Handelshøyskolen BI

MAN 51472 Leading in Digitized Workplaces

Term paper 60% - W

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Deltaker

Jarle Ussvær

Informasjon fra deltaker

Tittel *:	Leading in Digitized Workplaces
Navn på veileder *:	Sut I Wong and Elizabeth Solberg

Inneholder besvarelsen konfidensielt materiale?:	Nei	**Kan besvarelsen offentliggjøres?:**	Ja

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Gruppenavn:	(Anonymisert)
Gruppenummer:	11
Andre medlemmer i gruppen:	Deltakeren har innlevert i en enkeltmannsgruppe

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Summary

In this assignment I have identified a current issue related to leading in a digitized workplace, Kramp Groep. I have used theories and course concepts learned by attending the BI Executive Master of Management course, Leading in Digitized Workplaces, at BI Oslo, during spring 2022.

The issue is not a specific issue or task that easily can be solved, but it is an organizational challenge and it is relevant for most of the division and departments within Kramp.

The theories and concepts have been used to analyse the issue and come up with an action plan that be initiated to resolve the issue. The action plan is linked to the analyses and course concepts/theories and applied to justify why this action plan is appropriate.

I have tried to strike a balance between being practical and being bold when coming up with actions for addressing the issue.

I hope I have understood the task, the theory and the concepts learned by attending this course so that I in a good way have answered what this paper should include.

Bærums Verk, 29th of June 2022

Jarle Ussvær

1. Organizational context

1.1 The company

Kramp Groep is a Dutch company. Kramp is a wholesaler, selling to dealers within the agricultural, forest and gras care, and the construction segments (B2B). European market leader when it comes to sales of spare parts and consumables with more than 50.000 customers in Europe and with around 3.000 employees. Kramp had in 2021 a global turnover at 1,030 billion €, with financially strong results. The ambition for 2025 is 1,5 billion € in turnover.

Approximately 90% of the orders are today received digital, either via the web shop or via EDI connections.

Kramp are present in 22 European countries and have warehouses in 11 of the 22 countries, meaning we can deliver what our customers need when they need it.

The company is 71 years old and still family owned, with a strong culture focusing on continuous improvement every day.

We empower you to move forward is the purpose and we have a clear message house well known for all employees with our mission, vison, values, strategic principles, and strategy elements. Kramp strive hard to be a value driven company with *care, collaboration, and ownership* as the driving values.

We launched our first web shop back in 2000 and are digitally the leader in our markets.

The Norwegian entity consist of 18 people and had in 2021 a turnover at MNOK 137, also with strong financially results.

1.2 Digital Transformation in Kramp Groep

Kramp digital transformation is ongoing, and it is critical to be successful if we want to continue being the leader in the future in our business. With use of new technology, we see new players entering, and disrupt, in our playing field.

We have no unique products, so we need to be unique in our digital and logistic offer to stand out from competition, and we need to provide our customers with digital tools, support, and knowledge so we together will be the winners in the market.

We need to get to the next level of doing business in a digitized world. We need to build the best digital platform with the relevant content, so our customers experience that doing business with Kramp is the best and easiest customer journey ever.

At the same time Kramp need to improve the internal processes and change software on key applications. This includes a completely new ERP system and a complete new warehouse management system, among others.

2. Issue identification

We are in the digital transformation. We are working with continuous improvement and efficiency. All the time working to improve internal processes and at the same time have high focus on improve and digitalize the customer journey to improve the customer experience. It is an issue and a challenge for all employees to adapt to the new technology. Warehouse workers, IT, sales, finance, HR; we all must learn and benefit from the new applications arriving. Learn and use it so we gain from the investments and improve, but at the same time does not lose focus on improving the customer satisfaction. It is about having the right mindset for change, but at the same time as we cannot only look inside-in, we need to also be able to look outside-in as we are in a very fast-moving disrupting industry.

