



Embracing and pursuing change.



CUSTOMER

NOKIA
Connecting People

EMPLOYEES 2010



132,430

COUNTRIES



120

SALES 2010



EUR 42.45 b

Leadership and Change Management

NOKIA USED SILEGA COMMANDER™
TO ACCELERATE A SUCCESSFUL CULTURE
SHIFT.

Responding to changes in the marketplace

“Silega Commander allowed us to identify key behaviors among our top leaders. Some of the team members have already made positive changes to the way they interact . . . and the change was noted by their subordinates.”

N.C., HR Manager

Customer

Nokia Corporation is a Finnish multinational communications corporation engaged in manufacturing mobile devices and in the converging internet and communications industries. Nokia has over 132,000 employees in 120 countries, sales in more than 150 countries, a global annual revenue of over €42 billion, and an operating profit of €2 billion as of 2010. Nokia is the world's largest manufacturer of mobile phones; its global device market share was 23% in the second quarter of 2011. The Nokia brand, valued at \$25 billion, is listed as the 14th most valuable global brand in the Interbrand/BusinessWeek Best Global Brands list of 2011.

Background

Starting in 2007, Nokia redefined its values after initiating a series of discussions worldwide as to what the company's new values should be.

Nokia's Chief Executive Stephen Elop emphasized that the company needs to embrace dramatic transformation.

They've developed a blueprint for a culture sweep and a plan to support a new way of working.

Main business objectives

- Focus on a new set of behaviors for change (including accountability, urgency, and empathy).
- Reinforce positive change in corporate culture – this includes creating an open, collaborative environment and helping employees trust each other and have a sense of purpose.

Solution used

Silega Commander™ and customization.

In 2011 Silega was hired to reinforce the



adoption of the new behaviors. The Nokia team worked with Silega's design team to create a customized version of Silega Commander.

Nokia wanted to create an open workplace with a strong sense of purpose where open debate and respect for one another are encouraged.

Embrace the change – behaviors Nokia want to reinforce in leaders:

- Be honest and transparent
- Debate solutions and support decisions
- Partner internally to compete externally
- Lead by example and hold each other accountable

Results

- Over the next seven months, each of these behaviors was brought to life. After the simulation, individual and team coaching sessions were conducted.
- Leaders increased their commitment to set the example through their behavior. Now, each leader “sponsors” one of the key behaviors.
- Nokia also noticed that the quality and quantity of the simulation as well as the subsequent coaching process correlated with improved results in the countries around the region.

The future

The follow-up coaching sessions and action plan are focused on three main areas:

- What practical actions can each leader take?
- How can the new behaviors can be applied to increase the team's performance?
- How can leaders commit to and track progress?

NOKIA

Connecting People

REGION



North America

TARGET AUDIENCE



Top Management

About Silega

Silega is a global full-service training company. We help our customers quickly improve performance by developing their competencies for greater success. Our areas of expertise include business simulations, executive workshops, measurement tools, training transfer, coaching, and consulting.

About Silega Commander™

Silega Commander™ is a business simulation that helps participants unlock the hidden potential of their organization and achieve sustainable growth through managing the five types of wealth. The simulation is conducted in rounds which represent various business years. As the simulation progresses, participants face the challenge of getting results, creating positive change in corporate culture, resolving problems, and communicating effectively. This simulation helps leaders understand why decisions and behavior are often misunderstood by their followers and how to maximize their influence.