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Management from the Nova School of Business and Economics.

BUSINESS IN PRACTICE – ANALYSIS OF AN AUTOMOTIVE COMPANY'S
TRANSFORMATION AND REFLECTION ON PERSONAL JOURNEY

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Abstract

This thesis examines the development of a fictional company within the electric vehicle industry as part of a business simulation developed by IndustryMasters®. The industry is disrupted by technological advancement and a growing environmental consciousness. The journey of the company provides valuable insights for the automotive sector and demonstrates the importance of robust and aligned strategies in transforming a business. Specifically, the strategy, innovation, and marketing functions are examined. This paper also provides a personal reflection on the author's role within their team in the simulation and highlights the importance of confidence, communication, and a quick resolution of conflicts.

Keywords

Apply theory in practice, Business simulation, Develop a business strategy, Integrate and coordinate decisions across business functions, Managing a business, Reflective practice, Sustainability and ESG, Team dynamics, Working in Teams, Innovation

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1. Firm Analysis: Volta's Remarkable Turnaround

Today's business environment is drastically changing. This is because of the increase in governmental policies, shifting consumer preferences, developments in emerging markets and new technologies (Gao et al. 2016). Especially the automotive industry is rapidly changing with its transition towards electric vehicles (EVs) (Conzade et al. 2021). Software and EV-only companies are disrupting the market (Gupta 2023). Companies like Tesla and Rivian Automotive both have low production outputs but have high valuations in the stock market. This is because software is becoming increasingly important in the automotive sector (Wietheger, Mogge, and Deichmüller 2022). Established players that are selling internal combustion engines (ICEs) are forced to adapt (F. R. David 2011, 8) as demand for cars from new competitors increases, and they are faced with growing governmental pressures as well (Ewing 2019). It will be analyzed, how the fictional



Figure 1: Volta's Logo

automotive manufacturer Volta (see fig. 1) in the Business in Practice (BiP) simulation, also a company that had already been established, transitioned from ICEs to EVs over the course of six years, 2021-2026. Volta is named after Alessandro Volta, an Italian physicist who invented the electric battery (Pancaldi 2003).

The analysis begins by looking at Volta's strategy, then explores how a competitive edge through innovation was gained, and how the new models were marketed. It will be described how Volta experienced a turnaround and rose like a phoenix from the ashes after financially challenging years. The importance of demand predictions, the right pricing, launch timing, and observing consumer preferences will be discussed. Finally, comparisons to real-life companies and an integrated view across functions are given. This analysis is based on the IndustryMasters simulation data. However, Volta's performance is also analyzed on the base of real-world market dynamics.

2. Volta's Strategy and the Need for Robustness under Uncertainty

2.1 Strategy Creation

Volta intended to demonstrate robustness by successfully adapting the business to maneuver through times of disruption (Wietheger, Mogge, and Deichmüller 2022). The strategy was developed by assessing the external environment with a PESTEL in the introduction, Porter's Five Forces, and its capabilities with a SWOT analysis and the resource-based approach.

Porter's Five Forces model was used to gain a picture of what is influencing profitability (Porter 2008) in the EV industry. The threat of substitutes and the bargaining power of buyers were relatively low, while the other three forces were high and were signaling a growing industry (see fig. 2). Hence, the attractiveness of the industry was moderate from Volta's perspective. The main factors contributing to the industry growth were an increase in EV demand due to growing environmental awareness, government incentives subsidizing EV adoption, increasing economies of scale, and the development of charging infrastructures (Baik et al. 2019). According to McKinsey, there are four forces disrupting the industry: autonomous driving, connectivity, electrification, and shared mobility (Burkacky et al. 2023). Considering the SWOT analysis (see fig. 3), the company had the capabilities to quickly develop EVs. First investments towards EVs have already been made. However, restructuring was needed as older models were draining resources, finance was costly, and operational issues were visible.

2.2 Strategy Implementation

After analyzing Volta's environment and capabilities, the goal was to exploit its internal strengths to create a competitive advantage (Barney 1991). Therefore, the company's mission, vision, and core values were defined. The **mission** was to make the transition from ICEs to EVs as *seamless* as possible. This strategy aimed at addressing consumer concerns such as performance gaps, range anxiety, and charging accessibility (Burkert, Fechtner, and Schmuelling 2021). The **vision** was to revolutionize the automotive industry by delivering

cutting-edge electric vehicles that combine exceptional performance, advanced technology, and sustainability. Volta's **core values** were innovation, excellence, collaboration, and integrity (see fig. 4). Sustainability especially became an integral focus as Volta aimed to create shared value, according to Kramer (2016). Volta intended to create a competitive advantage with *differentiation* (Porter 1985, 3) by creating value for society by decarbonizing its fleet and, hence, helping to limit climate change.

