Leading transformation from within

Enabling teams to lead transformation at Seco Tools

HULT ASHRIDGE
EXECUTIVE EDUCATION

Seco

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Seco's Senior Management Group in workshop – Three Horizons team constellation exercise

01

Executive Summary

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.

"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 · President, Seco

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.

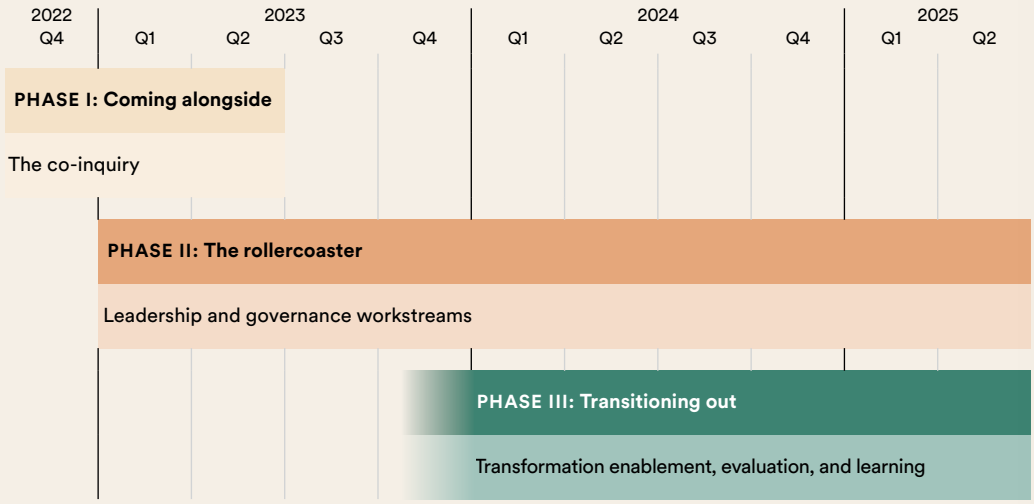
From the beginning, Seco and Hult Ashridge Executive Education understood this could not be yet another leadership training program but an OD partnership. The approach acknowledged transformation is not a problem to solve with expert solutions, but a complex challenge that requires changes in practices,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

- Growth in new solution-based commercial models, showcasing sustainable growth
- Its largest ever end-to-end solution contract – a milestone that would not have been possible under the previous approach
- Growth in year-on-year sustainable-solutions revenue
- 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.

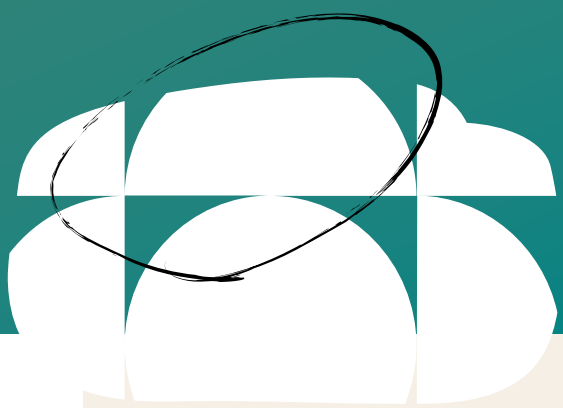
WATCH:
Being the Transformation
with Seco Tools

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

– Stefan Steenstrup · President, Seco

02

Meet the Partners



With its origins in Fagersta, Sweden and present in more than 75 countries, Seco is a leading global provider of metal cutting solutions for indexable milling, solid milling, turning, holemaking, threading and tooling systems. For nearly 100 years, Seco has driven excellence throughout the entire manufacturing journey, ensuring high-precision machining and high-quality output.

HULT ASHRIDGE
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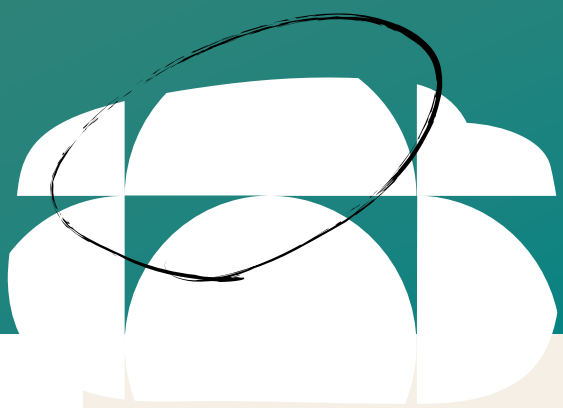
Hult Ashridge partners with global organizations to deliver learning solutions that create lasting change. By blending the academic excellence of Hult International Business School with real-world practitioner experience, our tailored leadership and organizational development solutions are entirely fit for the reality of the organizations we work with.

03

The Challenge



Creating the conditions for transformation

A convergence of forces and global events in 2022 – including COVID-19 lockdowns in China, the Ukraine war, and energy supply chain and inflation setbacks – meant the market was characterized by significant regional and industry specific variations.

Key trends affecting customers included globalization deceleration and an ageing workforce, leading to less talent movement and skill shortages. Increasing material and component complexity meant customers required more advanced and customized machine tooling solutions.

> *"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** · President, Seco

Customer and market expectations

Customer research showed clear signals that expectations were changing faster than Seco's internal response. A 2022 customer survey indicated:

- Growing demand for end-to-end solutions that combined digital tooling, process optimization, and sustainability data
- A perception gap: customers valued Seco's technical quality but rated it lower on "ease of doing business" and "collaborative partnership"
- Increasing demand for joint innovation, life-cycle support, and measurable carbon reduction outcomes

"We had to move from being a trusted supplier to becoming a strategic partner. That meant understanding our customers' challenges at a system level – and rethinking how we work internally to match that complexity."

