



FUJITSU

CONTINUOUS FEEDBACK

Fujitsu is the leading Japanese information and communication technology (ICT) company offering a full range of technology products, solutions and services. Fujitsu's Configuration and Supply Services organization provides pre-installation, logistics and recycling services to Fujitsu's Nordic customers. Located in Finland, Fujitsu's Nordic Logistics and pre-installation centre providers pre-installed devices to users in 60 countries.

ASSIGNMENT

CONSISTENT LEADERSHIP CULTURE AND A HEALTHY WORKING COMMUNITY

Fujitsu's Configuration and Supply Services organization and Trainers' House launched their cooperation in the spring of 2013 to improve leadership culture. "We wanted to improve the quality of our leadership practices after the results of our personnel survey. We did not have consistent management methods, nor common rules or practices. We also wanted to integrate the Lean culture of continuous improvement into our leadership and management practices," says **Juha Kemppainen, Head of Nordic Supply Chain** at Fujitsu Finland. "We wanted to involve our entire personnel in this change, and in so doing, we introduced a well-being at work aspect to the project."

"We liked the practical approach adopted by Trainers' House. The topics discussed were directly related to our daily work, and we could easily identify the critical changes required and the metrics for them. Initially, the preparations seemed extensive, but they did help us to find the correct point of view and content for the training and the entire cooperation," Kemppainen says.

LEADERSHIP SUPPORTED BY FEEDBACK

After analysing the current situation and turning the desired changes into tangible objectives, we created a common leadership model with supervisors. "We identified the critical actions that our supervisors should change in their leadership work to make our management methods consistent. Each supervisor started to implement the new model in practice and reported on their success in the PULSSI (Pulse) Change Management System. After each training session, we had both a common understanding and a tangible task list that we could implement in practice," Kemppainen says.

"Continuous feedback was an essential driver in the project. Personnel was involved in the implementation of the change

by providing weekly feedback on the work of their supervisors. This enabled us to monitor the progress together, implement any changes quickly and maintain a clear view as to what we wanted to achieve."

RESULTS

Fujitsu has seen tangible results in both its leadership and communication culture. "I'm glad to report that our management practices have become more consistent: supervisors who previously received the lowest grades have **improved their results by 0.3 to 0.5 points on the scale of 1 to 5**. I'm delighted to see that my goals in this area have been reached," Kemppainen says. "The project was also well received among the personnel. Their feedback was relevant and to the point, not overly emotional. It has been great to see how we have established a culture that encourages positive feedback."

Continuous feedback had an important role in the change. Over seven months, Fujitsu personnel gave feedback 1,200 times in the feedback system tailored for the project. "**This has been a great tool for quickly implementing good ideas, and it is impressive that the changes are initiated by the personnel**," Kemppainen explains. "Our communication culture has become much more open. We do not shy away from quickly tackling issues that can be seen as difficult and would previously not have come up at all."

"The change has been perceived outside the organization, too. We've received positive feedback from customers who have visited our facilities," Kemppainen concludes.

**"MANAGEMENT PRACTICES HAVE
BECOME MORE CONSISTENT....
WE HAVE ESTABLISHED A
SUPPORTIVE CULTURE"**



Juha Kemppainen
Fujitsu

Ritva Serkamo
Trainers' House