



Leading transformation from within

Enabling teams to lead transformation at Seco Tools

A systematic approach to enabling transformation

When Seco Tools began its transformation journey, the stakes were high. The company faced an inflection point driven by digital disruption, sustainability imperatives, and shifting customer needs.

These factors converged to signal a deeper systemic shift in the industry. Without decisive action, Seco risked being reduced to a component supplier with the emergence of lower-cost competitors in a traditional market.

Seco was outgrowing the logic that had once made it successful. The challenge was to reconfigure how the organization worked as a system so that innovation, collaboration, and learning could happen in real time, across boundaries.

The constraint was not intent, but attention. Seco's governance rhythms pulled leaders toward what felt urgent and controllable – crowding out the work that builds tomorrow. Strategy became a calendar issue: what was discussed as a team got shaped and resourced; what didn't stayed aspirational.

→ **Seco needed an Organizational Development (OD) solution to address the business problems of growth and competitiveness – building the capacity to lead transformation collectively.**

This demanded more than new products or sales models. It required a fundamental reconfiguration of how Seco collaborated, made decisions and learned. The organization needed to move from heroic to collective leadership and sense-making, from a reliance on technical excellence alone to adaptive capability.

From the beginning, Seco and Hult Ashridge Executive Education understood this could not be yet another leadership training program but an OD partnership. The approach acknowledged transformation is not a problem to solve with expert solutions, but a complex challenge that requires changes in practices, roles and relationships, ultimately challenging and evolving values and beliefs.

Learning was core to such fundamental shifts and designed to be embedded into transformation work. External partners acted as mirrors and provocateurs, but ownership of the journey remained firmly with Seco. "The commitment was to work with them, not on them," notes Debbie Wayth, TopX program lead.



"We needed to get away from pure product sales and find another way to create value for our customers. That meant shifting from selling components to solving problems – building solutions around our customers' needs and positioning sustainability as a commercial advantage."

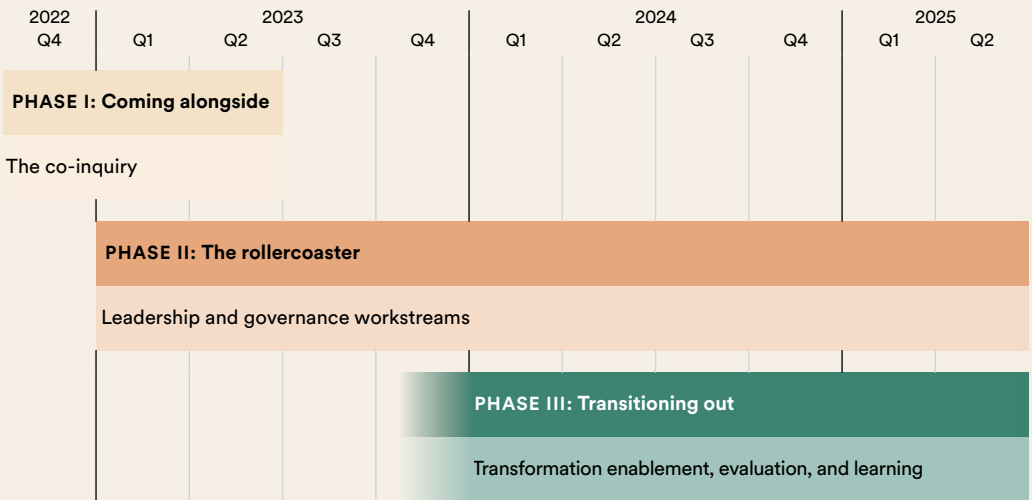
– Stefan Steenstrup · CEO, Seco



"We were brilliant at solving today's problems, but that muscle kept us stuck in the short term. What we lacked was the capability to imagine and build our future aspirations."

– Silvia Ciceri · VP for HR, Seco

Seco's transformation journey: High-level view



Three models anchored the journey:

#1

Three Horizons Framework

A shared language for teams to host impactful conversations, functioning less as a planning tool and more as a mirror, enabling leaders to see where time went, tension spiked, and decisions slowed.

#2

Impact Triangle

Connecting event quality, team capability, organizational learning, and business results into one integrated system.

#3

Transformation Evaluation & Learning Framework

Introduced later in the journey to help embed transformation learning into business-as-usual processes.

For both partners, this project was a learning rollercoaster – a continuous cycle of adaptation and delivery. This approach of navigating a transformative pathway, rather than implementing a strategic plan, was uncomfortable for many.

Both partners had to continually assess and adapt, investing in the ongoing development of a robust relationship that enabled mutual feedback and support.

Business impact

New solution-based commercial models have created deeper customer value and a healthy pipeline of new projects. Since the partnership began, Seco has achieved:

+375%

Growth in new solution-based commercial models, showcasing sustainable growth

\$2 million

Seco secured its largest ever end-to-end solution contract – a milestone that would have been unattainable under the previous approach.

+35%

Growth in year-on-year sustainable-solutions revenue

-55%

Deduction in Scope 1 & 2 emissions

The company has also:

- Strengthened **customer proximity** – from transactional relationships to co-created partnerships
- Established a **global senior leadership community** with a collaborative approach to transformation and learning
- Overhauled **team transformation** practices and capabilities
- Created an internal **Transformation Enablement** group to sustain transformation

These results demonstrate that this was never a program bolted onto the side of the business. It was a systemic shift in how Seco learns, collaborates, and builds capability for continual adaptation to create value.

→ It's a transformation that has made teams the primary vehicle for strategic change and positioned the organization for their next horizon of growth.



WATCH:
Being the Transformation with Seco Tools



"We had to move from a 'know-it-all' to a 'learn-it-all' mentality."

– Stefan Steenstrup · CEO, Seco