The transportation sector largely contributes to energy-related greenhouse gas emissions (United Nations, 2015). Hence, Volta aligned its business with as many of the United Nations' SDGs (see figs. 5-8) as possible. EY (2022) states that the drivers for EV adoption are environmental concerns and penalties on ICEs. Volta aimed to be the most sustainable car manufacturer in response to growing environmental consciousness and the outlook on long-term financial benefits (Zingales 2021). Volta always invested in the most sustainable options, even though it might initially erode profits. Volta expected financial gains later due to its positioning aligning with customer preferences and receiving CO2 bonuses. The aim was to reduce CO2 penalties as quickly as possible (see fig. 9). The only decision that went against this sustainability strategy was stopping green financing in Q11 because it was too costly, as Volta was struggling with its free cash flow (see fig. 10). Factory capacity was not planned to expand, as the aim was not to serve the mass market, but to produce premium cars. Volta stopped offering products in all categories and focused on compact EVs. The company always invested as early as possible in new technologies to offer better features than the competition, and even acquired a company in Q24 to get their offering to the market as quickly as possible.

2.3 Strategic Successes and Missteps

Volta's dynamic capabilities (Teece 2010) enabled the company to navigate the market successfully, positioning them as a competitive player and having the highest value-added score starting in Q23. The company eventually turned around after hitting a low point in Q15.

Especially in the second and third years, profitability was a large issue, as the net operating profit went as low as \$289M in Q10 but managed to reach values over \$1,000M starting in Q24 (see fig. 11). It is visible that the entire industry was struggling to create value added, especially in the third year, but Volta was able to end on top starting from Q23 (see fig. 12).

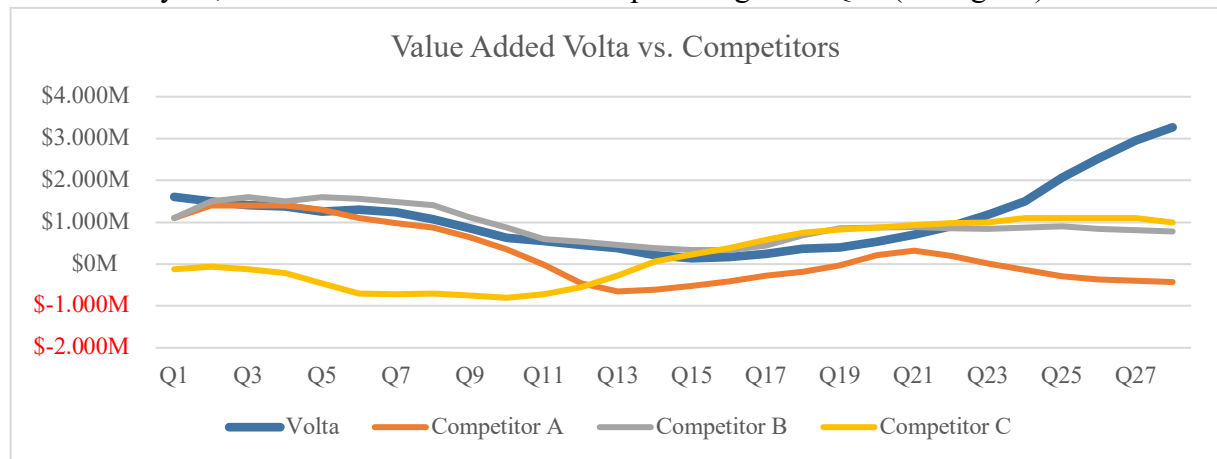


Figure 12: Value Added Volta vs. Competitors Q1-Q28

Volta was agile by adapting operations and marketing to address declining sales in changing market conditions (Massachusetts Institute of Technology 2020). The commitments towards sustainability hurt liquidity short-term but were a success long-term due to demand for EVs increasing eventually. Volta became the most sustainable company and strengthened its positioning and brand image. This showcases Volta's "Just Cause" (Sinek 2019, chap. 2) as the company was willing to make monetary sacrifices to help advance their vision.