The main issue is the different levels of engagement, knowledge, understanding and motivation for driving the digital change among key stakeholders and top management in Kramp. Lack of engagement key element. It makes driving digital transformation challenging lower down in the organization. We do not have a clear communication strategy how to communicate the changes, we do not have enough knowledge how to *lead* in the ongoing digital change process. It ends up done different from country to country. What can we do to improve the change process internally in the organization, so we all feel we play on the same team with common goals?

3.0 Analysis

Why is the digital transformation in Kramp challenging? Could it be because we are not a very homogenous group of people? Ages from 20 to 70, and a mix of office and warehouse workers with the majority working in the warehouses.

We are at different levels when it comes to digital adaptions and how we are used to work with and see the need of digital tools.

Financially Kramp is a very solid company with year-on-year growth and strong results. That is sometimes used against us when it comes to need for changes; why do we always need to change things, improve and be more efficient when we deliver results in the way we do.

3.1 Change readiness survey

As a test I did an easy "Change Readiness" survey among the Directors in the Nordic organization before we introduced a new phone system in May/June this year. This as a part of testing the theory from Leading in Digitized Workplaces course in real life. No. of participants were 7, all country or Nordic directors, stakeholders, and decision makers.

Background for the change; we have been running an old Skype call center application for many years, without call center functionality expected to have in 2022. No call back, no link to CRM, no good statistics.

We had a need for a new system to help improve our customer satisfaction and at the same time increase our internal efficiency when it comes to handling incoming calls. Questions and feedback from the survey shown in the picture below.

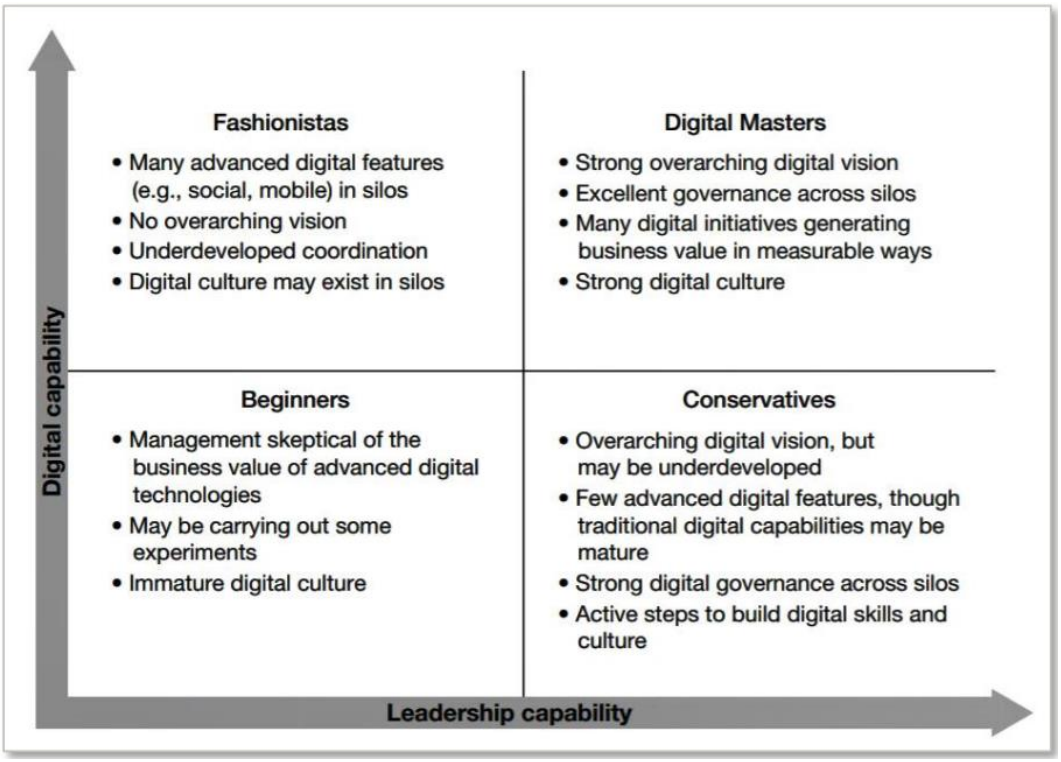
Change readiness study related to introduction of the Miralix phone system				
1) Is this change actually needed you think, yes or no?	YES = 4	NO = 3		
2) Do you see yourself having the capacity to successfully undertake this change, yes or no?			YES = 7	
3) Do you think the change of phone system will have positive outcome for you, yes or no?			YES = 4	NO = 3
4) Does this change excite you, or does it scare you?	EXCITE = 6 (one person answered neither excited nor scared)			