– Victor Folkebrant · Chief of Staff and Director of Transformation Office, Seco

Organizational & leadership data

Internal diagnostics and organizational health data painted a similar picture. In the 2022–23 Organizational Health Index (OHI) and Peakon engagement surveys, scores were strong on technical expertise and customer commitment, but weaker in collaboration, strategic alignment, and innovation. Psychological safety and open dialogue scores were lower in cross-functional teams than within functions, suggesting structural silos.

5–7%
Decrease in leadership consistency and trust indicators

58%
Of employees agreed "change initiatives create clarity," signalling confusion around strategic priorities

> *"Everyone wanted to change things, but we weren't clear about the priorities or the journey. The big question was: how do we connect strategy, capability, and culture in one movement?"*
>
> **– Silvia Ciceri** · VP for HR, Seco

Operational & governance constraints

Seco's governance system had also become a brake on transformation. Decision-making cycles were slow, cross-functional collaboration was inconsistent, and initiative ownership unclear. Multiple strategic projects competed for attention without a shared framework for prioritization or integration.

- Cross-regional coordination delays were causing 2–3 month lags in implementing decisions.
- Leadership turnover in critical functions had disrupted continuity of change efforts.

Senior Management Group meeting reviews revealed how leadership time was spent:

60%
On short-term performance

23%
On strategic transformation

Sustainability: An imperative – not an option

Externally, sustainability regulation and customer expectations added another layer of complexity. "Sustainability stopped being a compliance issue – it became a commercial one," reflects Steenstrup. "Customers wanted it baked into how we work, not treated as a side project."

In response, Seco launched early pilots in life-cycle analysis and recycling initiatives, but scaling these required stronger integration across engineering, sales, and marketing.

The essence of the challenge

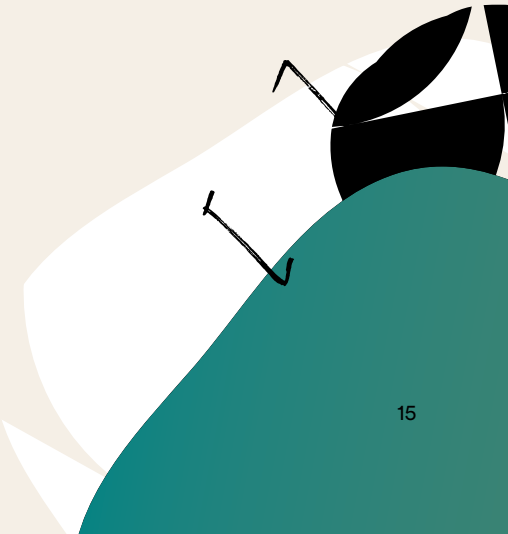
Seco was outgrowing the logic that had once made it successful. Its greatest strengths – engineering precision, product reliability, operational excellence – had become its blind spots.

The challenge was to reconfigure how the organization worked as a system so that transformative innovation, collaboration, and learning could happen in real time and across boundaries.

In other words, it could not be solved without an OD solution – building the capacity to lead transformation collectively.

"The business was full of energy, but that energy wasn't aligned."

– Stefan Cousquer · Program Director



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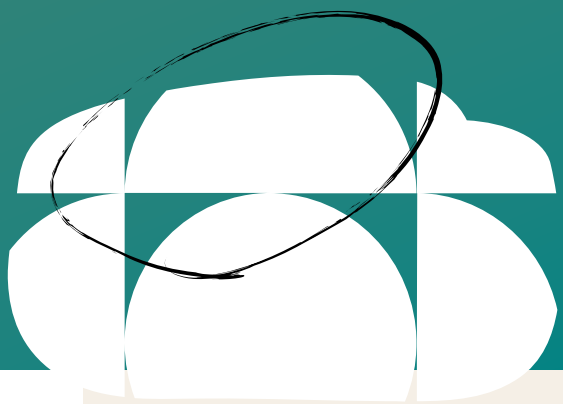
The Commitment



Building transformation capability

Recognizing that the transformation touched everything from systemic structures to individual identity, both partners moved beyond the individual level. They focused instead on the collective – the organization and its wider ecosystem.

This OD partnership was designed to embed learning directly into the journey, shifting the focus from solving technical hurdles to building a permanent capacity for change. The goal was to make reflection and collaborative adaptation the daily pulse of how Seco operates.

→ From the outset, the partnership contract focused on how to lead and learn, not what to deliver. This would be about relationships and lived experience rather than new content.

For example, protecting transformation time wasn't only a prioritization issue – it surfaced power, trade-offs, and identity shifts that made future-focused dialogue feel politically risky (including for Hult Ashridge). This reinforces why our approach emphasized relational capability and psychological safety.

We came back to this many times during the journey, reminding ourselves to work in real time on live business challenges, using reflection and experimentation as the primary learning mechanisms.

→ The Seco–Hult Ashridge partnership redefined transformation as an organizational learning process. It replaced program delivery with capability building, external expertise with co-creation, and static plans with adaptive governance.

The core commitment was to mutually learn and stay on the journey together.

"We didn't want another leadership program. We needed to learn how to transform – and to make that learning part of how we work – starting with ourselves."

