



## Moving from 'Good to Great'

Top Team and Leadership Development for Scania (Great Britain) Ltd Aftersales

**Scania is one of the most successful and admired companies within its industry. Building on their success, the Aftersales top team wanted to raise their game even more to provide strengthened strategic momentum to the business and deliver a step change in performance. They needed to find more effective ways of working together on priority, strategic issues to maintain their industry leader status.**

### The Challenge

The challenge here was really about taking a good senior team and turning them into a great senior team. The context in which they work provides 3 key issues for them to manage:

- Sustainability - Increasing truck reliability and increasing service intervals means that existing 'service hours' are not a sufficient source of revenue and profit growth
- Premium offer - The ability to maintain margins based upon superior service needs to be maintained and will come under increasing pressure
- Customer expectations – Customers expectations continue to rise and quality versus volume is an increasing challenge

They were aware that the changes required would not just be about new business initiatives, but in the way they individually and collectively led the business. The demand was for the identification of new sources of value through business opportunity and new ways of working.

### What We Did

This was a real opportunity for the senior managers to work on themselves and on the business, rather than in it. It was a chance to make a good team into a great team by having a fresh look at their leadership and team approaches and to rehearse and practice a new level of performance. The aim was to:

- Build a new leadership mindset to establish the purpose of the team as collectively responsible for current and future performance.
- Develop the individual and collective leadership capacity to deliver the future.
- Establish a common vision, shared commitment, and determination to mobilise all employees to new levels of performance.



### Dynamic Leadership

***"This programme has had a profound effect on the senior team both as business managers and personally."***

James Armstrong,  
Aftersales Director,  
Scania (Great Britain) Ltd

#### 1. Research

Where is Aftersales now and where does it need to be?

#### 2. Senior Manager Training Camp

3 day workout to develop leadership capital and agree on-going actions

#### 3. Business Related Challenges

#### 4. Consolidation & Review

Workout to maintain momentum, review progress, assess the business value and provide peer feedback



We took a four phase approach to the challenge – this was not a ‘quick fix’ but a thoughtful, deliberate route to change the mindset and behaviour of the top team in Aftersales and therefore the performance of the business.

- The first phase involved 1:1 discussions with each top team member; it was vital to get all the participants involved and to get the real business issues on the table.
- The second phase took the team away to a wonderfully informal venue, where they worked through issues such as:
  - The drivers of change
  - How to get from good to great
  - What is the climate they create in their own teams
  - What does it take to be an audacious leader

They were soon all on the same page though and quickly developed new ways of working to take ownership of the future as a team.

- Phase 3 involved the team working on some real business issues together back in the workplace. These were key problems, set by the Director of Aftersales that needed some focussed attention.
- Finally, Phase 4 really pulled it all together – the managers reported back on the work that they had done in phase 3.

**The Results**

From a business perspective the programme gave a powerful boost to tackling the change agenda. Specific initiatives were identified around improving throughput and customer experience in the workshops and also in a raft of innovations around service and product. The whole business is recognising the positive and high impact of the changes that have been made

**A Final Word**

***"Apter’s focus on performance and business context and the stimulating and challenging approach, have helped the senior team to renew its focus and momentum for change. We can all see how benefits are starting to accrue."***

James Armstrong, Aftersales Director  
Scania (Great Britain) Ltd

**Case Notes:**



A leading manufacturer of heavy trucks, buses, coaches and engines for industrial and marine applications, Scania is a major supplier to British industry. Additionally, the company provides a wide range of complementary services in support of its products and customers through its 90-plus-strong network of service centres.

***We found a team that had lots of enthusiasm for the challenges ahead and similar views, but there were two definite groups within the team; the guys out running the regions dealing day-to-day with customer issues and managing the depots across the country and the guys based in head office who saw themselves more in ‘support’ of the others. There is only one team now!***

Marie Shelton, Senior Partner,  
Apter Development

Apter Development provides cutting edge consulting and development in the fields of: strategic capability, leadership and management development, employee research and elite performance.

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