



Delivering the vision in companywide dialog

Akzo Nobel used a dialog program to communicate the new vision and strategy, empowering all employees to challenge the competition.

Leaders at AkzoNobel Decorative Coatings had defined an aggressive growth strategy, focusing on addressing new market challenges, meeting customer needs and building a solid business. Craig Shaw, CEO, and the AkzoNobel Nordics management team realized that in order to succeed, they would have to enable the entire organization to truly understand the new vision and strategy.

Together with Celemi, a 2.5 day strategy dialog was developed. When implemented, all employees were invited to explore the future direction in cross-functional teams. This journey of exploration created the “big picture” view and helped people see how they could contribute to making the vision come true.

Internal facilitation makes people grow

Akzo Nobel chose to roll out the dialog program to all employees in the Nordics, gathered at two large-scale events. This required 35 handpicked facilitators from within the organization, including the management team. The facilitators came together to form a dedicated team of internal change agents, who took on the important role of ambassadors of the new vision and strategy. And the facilitator process itself helped them grow and further strengthen their leadership skills.

”Now everybody can see, feel and touch the strategy”



“It was absolutely the best investment to communicate the vision and strategy together with Celemi. The people factor was the most important and we couldn't afford to fail.”

Craig Shaw, Managing Director, Akzo Nobel Decorative Coatings Nordics

New behaviors enable change to happen

The decision to engage the whole Nordic organization in a cross-functional dialog was strategic. To make change happen, new behaviors were needed, based on a true understanding and common view of the strategy. Through the dialog program, Akzo Nobel in the Nordics has empowered all employees to deliver the vision.

About Akzo Nobel Decorative Coatings

Akzo Nobel Decorative Coatings with the brands Nordsjö, Sadolin, Cuprinol and Hammerite develops, manufactures, distributes and sells paint, varnish and filler products to professionals and consumers in the Nordics. The group employs some 500 people including the Nordsjö Idé & Design stores.