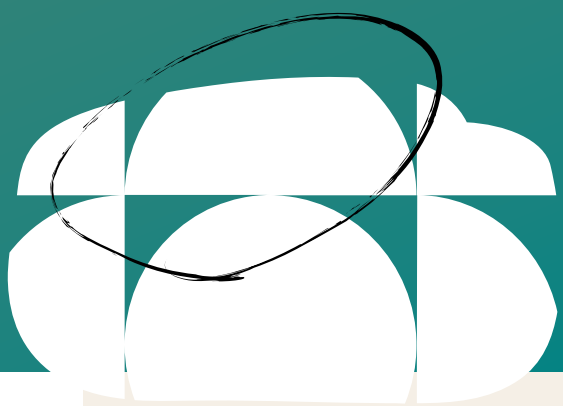
– Stefan Steenstrup · President, Seco

"The commitment was to come alongside the leadership teams. Our role was to mirror, provoke, and support the organization to see itself – so Seco could lead its own change, rather than risk dependence on others."

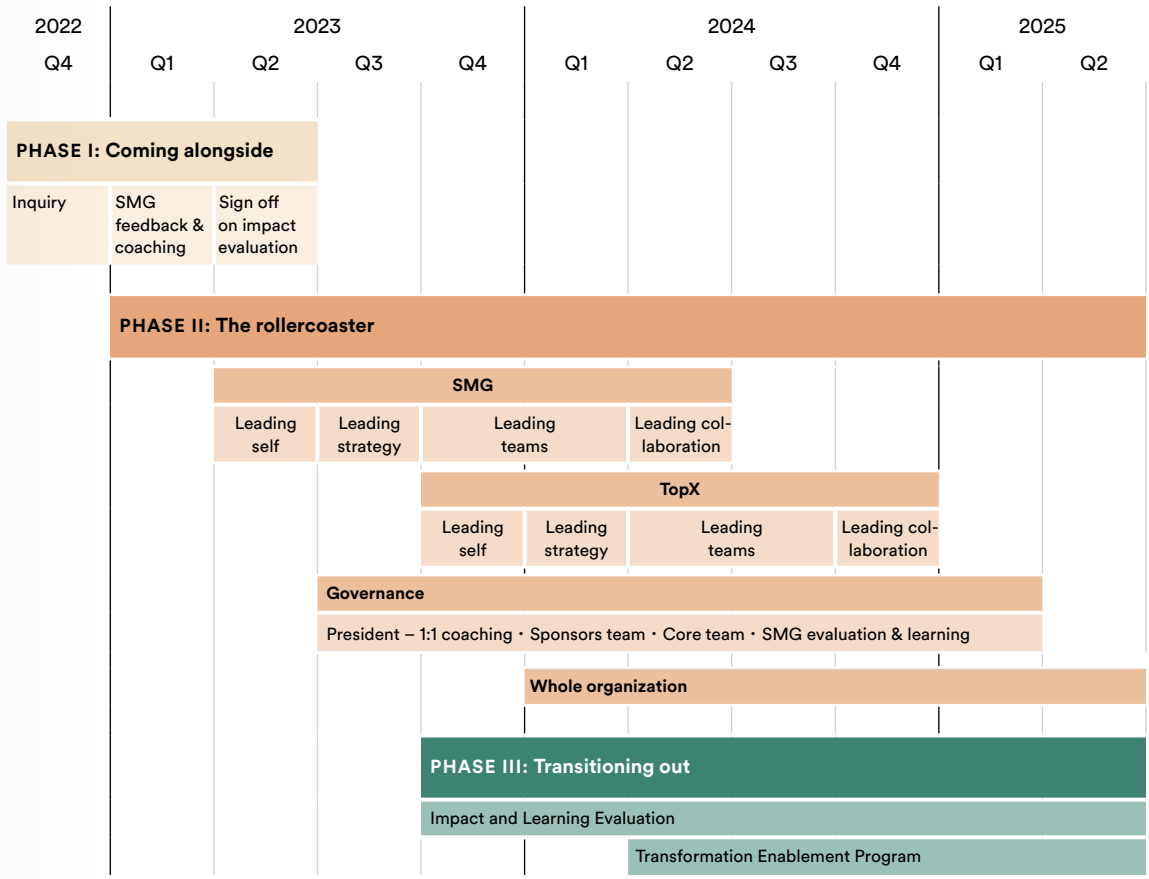
– Stefan Cousquer · Program Director

05

The OD Initiative



Program pathway



PHASE I

Coming alongside

The co-inquiry

Together, we began exploring Seco's understanding of the business challenge, what was already underway to enable transformation, and enablers/ constraints.

Through structured conversations, leadership shadowing, and team dialogues, underlying tensions began to surface:

#1

Limited strategic practices: Leaders shared pride in Seco's history and appetite for growth, but interpretation of what that could be varied without a shared narrative about how transformation connected strategy to operations. Live initiatives prioritized efficiency – while important, they distracted leadership attention to the short-term.

> *"We had great intent but limited shared practice. Our meetings were full, but not always effective."*
>
> **– Stefan Steenstrup** · President, Seco

#2

Stifled change enablement: Structural bottlenecks emerged: unclear sponsorship, governance fragmentation, and over-reliance on top-down communication. OHI 2022 data revealed low collological safety – only 46% felt comfortable challenging decisions. This became the cornerstone for embedding reflection, dialogue, and trust into the transformation process.

"When we first came in, you could feel the tension. There was a lot of energy for change, but also complex invisible dynamics – assumptions, tensions, and history that needed to be acknowledged before anything new could emerge."

