



COMPANY
Skanska

 SOLUTION
CELEMI Decision Base™

Creating Skanska's Future Leaders Through Practice and Reflection

Skanska is one of the five largest construction companies in the world, based out of Sweden. With over 38,000 employees worldwide and 132 years of business, Skanska has a long history of providing innovative and sustainable constructions to build for a better society.

Celemi and Skanska have been working together for over 15 years, with a combination of both ready-made and custom solutions. Skanska has been incorporating Celemi Decision Base™ into their leadership development programs for the past 10 years, using the business simulation to discuss strategy and their operational environment.

CHALLENGES

Skanska runs a leadership development program two times per year for employees who have been with the company for 5-6 years, who are now on their way into managerial roles. They need a way to deliver high quality learnings that give a holistic view of an organization's strategy, that fits into their annual leadership training, and that gives room for reflection. Decision Base is the perfect fit for their leadership development.

OUTCOME

Håkan Björding, Competence Developer at Skanska, stresses that the company takes a very practical approach to their leadership training. They want their future managers to practice and reflect. When they first brought in Decision Base, it was meant to be used primarily for learning strategy and business finance, but they quickly realized it could also be used for leadership development. By making time in the simulation for reflection, Skanska has been able to use the simulation as an integral part of their leadership training.

Participants undertake reflection exercises on their own performance, their group's performance, and on their performance in the group. Björding says that incorporating these reflection exercises into the simulation has created an optimal environment to look at leadership and strategy with a holistic approach.

SUCCESS FACTORS

The intense and exciting environment of the simulation keeps the participants engaged, so they can gain a big-picture view of leadership, strategy, and their operational environment.

Quotes

"Leadership is something that you need to practice, as it's a skill. You can't learn leadership by reading, but instead need to practice and reflect over your actions."

—Håkan Björding
Competence Developer at
Skanska