Based on the low number of participants this survey is not statistical representative for the whole company, but I believe it is a good indicator on the

overall status in Kramp when it comes to digital mindset, and in this case, are we change ready, and do we see the need for change.

3.2 Kramp and Digital Mastery.

If we analyze Kramp using the digital mastery theory, (A. McAfee, D. Bonnet, and G. Westerman, October 2014, chapter 1), Kramp will be in the Conservatives corner of the quadrant, but not so far away from being Digital Master.
We like to believe we are Digital Masters, but we are not there yet.



- Kramp have a strong overarching digital vision, but it is not clear, meaning we do not know exactly where we want to go, so in that perspective it's kind of underdeveloped.
- We do not have any unique or very advanced digital features and the governance across the silos are not excellent, but strong. Cross-functional cooperation still needs to be developed.
- We like to think we have a strong digital culture, but do we really? As the issue describes we have our digital culture challenges, but active steps to build digital skills and culture is taken. One example is The Digital Inspiration Day we have had two days the last 12 months, and the

possibility for all employees to participate in the regular Sprint update meetings.

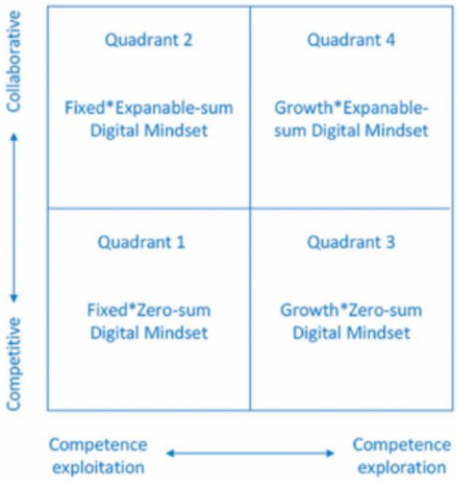
The biggest challenge is the governance across silos. When reflecting why my conclusion is the P&L's we have for each division are not always making us push in the same direction as we have personal incentives based on our divisions/silos financial results and they are not always synchronized to the best for Kramp.

3.3 Technology Acceptance model (TAM)

(Bagozzi, R. P., Davis, F. D., & Warshaw, P. R.,1992, pages 659-686)
When it comes to acceptance of Information and Communication Technology (ICT) in the way that it's perceived as usefulness or ease-of-use for Kramp employees depends on the ICT app and the user's acceptance.
It is very often not difficult to see the usefulness coming out of new ICT initiatives, but the ease-of use can be a challenge and is also the issue we are analyzing in this paper. The TAM model is useful to monitor the impact from the different actions, initiatives and implementations done in Kramp.
No data to prove it, but based on reflections and received feedback it seems to be a common united understanding that digital initiatives mostly are perceived as useful.

We took an outside-in approach and did an interview with a dealer how he perceived the new web shop we launched in 2021.
"I find the new webshop in many ways easier to use with more do it yourself, like cancelling an order, functionality. Also, the design and the content are much better than in the old web shop. What I don't like, and that is maybe the key thing for me, is that it is not easier to search for products. Your product hierarchy does not have a good and logic structure" Dealer, Fagernes, Norway.
Perceived usefulness; new design with better product content makes the product information much better and leads to less need for contacting Kramp.
Perceived ease-of-use; the do it yourself, self-service functionality.

