became a team'</td>
<td>'At that moment the atmosphere changed and we went from 7x1 me to 1x we – we actually became a team'</td>
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**Business Impact**

- **The Centre of Excellence is well established and the team are working with autonomy and taking accountability**
- **Productivity has increased, and relationships with other teams are positive**
- **Built a culture of trust based on deep personal engagement and empathy and a true team spirit**
Case Study: Christopher Day
Building relationships to transform culture and deliver performance

Christopher Day
National Manager, Sea Logistics at Kuehne+Nagel Vietnam

Challenge
- To drive a cultural and organisational transformation within K+N Vietnam to align to the global culture model of customer excellence
- When Chris arrived in role four members of the leadership team had resigned so it was imperative to build morale and stabilise the team
- To build a culture of trust to support the wide-ranging changes in roles and skills that were required of all employees
  "I thought I didn’t have time to participate in the Transform program but in fact it gave me the skills and frameworks I needed to drive the cultural transformation in the business"

Solution
- Chris elected to join the K+N Transform program a few months after moving to Vietnam and taking up this new role
  "The beauty of the Transform program is the format of bite-size chunks which are easily applicable to deliver results fast"
- Chris found in particular that the models were simple and easy to explain and retain – and to apply to many business situations
- Chris ran 360s for several members of the leadership team and provided feedback and coaching to support the team in engaging with the culture transformation
- A great strength of the Transform program was the opportunity to practice new behaviours with the support of a coach

Result
- Chris started by running a strategy session employing 3Ws and 3Cs frameworks to support team thinking and to involve all team members
  - Transformation required many people to take on new roles and develop new skills and these changes were supported and underpinned by a nurturing a culture of trust
  - Chris committed to providing constructive feedback to team members in order to help them to develop and learn.
  - Active listening and empathy enabled all team members to truly care about each other and the success of the business
  - Chris has introduced several initiatives to build connection and collaboration and to celebrate success
- The Vietnam business has increased staff retention by 8%, customer retention by 19% year on year and NPS increased from 0 to +20
- Grew volumes despite 10-week lockdown and profits increased 244%

Business Impact
-越南建立了一个强大的新2.0组织结构，被公认为该地区最佳组织
- 团队能够在10周的封锁期间增长体积，并且毛利润显著增长
- 保留和稳定了领导团队，围绕NPS、员工参与度和客户满意度评分建立了高标准
- 建立了基于深度个人参与和同理心的信任文化