– Debbie Wayth · TopX Program Lead

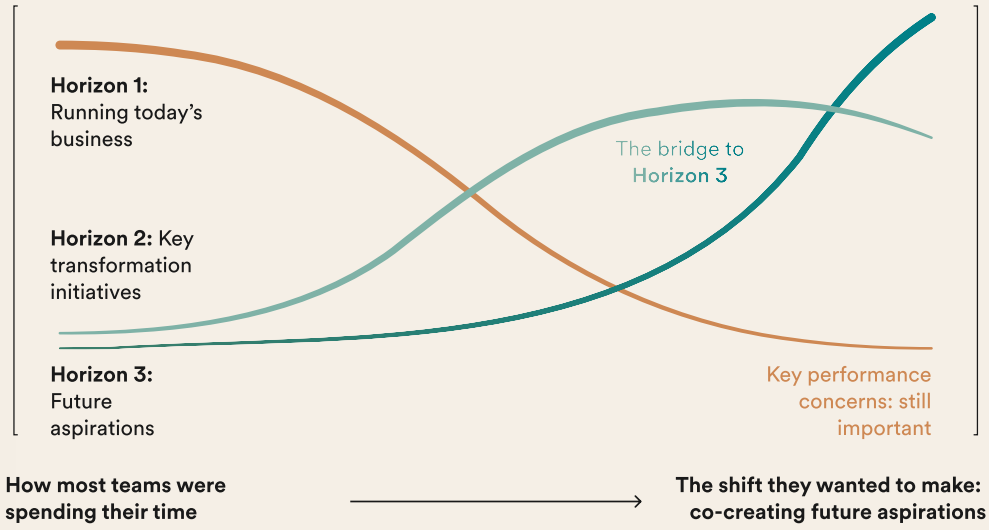
#3

Underdeveloped team capabilities: Across functions, teams were the key delivery units but often worked in isolation. The co-inquiry confirmed Seco's next-level success depended on how teams learned and led collectively. "That became our turning point – to see teams not as recipients of transformation, but as the transformation itself," says Ciceri.

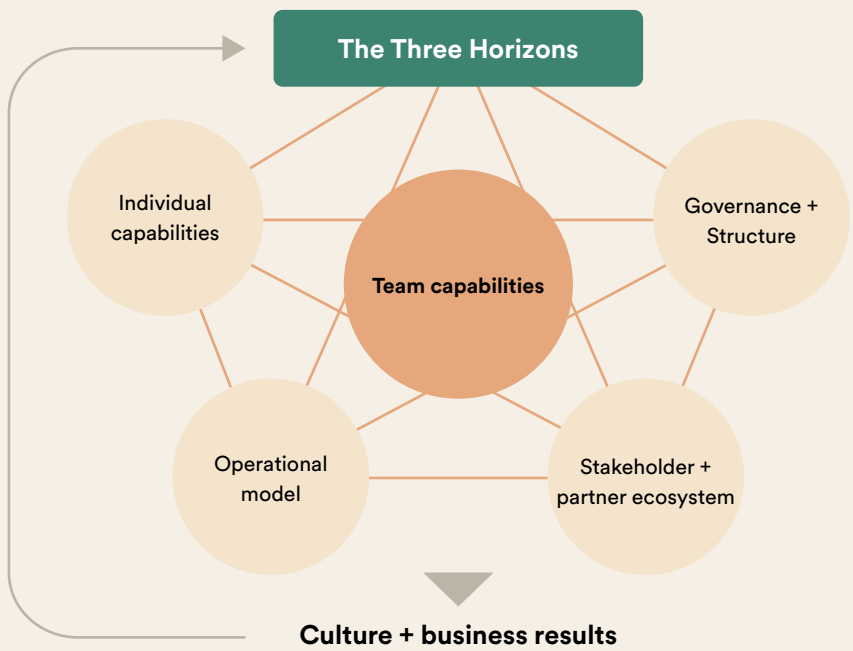
Transformation would succeed only if strategy, change enablement, and team capability were developed together – as a cohesive organizational movement.

→ Before teams could accelerate, both partners understood we needed a shared transformation language. The Three Horizons Framework (Sharpe et al, 2016) became critical, connecting strategic transformation and organizational change.

THE THREE HORIZONS



CONNECTING STRATEGY AND ORGANIZATIONAL CHANGE



Adapted Galbraith star model

Co-designing the development pathway

Together, we created a transformation structure, with three key objectives:

●○○
Develop a global leadership culture & learning community

●●○
Develop individual & team leadership capabilities

●●●
'Be' the transformation – a social movement developing the capabilities for Seco to lead their own transformation

We began with the Senior Management Group (SMG) in four steps focusing on self, strategic team pathways, practices, and learning, and releasing Seco's innovation potential.

Workshops: module focus

	MODULE 1 **Leading Self** 4x half-day	MODULE 2 **Leading Strategy** 4x half-day	MODULE 3 **Leading Teams** 2x half-day	MODULE 4 **Collaborative Innovation** 12x half-day
Workshop headlines	○ Understanding self ○ Leading in complexity ○ Generative dialogue ○ Coaching skills ○ Peer coaching	○ Strategic foresight ○ Transformation pathways ○ Strategic storytelling ○ Enabling transformation ○ Developing guiding principles	○ Leading in complexity ○ Team functioning ○ Psychological safety ○ Working with conflict and difference	○ Bringing collaborative innovation to life with start-ups ○ Driving collaborative innovation connected to key strategic shifts
Team Coaching	Leader as coach Transformative decision-making Hosting impactful conversations Leading transformation as a team Strategic engagement Transformative learning Balancing present concerns + future aspirations			

Seco SMG use LEGO® Serious Play® in Module 2

The SMG then engaged the Top 80 to co-create their transformation journey, building a global learning community, with Hult Ashridge coaching *how* they led transformation.