3.4 Kramp and the Growth or Fixed/Zero- or Expandable Sum Mindset



When analyzing the situation in Kramp I find the Digital Mindset Matrix in combination with the response pattern (Insendi, LDW, chapter 4,5 2022) very interesting and very relevant as a leader working in a digitized workplace.

Mindset combination	Response pattern
Fixed + Zero-Sum	Efforts made to avoid tasks or people that would require the person to use new technologies
Fixed + Expandable-Sum	Efforts made to exploit the technological competence of others in order to reduce time and effort spent using new technologies oneself
Growth + Zero-Sum	Efforts made to develop technological ability by learning and using new technology, in order to secure a competitive advantage
Growth + Expandable-Sum	Efforts made to engage in new technology, and to enlarge one's work role in order to help others learn and use it as well

I believe we are not born with a certain mindset, but we have a mindset that appears different from case to case, based on education, cultural background, risk willingness, experience, age and more.

In Kramp we base our analyzes on watching people struggle to understand the changes, the need for support in different daily situations related to digitalization, and usage of the available tools in the change process in the desired way. The outcome from our "watching and interpreting feedback" analysis tells us we probably have people in all the 4 quadrants shown in the model on the page above, but as an overall company rating Kramp do make efforts to develop technological ability by learning and using new technology, especially in order to secure a competitive advantage, meaning we have a culture with a growth+zero-sum mindset combination.

Also the framing for learning article; Lessons in successful technology implementation. California Management Review, (Edmondson, A.C, 2003, pp. 33-54) provide us with tools to better run implementation process in a way that secure they will be more successful.

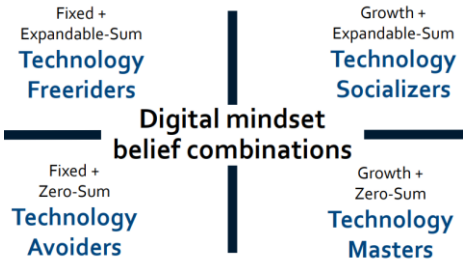
3.5 Technology engagement

Solberg, E., Traavik, L. E. M., & Wong, S. I. had an article in California Management Review (2020) called Digital mindsets: recognizing and leveraging individual beliefs for digital transformation.

Here we go a little bit further with Digital Mindset in combination with Belief Combinations to find out the Technology Engagement within an organization.

Technology Engagement Model (TEM)

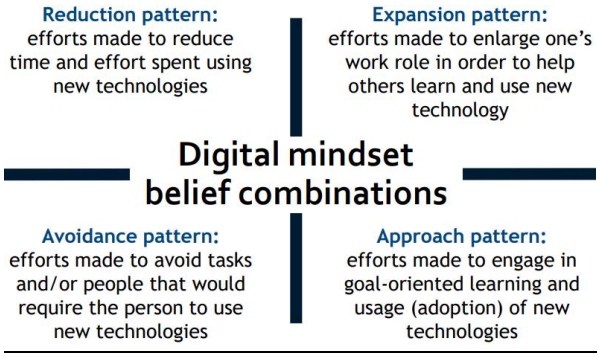
(Solberg, E., Traavik, L. E. M., & Wong, S. I., 2020, CMR)



In chapter 3.4 we draw the conclusion that Kramp in general have a growth+zero-sum mindset. Putting that into the TEM model tells us we are Technology Masters, while using the Digital mastery theory, (A. McAfee, D. Bonnet, and G. Westerman, October 2014, chapter 1), Kramp ended up in the Conservatives corner of the quadrant, but not so far away from being Digital Masters. Is it a conflict between the two models? To find out we need go deeper and look at the Technology Engagement Patterns model.

