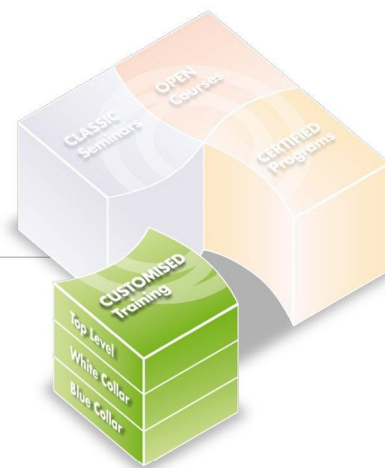


# BSE ACADEMY

## Success Stories



CULTURAL CHANGE – CIP PROCESS  
TRAINING FOR YOUNG MANAGERS

## Leadership & Management Training

# SSAB

**Borlänge, Sweden.** Although SSAB is integrated steel works they purposely chose BSE for adopting BSW's Management Philosophy triggering a cultural change program and implementing a continuous improvement process.

At SSAB's rolling facility in Borlänge, Sweden, many young people had been promoted over the years into management positions. In addition to this, many more are expected to be promoted to management positions due to retirement of current jobholders.

### Seminar Topics:

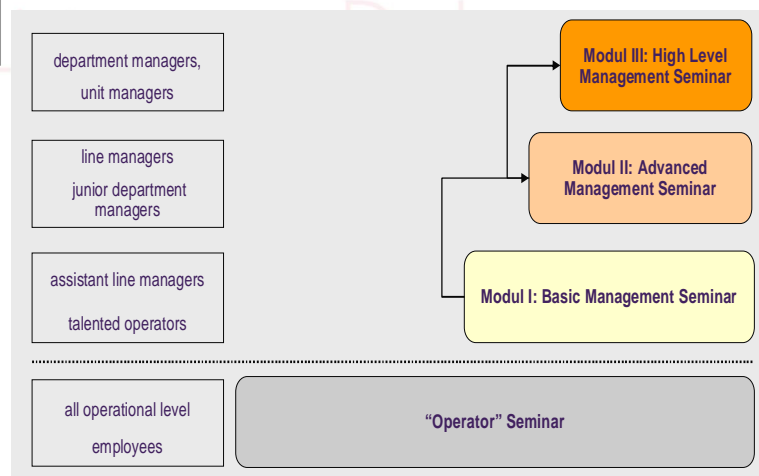
- ✓ Communication (e.g. behavior, style, habits, structure of communication)
- ✓ Self and time management
- ✓ Structured communication
- ✓ Negotiation Techniques
- ✓ Team building / Feedback
- ✓ Conflict Management
- ✓ Structured Problem Solving

The class room lectures were accompanied by a business case which had been elaborated by a joint BSE / SSAB team and which, therefore, perfectly matched the covered topics with the everyday life at SSAB.

Additionally the participants got the opportunity to visit BSW steel works and to discuss with members of BSW and BSE top management team.

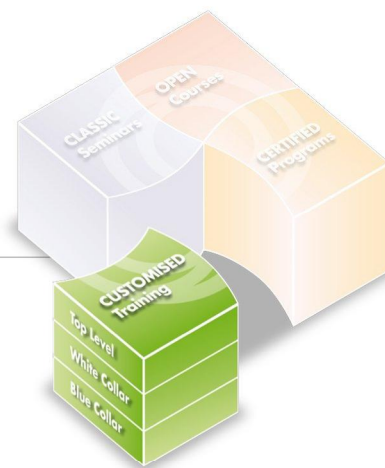
Between December 2006 and September 2007 four groups with 15 participants each were trained at BSE / BSW facilities in Kehl. Besides the exertive training hours there was also time left for leisure activities like a visit to the Europapark, sightseeing in Strasbourg and Freiburg, a Black Forest tour and others.

In January 2008 and April 2008 BSE carried out a review on the sustainability of the seminar at Borlänge.



# BSE ACADEMY

## Success Stories



During this review superiors of all participants were asked for their evaluation of the impact of the seminar on the participants' performance. Although it is difficult to explicitly assign certain improvements only to the seminar all interviewees stated that they had noticed a positive effect on self confidence, communication and leadership skills.

The participants, of whom 20 had already been promoted to higher positions with increased responsibility, reviewed the usefulness of the seminar in different workgroups.



They also developed suggestions for further training which were presented to the management team in a final presentation.

As a result of this project BSE developed a modular training program on leadership skills which can be customized to the specific needs of every steel plant or rolling mill.

*"Really interesting to see how to negotiate with different personalities in such an efficient way!"*

SSAB Sweden Management Seminar

Since the year 2000, there have been various activities taken place between both companies. A number of 30 seminars and 465 participants with different focus and topics have been conducted.

Among the training activities, BSE conducted Operator & Maintenance Training for Pickling Line employees,

High Level Management Seminar for the Rolling Mill, Junior Management Seminar for the Rolling Mill and lots more.

*"A very professional seminar and support by BSE! A very friendly Team! Thank you for a long-life memory!"*

SSAB Sweden Management

**Your overall opinion about your stay at BSE / BSW**  
SSAB, 05.02. - 16.02.2007

**Feedback of Participants:** 93% considered the training helpful or very helpful for their further work at SSAB. 95% stated that they will recommend the seminar to their colleagues and superiors.