This was combined with a **transformation governance workstream**, integrating transformation activities, impact evaluation and learning into BAU processes.

Recognizing teams as transformation units, we identified eight key capabilities:

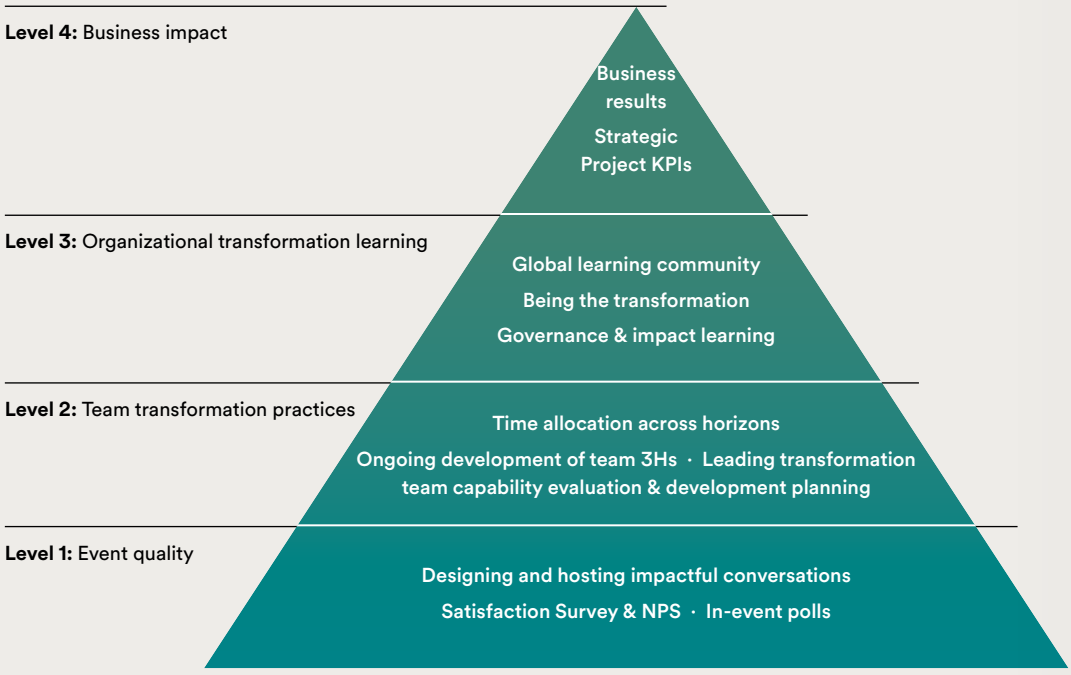
Team transformation capabilities

Leading strategic transformation	**Enabling change**	**Team as transformation enabler**
1. Strategic engagement	4. Leader as coach	7. Leading transformation as a team
2. Balancing present concerns future aspirations	5. Hosting impactful conversations	8. Transformative learning
3. Transformative decision-making	6. Releasing collaborative potential	

Impact from the outset

A key part of the co-inquiry was developing a shared understanding of impact evaluation. We agreed on the impact triangle.

Transformation impact evaluation triangle



Our key principles:

Change happens through practice – shifting organizational practices leads to behavioral change, not vice versa

Teams are the units of transformation – investing in their capability is the fastest path to organizational change

Transformation is a social movement – emerging from conversations, collaboration, and co-creation

Collectively learning from Seco transformation, not just Hult Ashridge impact – critical to enable focus on business impact

PHASE II

The rollercoaster

> *"We called this phase the 'rollercoaster' because every high was followed by a dip. You could feel the push and pull between business-as-usual and new ways of leading."*
>
> **– Stefan Steenstrup** · President, Seco

SMG engagement began in early 2023 followed by the TopX program for the Top 80 and other leaders who were critical in enabling transformation.

Sessions mixed reflection and business debate; models and frameworks provided stimulation for discussion, but content relied mainly on relational conversations within cohorts. Leaders were supported with peer-coaching where they worked through real-life issues with colleagues, building a global learning community.

"The intention was for transformation conversations to take place inside the business – in leadership meetings, customer reviews, even plant visits – so learning was inseparable from work."

– Debbie Wayth · TopX Program Lead

95%

agreed sessions connected directly to live business challenges

90%

applied practices such as Three Horizons and team coaching within four weeks

Transformative learning

Using **LEGO® Serious Play®** in Module 2, we helped teams visualize transformation pathways and share stories of pride and hope, integrating business, capability, and culture shifts. Leaders paired with "strategy buddies" from other teams, introducing fresh perspectives and building organizational coherence. External guests from Sandvik further amplified creative energy.

⟶ **Three Horizons quickly spread across the global leadership community as a shared language – described by one as "a virus we actually wanted to catch."**

"Those early sessions were electric. We started seeing conversations shift – from reporting what happened to exploring what's possible."

– Silvia Ciceri · VP for HR, Seco

Using **team constellations** in Module 3, leaders mapped how their attention was drawn between current business and future ambitions. This surfaced where gravitational pull was strongest and enabled honest dialogue about priorities and trade-offs. "It was like looking in a mirror," Ciceri reflects. "We could see where we were stuck."

Innovation workshops in Module 4 demonstrated the power of external collaboration. "The projects with start-ups opened entirely new worlds of possibility," says Steenstrup. "They showed how fast we could move when we stopped trying to control everything."