Technology Engagement Patterns (TEP)

(Solberg, E., Traavik, L. E. M., & Wong, S. I., 2020, CMR)



When analyzing the TEP model and Kramp it is clear we have an organization and a culture close to approach pattern, meaning efforts are made to engage in goal-oriented learning and usage of new technologies. What about the model conflict then? Is it a conflict or can we have a growth + zero-sum mindset

meaning we are technology masters and an engagement with an approach pattern,

but still not Digital Masters according to the Digital Master theory?
I believe it is not a conflict, we have the technology, but we are not there yet using and understanding it in a Digital Master way. That is also why we have an issue. How do we get to the next level?

3.6 Organizational learning in Kramp

When analyzing the way, we learn and develop within Kramp I have used the 4I Framework of Organzational Learning (Crossan, M.M., Lane, H.W., & White, R.E, 1999, pages 522-537) as a model for understanding the implications

Learning/Renewal in Organizations: Four Processes Through Three Levels

Level	Process	Inputs/Outcomes
Individual	Intuiting	Experiences Images Metaphors
	Interpreting	Language Cognitive map Conversation/dialogue
Group	Integrating	Shared understandings Mutual adjustment Interactive systems
Organization	Institutionalizing	Routines Diagnostic systems Rules and procedures

The four learning processes operate over three levels, individual, group and organization, meaning that the processes naturally flow from one into another, but that makes it difficult to define precisely where one ends, and the next begins. Quite clearly, intuiting occurs at the individual level, institutionalizing at the organizational level, interpreting bridges the individual and group levels, while integrating links the group and organizational levels.

When relating this to Kramp organization we see efforts made from Board level towards the organization in line with the institutionalizing process, more on an informative level, while we on group and individual level use the other 3 processes in the model. Individual level is what we find most challenging because the way messages are received and perceived by the individuals, meaning we have to spend more time on individuals to get to a common level of understanding why we need to change and it what direction.

Do we have a learning organization in Kramp?
In the article Is yours a Learning Organization (Gavin, D.A., Edmondson, A.C., & Gino- F., 2008) identifies three building blocks of learning organizations.
(1) a supportive learning environment, (2) concrete learning processes and practices, and (3) leadership behavior that reinforces learning.

Uhl-Bien, M., & Arena, M. (2018) define adaptive space as a context where heterogeneous agents can come together (engaging conflict), to develop, process, refine, and scale ideas in a safe environment (facilitating connection), and leverage institutionalized routines and behaviors from the organization's operational system to allow for the best ideas to implemented (reintegration).

Arena, M., Cross, R., Sims, J., & Uhl-Bien, M. (2017) tells us about the benefits using adaptive space to catalyze innovation. Enables more expansive idea generation and development; allows for innovation emergence from unpredictable pockets of creativity in the organization. Facilitates movement of innovative ideas into the operational system where they can be further developed, tested, and scaled. Doesn't overload employees with ongoing role demands that typically stifle creativity and innovation. Can help to change the organizational culture and systems to support learning more generally. Makes for really good PR.
Adaptive space are used in Kramp today, mainly within the HUB driving digital innovation, but also for improving and developing existing systems.

The building blocks of supportive learning environment and concrete learning processes are in place in the Kramp organization, it is also an important part to make sure we live up to our purpose; Empowering you to move forward. Leadership behavior that reinforces learning is the critical part in this model. Kramp are in the middle of ongoing leadership programs which is all about leadership behaviors, not only to reinforce learning, but also to understand and make sure leaders work according the new values care, collaboration and ownership. Creating a learning organization can require different activities in different organizations. In combination with management training ongoing Kramp has invested heavily in the Kramp Academy. A learning platform where employees can sign up themselves for different courses like Cultivate a Growth Mindset, Coaching Skills for Leaders and we also offer a personal consultation with external coach in combination, among others.
To conclude organizational learning in Kramp supported by relevant theory, we are doing a lot of the right stuff, but we need to continue what we have started with building a leadership behavior that reinforces learning even more.