Tensions & adjustments

As the pace increased, the complexity of transformation became visible: habits resurfaced, tensions emerged, and the organization oscillated between excitement and fatigue.

This required ongoing stewarding – not one-off solutions.

Tension	How it showed up	Adjustments
Performance ⟷ Transformation	**Time pressure:** Leaders found it difficult to prioritize learning amid daily demands.	✓ Simplified transformation governance process + embedded quarterly impact reviews
	Group vs business: Pressure on short-term performance was often interpreted as Group pressure.	✓ Engaged parent group in systemic shifts that supported transformation
Efficient ⟷ Participative	**Repeating the case for change:** How to engage + build it before having all the answers.	✓ Ensured conferences and communication – engaging employees in what transformation could look like for them ✓ Fast-tracked a service-based offer lighthouse project + communicated this as a tangible case for change
	Governance: Without clear ownership, governance shifts were constrained e.g. sustainability was compromised without an owner.	✓ Created a core transformation governance & learning team to increase understanding across functions (including a new Sustainability Leadership Council)
Individual ⟷ Team	**Psychological safety:** Mid-2023 pulse data showed only 54% agreed "conflicts are addressed constructively."	✓ Invested more time in helping the SMG and their teams hold each other accountable + delayed modules for onboarding processes
	Team practices: Teams did not always change their practices unless there was specific evaluation + changes in meetings/ processes etc.	✓ Created a Chief of Staff to support the SMG align meetings and processes to transformative actions

> *"We learned to hold the tension – asking each other what were the knots in our bellies – without rushing to fix what were not simple challenges. That's when real adaptation started."*
>
> **– Debbie Wayth** · TopX Program Lead

By the close of Phase II, Seco was learning to navigate the discomfort of transformation while strengthening its capacity to adapt. "You could sense a new openness," says Folkebrant. "People started asking different questions – not 'Who owns this?' but 'How do we solve it together?'"

PHASE III

Transitioning out

In 2024, Seco's transformation reached a critical turning point. Early energy had proven what was possible; the next challenge was sustaining learning without external dependency.

Two workstreams were launched in response:

Workstream 1:

Transformation enablement (TE) program

This program supported a cross-functional community of 30 people whose roles positioned them as "transformation catalysts".

Specifically, it equipped HR and Strategy roles within each function with **six core OD competencies**, enhancing their readiness to support colleagues to develop transformation capabilities.

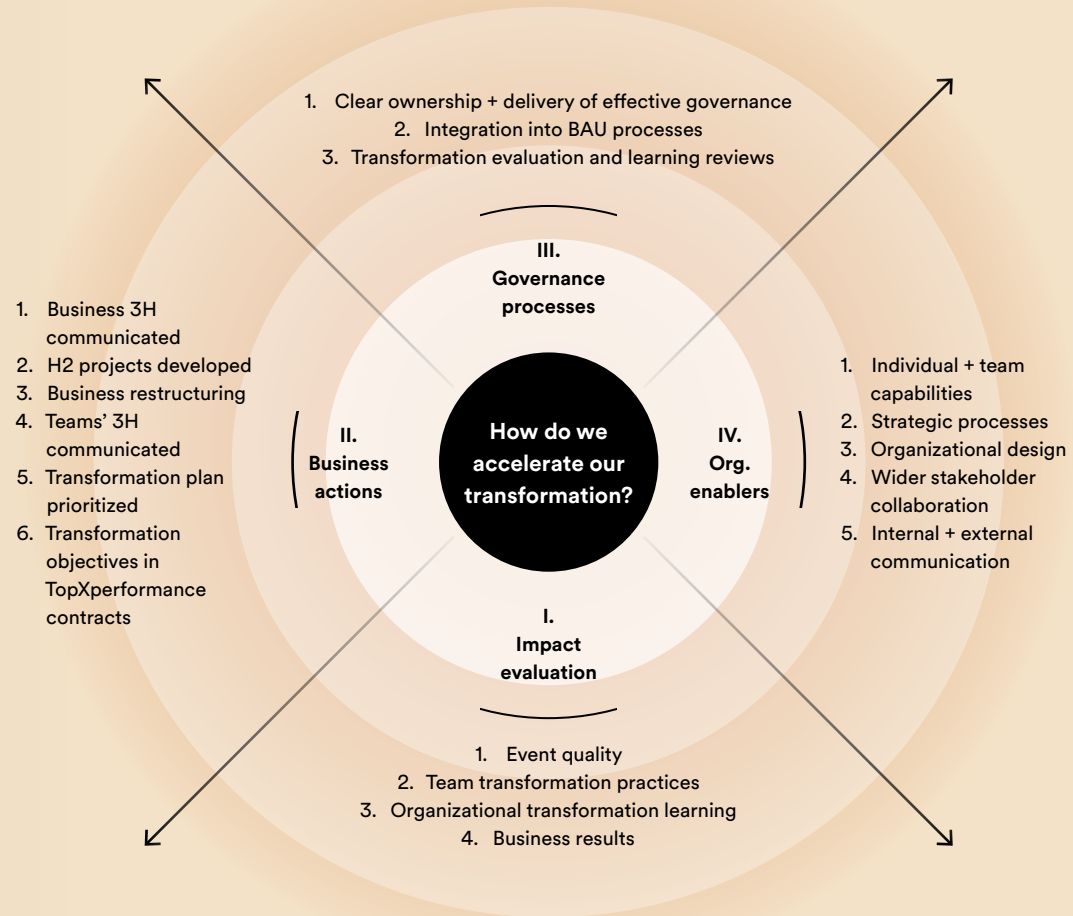
Workstream 2:

Transformation evaluation and learning

We developed this framework, owned by the SMG, to support learning around how leadership teams lead transformation, covering four dimensions:

I. **Impact evaluation:** Learning from the Impact Triangle
II. **Business actions:** Clarifying business activities across horizons
III. **Governance processes:** Identifying enablers/ constraints of transformative decision-making and learning
IV. **Organizational enablement:** Ensuring leaders enabled OD in line with the transformation agenda

Transformation evaluation and learning framework



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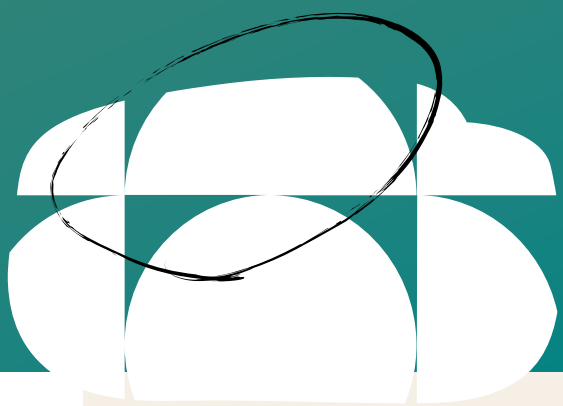
The Impact



Organizations change one conversation at a time

By mid-2023, more than a dozen pilot projects had launched – proof that transformation was taking root as a team practice.

By the end of the year, more tangible shifts emerged.

"The evidence started catching up with the belief. We could see that when teams worked differently, business results followed."

– Stefan Steenstrup · President, Seco

1. Stronger strategic dialogue

+25%

Increase in time devoted to transformation on SMG agendas

2. Improved collaboration

67%

OHI scores for "collaboration across units" (+9%)

3. Early business outcomes

Growth in new solution-based commercial models, showcasing sustainable growth unlocked by Secos's strategic shift.

Business results

From product sales to solutions growth

The clearest commercial signal of transformation was the shift in Seco's business model – from component sales to solution-based partnerships.

An increase in solution-based revenue demonstrated that the new collaborative operating model was converting capability into commercial value.

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

x3

The pipeline for integrated offers tripled, with more than 25 cross-functional bids in development by mid-2024.

> *"We're closer to customers, faster to act, and starting to create real value from partnerships instead of price."*
>
> **– Stefan Steenstrup** · President, Seco

Becoming a trusted problem-solver

Transformation was equally visible in customer experience. 2024 client feedback highlights a fundamental shift from supplier to strategic partner after two years:

+8

Increase in customer satisfaction points in "ease of doing business"

+13

Increase in joint innovation pilots with key accounts, from 5 to 18

72%

Of customers perceived Seco as "a partner in process improvement" (+24%)

"Our conversations have changed – we talk about processes and sustainability outcomes, not tools. We're becoming a trusted problem-solver."

– Stefan Steenstrup · President, Seco

Sustainability as a growth lever

A major outcome was repositioning sustainability as a commercial differentiator. The new Sustainability Leadership Council helped align engineering, operations, and sales, embedding carbon and circularity metrics in customer proposals. Since 2022, Seco has achieved:

- Growth in year-on-year sustainable-solutions revenue
- Increase in buyback material, demonstrating integration of circularity into business activities
- Deduction in Scope 1 & 2 emissions

Winner of the Sandvik Sustainability Award:

- **Numerical Control Optimization for Sustainable Manufacturing:** Joint initiative with Vericut which reduces cycle times, tool wear, and machine energy consumption by 18% (2025)
- **Digitalized Recycling Program for Used Carbide Tools:** Simplifies customer recycling through a digital portal to improve circularity and traceability (2024)

> *"Sustainability has become a commercial advantage for us – it's part of the business model now, not a CSR add-on."*
>
> **– Stefan Steenstrup** · President, Seco

Ecochain

Case study: Ecochain collaboration

In the Module 4 workshops, Seco connected with Ecochain to explore Life Cycle Assessment (LCA), an increasingly important focus for customers. A pilot project was consequently implemented, enabling Seco to go from modelling one product in five months to 905 products in two months at their Lottum site. LCA coverage expanded to three additional sites in 2025.

The Ecochain collaboration has been a key enabler of scalable LCAs across Seco's portfolio. Seco aims to continue the collaboration, expand coverage to 1,000+ more products, and begin collaborating with customers on LCA data.

Organizational impact

Integrating learning into governance

The first visible organizational shift was in how Seco made and reviewed decisions. Learning and evaluation were no longer separate from operations but built into management architecture. Quarterly business reviews formally integrated Impact Triangle learning loops – linking behavioral insights to business metrics.

78%
of teams embedding learning reviews into quarterly cycles (+26%)

82%
of leaders felt confident facilitating transformation conversations (+24%)

84%
of leaders felt that "learning and transformation are now part of how we manage performance" (+21%)

+9-10
Increase in OHI collaboration and empowerment scores

Increased employee engagement

Employee NPS increased from 11 to 25 between 2023 and 2025. According to Peakon, the degree of change in data between 2022 and 2024 across a global organization reflects a more significant change than a leadership or operating-model shift.