3.7 The Ambidextrous Organization and Ambidextrous Leadership

Organizational ambidexterity refers to the capability of an organization to balance the tension between the *need to innovate* and the *need to produce*.
This is proven via ambidextrous leadership, focus one side on exploiting current capabilities for profit, and those aimed at exploring new opportunities for growth. Leading in organizations that intentionally seek ambidexterity requires different

types of leadership. It is balancing the need for innovation and continuous improvement together with "isn't what we have today good enough, we make money". Reflecting and analyzing Kramp can best be described by an example; back in 2017 we saw a need for an improved web shop and a need to speed up digital innovations. Two options; (1) use existing IT resources good at running existing applications and hope they would come up with new initiatives, or (2) make a totally new fresh start establishing a HUB with new people without any internal boundaries or history in their suitcase.
Kramp went for option 2 and today we have around 150 people working in the HUB with the flexibility and creative needed to innovate and come up with new digital initiatives that gives us opportunities for growth.
Conclusion is that we are an ambidextrous organization, we show ambidextrous leadership, and we experience the "old" world merging together with the "new" world represented by the HUB, into one strong organization founded on innovations and continuous improvement to support continuous growth.

3.8 Organizational culture and change

Chapter 7 in the Leading in Digitized Workplaces (BI, 2022).
What is organizational culture? "Perhaps the most intriguing aspect of organizational culture are the unobservable elements below the surface, including values, beliefs, and taken-for-granted assumptions. The power of culture comes about through the fact that these norms, values, beliefs, and assumptions are shared and, therefore, mutually reinforced". (LDW, BI, 2022, chapter 7,2)
Isn't his all about leadership behavior and a constant journey trying to improve the culture? It is a challenge as new people come and go. In Kramp we like to think we have a strong family culture, but it can for sure be reinforced all the time and it starts with management and leaders behaviour.

How do leaders transmit and embed culture?

Evolving the organization's culture involves a multitude of small changes in communication and behavior from the top. It means that leaders need to "walk the talk" and be aware of their impact on the organization. Be aware of what you wear, what you say, how you say it, but what I find most important is that the

leader must work and act according to the values in the company t drive the culture in the right way. Kramp is on the way by having the Kramp Leadership Program covering approximately 170 leaders.

How can leaders facilitate organizational culture change?
If the leader not by person is able to facilitate organizational culture change you have other change mechanisms that support; promotion from selected subcultures, through technological change, infusion of outsiders, scandals, turnarounds and merger and acquisitions.
Analyzing Kramp we are not affected by scandals, big turnarounds, and outsiders. The HUB is a subculture that also brings in a technological change supporting a culture change, mostly in a positive way, but what we see as the main culture change driver is when we do M&A's. Can be a challenge, but Kramp have a strong team doing M&A, not only financially, but also cultural. That starts on top level by our CEO, the majority owner and the person that is the prove of the family culture we try to have.

Analyzing the four different culture climates; clan, adhocracy, market and hierarchical, then analyze the focus, assumptions/beliefs, values, artifacts and effectiveness criteria's, Kramp ends up being both adhocracy and market. Adhocracy proven from innovation and creative, but at the same time we work hard to gain market shares and market penetration, supported by an active M&A strategy.

3.9 Job design and job crafting

Digital transformation initiatives often require changes in the content and organization of one's work activities, responsibilities, and relationships. Therefore, leading in digitized workplaces requires thinking carefully about job design - or the ways in which, and the process of, organizing work.
Job crafting refers generally to activities people engage in to redefine their own jobs from the bottom up. Job crafting can be viewed as a self-management tool to cope with job demands and stressors that result from new digital technology implementation.