7.8
Employee engagement score, up from 7.4

7.4
Strategy score, up from 7.0

From fragmented time to strategic balance

A Mentimeter evaluation during SMG/TopX modules revealed a striking imbalance in how leadership attention was distributed. Mid-2024 results indicated a systemic shift:

A pivotal insight was that transformation consistently breaks down in H2 – especially when no one "owns" it. Naming this shifted Seco from aspirational talk to deliberate governance: resourcing, decision rights, and disciplined portfolio attention. "We now deliberately protect time for H2 and H3 conversations," says Folkebrant.

	2022	Mid-2024	Change
Horizon 1: short-term operations	72%	55%	-17%
Horizon 2: transformative initiatives	23%	30%	+7%
Horizon 3: future aspirations	5%	15%	+10%
SMG meeting time devoted to transformation	23%	45%	+22%

A pivotal insight was that transformation consistently breaks down in H2 – especially when no one "owns" it. Naming this shifted Seco from aspirational talk to deliberate governance: resourcing, decision rights, and disciplined portfolio attention.

Building transformation capability

The Transformation Enablement (TE) community was crucial to organizational learning, with the Eight Transformation Capabilities the blueprint for team development.

>90%

of TE members use the Eight Transformation Capabilities as part of their ongoing work

+4.10

Average capability scores increased from 3.45

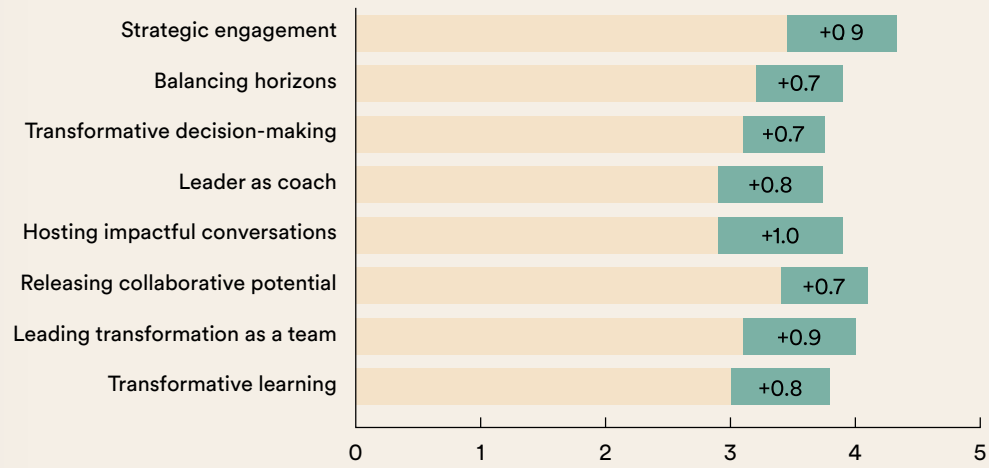
These results show movement from "developing" toward "embedding," with strongest growth in dialogue, strategic engagement, coaching, and collective leadership – the relational muscles that sustain transformation.

Teams are embedding reflection and dialogue in daily meetings and leading better conversations linking strategy and operations, and 70% of leaders are using coaching in performance and transformation reviews.

"The Transformation Enablement program is not a network anymore – it's part of how we run the company."

– Victor Folkebrant · Chief of Staff and Director of Transformation Office, Seco

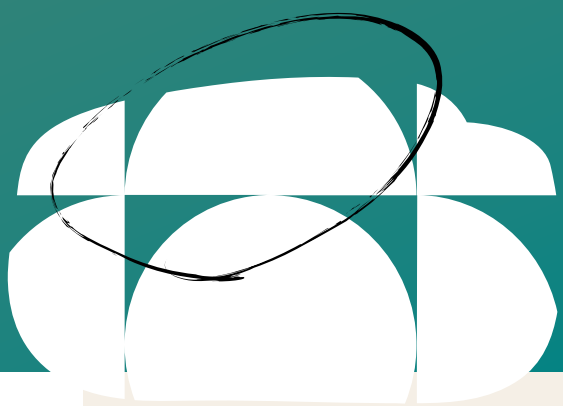
Average growth across all eight capabilities



TE Capability Self-Assessment & 6-Month Check-In (2025)

07

Reflections

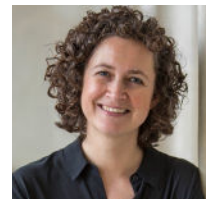


The courage to keep going

If there was one emotion that united everyone, it was pride in perseverance. “There were moments when walking away would have been simpler,” says Steenstrup. “Our courage was to keep going, even when it was uncomfortable.”

This resolve became contagious: leaders said seeing the President stay present in difficult conversations legitimized vulnerability and resilience across the organization. 83% are “proud of what we achieved together.”

True partnership is not acting for another organization, but with them. The Seco–Hult Ashridge partnership is one that shifted; by the final year, Seco was leading its own learning cycles.



“The real success is that Seco learned how to learn – that’s what makes it sustainable.”

– Debbie Wayth · TopX Program Lead

“This work asked us to slow down, listen, and connect. We stopped asking, ‘Did it work?’ and started asking, ‘What did we learn – and what does that mean for next time?’”

– Silvia Ciceri · VP for HR, Seco

“High-quality OD means both partners evolve, learn, and change. That’s what happened here – Seco learned how to lead transformation, and we learned how to practise with them.”

– Stefan Cousquer · Program Director

“Hult Ashridge helped us see ourselves. We went from a dysfunctional team to a high-performing one. That’s the legacy.”

– Stefan Steenstrup · President, Seco

With thanks to

Seco

Stefan Steenstrup · President

Silvia Ciceri · VP for HR

Victor Folkebrant · Chief of Staff

Dan Sikora · Global L&D Lead

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