Job design refers to social, physical, social or organizational aspects that require effort that can lead to strain. Factors can be skill variety, task variety, job complexity and interdependence and information processing.
Job resources are characteristics of work functional in achieving desired work outcome. They reduce the strain caused by job demands, or make it easier to deal with those, can be task significance, autonomy, feedback, and social support.
It is not limited to the factors above.
The job demands-resources model is an occupational stress model that suggests strain is a response to imbalance between demands on the individual and the resources he or she must deal with those demands.
The imbalance can end up in people burn-out, but with the right balance we can find people being highly motivated in their job and tasks.

Digital technology is designed to reduce job demands, particularly routine job demands, but we also see that it in some situations increases the job demands. An article written by Wang, Liu, and Parker (2020) refers to several cases where digital technology can have mixed effects on job demands. That can be digital technology and job autonomy, social support and/or task significance.

Job crafting is the process when individuals take actions to shape, mold, and redefine their jobs. There are two dominant perspectives of job crafting. Wrzesniewski and Dutton (2001) and Tims et al, (2012), both models summarized in the table below.

Job crafting perspective	Definition	Purpose and motivation	Target	Types
Wrzesniewski and Dutton (2001)	"… the physical and cognitive changes individuals make in the task or relational boundaries of their work" (p. 179)	• To assert control • To create a positive self-image • To enhance meaningfulness	Expanding/reducing • Task boundaries • Relational boundaries • Cognitive boundaries	• Task crafting • Relational crafting • Cognitive crafting
Job Demands-Resources Model (Tims et al., 2012)	"… the changes that employees may make to balance their job demands and job resources with their personal abilities and needs" (p.174)	• To improve person-job fit • To avoid strain/burnout • To enhance work engagement	Increasing/decreasing • Job demands • Job resources	• Increasing challenging demands • Reducing hindering demands • Increasing resources

I like the Tims, et, al., (2012) models best, as I find it more directly connected to job demands and not so much into the psychological types that we find in

Wrzesniewski and Dutton (2001) looking more into the relational and cognitive crafting. We also have an element called coping behavior that comes into play when we talk about job crafting. Coping in terms of efforts made to avoid or withdraw from the situation and coping in terms of efforts made to approach the situation by positively altering or taking charge of job demands.
When reflecting on job design and crafting within Kramp I find it absent, when we talk about if it's done in a structured way. In an unstructured way job design and job crafting is a part of a continuous unformal ongoing journey. From time to time raised by the employee finding him- or herself in a strain situation feeling the job demand is too much. An area for improvement to avoid strain, enhance work engagement and improve person work-fit.

4.0 Action plans

The purpose of creating an action plan is to develop actions that can be initiated to resolve the issue described at page 2. The plan is also directly linked to my analysis done in the pages from 3-14, but also a few actions recently done by the Executive Board in Kramp are mentioned as a part of action plan/actions taken.

My analysis are not based on surveys and scientific data, but on my observations and outcome after hundreds of good discussions/conversations with my colleagues, working in functional and cross-functional teams in Kramp the last 5,5 years, and participating in different leadership training, both internal and external.

Action plans should also be in accordance with our Strategic Principles for decision making. All decisions should be based on at least one of the 5 guiding principles in the table below.

Driving revenue and improving profits	Simple, scalable and efficient	Improving the customer experience	Data driven & digital first	Achieving shared results

4.1 CDO

We have a Director e-commerce within Kramp. That covers only the digital innovations connected to e-commerce and our web shop. Important position guiding the organization, but focusing only on driving commerce development.

One thing that has been on the action list for a while is hiring a Chief Digital Officer in Kramp. It is now decided it will be done and the new CDO will report to our Chief Commercial Officer sitting in the Executive Board.
The CDO will be responsible for building up a new team with the right mindset looking after the overall IT/technology structure and strategy for Kramp.
Sharing information about why, when, and how at an earlier stage will the whole organization benefit from.

4.2 Actions related to Digital Mastery

We need to find out and agree upon where we are? We need to have a common understanding before we can decide actions to take us where we want to go.
Are we Fashionistas, Beginners, Conservatives or Digital Masters?
My analysis refers to the way we are organized today, working in silos/business units with P&L for each business unit.

Action to be done; we need to have a cross-functional working group with the aim to analyze our Digital capability and Leadership capability to find out if were in the model we are; Masters or Concervatives.
If the conclusion is Conservatives plans needs to be made so we can move towards Masters. If we conclude being Masters a plan needs to be developed how to secure, maintain and develop even further to stay in the Master quadrant.
Responsibility at CDO level.

4.3 The Technology Acceptance Model (TAM)

We do not measure how neither the organization nor our customers accept new Information and Communication Technology (ICT) in the way so it is perceived as usefulness or ease-of-use according to TAM.

Action to be done; implement a structured way to measure the effect new ICT has on the organization and on our customers. Will help us better understand what we should do more and what kind of ICT no need to be done.
Responsibility on Product Owner level.

4.4 Mindset - response patterns and belief combinations

In my analysis the growth or fixed/zero- or expandable sum mindset together with the belief combinations are key for successful implementation of new ICT.
Do we know our people good enough?
Mindset combination, response pattern and belief combinations are important information so we can implement and do digital technology changes in the right way, to secure the best result from efforts made?
Competitive or collaborative? Exploitation or exploration competences?

Action to be done; all managers should during our Performance Cycle meetings have a dialogue with each employee and agree upon where in the quadrant the person see him/herself, and which belief combination is correct. Input also based on coaching from the manager honestly telling how he/she sees the person.
Based on the findings a personal development plan should be made helping to move the mindset combination, response patterns and belief combinations in a wanted direction.
Responsibility; managers with direct reports

4.5 Organizational learning

It is a broad topic, and I asked in my analysis if we have a learning organization in Kramp? The answer is we do and we do not.
The article Is yours a Learning Organization (Gavin, D.A., Edmondson, A.C., & Gino- F., 2008) identifies three building blocks of learning organizations.

(1) A supportive learning environment – that we have in Kramp.
(2) Concrete learning processes and practices – to be developed.
(3) Leadership behavior that reinforces learning – to be developed.

Leadership behavior that reinforces learning is a key element and actions are already taken as all managers in Kramp now participate in a Leadership program focusing on behavioral leadership, support continuous learning is a key part of the program.
Other action taken place the past six months is establishing the Kramp Academy, established to support a learning environment for all employees.

Kramp also supporting external training, like my course at BI, proves that actions are taken to support organizational learning also with external help.

4.6 Other leadership actions

As mentioned in my analysis a change culture adaptive for digital innovations and changes very often starts with the managers leading the way as guiding stars.
But do we know how leaders are perceived by the colleagues?
We think we know, but do we have honest answers, very often not.
So, one action that should be done is a 360 survey on the manager based on anonymous input from his/her direct reports.
Responsibility; Executive Board and HR

4.7 Job design and job crafting

An area where we do nothing to support today.
I find job design and job crafting very important as if it not are in place can lead to strain and in worst case burn-out of key people driving change.
Action to be done; implement a strategic approach to job design and job crafting making it an obligatory part of the Performance Cycle for each individ.
First we have to start training all the mangers in what job design and job crafting is about to make sure they can facilitate such conversations in the right way.
Responsibility; Executive Board and HR

4.8 Conclusions on the action plans

It is not easy to find direct new actions plans to be done related to the issue described in this paper. A lot of good initiatives have already started, but some models learned in this course could be introduced to Kramp to get a better view on our most valuable resource, our people. This is mainly related to Digital Mindset and the need of knowing where we are before we can decide where we want to go, and how to get there.
Leadership competences and leadership have a need of continuous development to support digital initiatives, and to support the people and the changes in the right way during the never-ending walk of change to make sure all involved are fit for and prepared for the future.

Kramp must live up to its purpose; Empower you to move forward.
That includes not only the Kramp people, but also our customers, our suppliers, and all people connected to Kramp in one way or another.

5.0 References

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