However, Volta also made unrewarding strategic decisions. Launching more HEVs was unfruitful, as it was a false assumption that seamless change was demanded, and their pricing was too high. HEV DOIs (Days of Inventory) were very high, reaching even 260. This affected margins due to high inventory costs. EVs were launched too early, as factories were underutilized for the first quarters and average DOIs per quarter were consequently high (see fig. 13). Factory capacity should have been increased, as Volta was unable to fulfill demand despite charging the highest prices possible in the end. This was limiting revenues. Revenues did not increase significantly despite high EV demand at the end of the simulation (see fig. 14). The chosen strategy also came with trade-offs, such as not serving everybody anymore (Porter

1996). The main factor that drove Volta's turnaround was the sudden increase in demand for EVs. If this had occurred a few years later, the company might have been faced with bankruptcy.

3. Innovative Rebirth: How Volta Rose Like a Phoenix in the EV Market

3.1 Innovation Approach

With cars having become more software-centric and technology becoming increasingly important (Wietheger, Mogge, and Deichmüller 2022), a successful innovation approach was crucial. The overriding goal was to become emission-free. In response to the forces that disrupt the industry (Burkacky et al. 2023), the company also focused on autonomous driving capabilities. To leverage innovation to create competitive advantages, Volta used the Product Life Cycle (PLC) and the S-Curve of Innovation frameworks. Volta needed to recognize when to introduce or relaunch a new model to meet customer demand and to keep factories efficiently utilized throughout the PLC, according to Vernon (1966).

With PLCs becoming shorter, products had to be launched more frequently, and therefore more innovation was needed (Elalem, Maier, and Seifert 2022). In the simulation, the stages start at different maturity levels, and a one-quarter increase translated to a 10% increase in maturity (see fig. 15). Volta incorporated new features immediately to align with evolving consumer preferences and launch products that were superior to competing ones. New models were developed when their predecessors reached maturity. To understand how innovations are diffused in the market, Volta examined the S-Curve of Innovations framework and learned that they are in an innovation window between ICE and new powertrains. Volta's ideal projected S-curves of innovations were three curves (ICE, HEV, EV) that seamlessly replaced each other (see fig. 16).

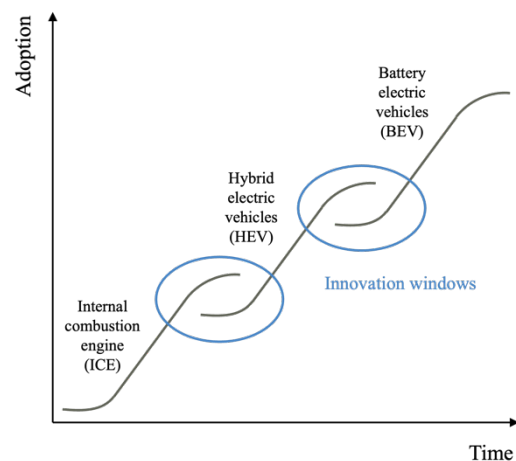


Figure 16: Volta's ideal S-Curves of Innovation (own illustration)

Especially for established companies, the transition from one technology to another is challenging as it is time-consuming and uncertain (Leonard-Barton 2014).

3.2 Innovation Implementation

The company financed the development of new features by taking out loans and issuing green bonds. New ICE models were not launched to decrease emissions as quickly as possible. Volta innovated incrementally (Carleton 2019) when launching their EVs, as they were not the first movers. Volta made gradual improvements to its product portfolio by launching hybrids first and building on already-existing technologies and features. This was done to mitigate risks, as times of disruptive innovation involve a high level of uncertainty (Jalonen 2011). Furthermore, this was done to reduce the need for a consumer behavior change (Zhang 2022) and thus aligns with the seamless change approach. It was further justified due to hybrids decreasing CO₂ emissions. Volta's incremental innovation strategy aligns with Birnbaum, Christensen, and Raynor (2005), who argue that large companies tend to focus on innovations that improve their products rather than disrupting industries by targeting smaller markets. Nonetheless, potential high risk is included in the innovation process (Palmer and Brookes 2002). Competitors were also expected to change their strategies and business models during the transformation process. ICEs were phased out by Q15 and HEVs by Q19. All R&D investments were made until Q17. This was done to be as agile as possible in uncertain times, and it aligns with the strategy of offering cutting-edge EVs. In Q6, Volta invested in long-range batteries to align with its sustainability efforts and address customer concerns. However, customers would have to charge these batteries longer, but Volta invested in home charging in Q7 to ease this discomfort. A quarter later, an investment into driver assistance and autonomous driving was taken. When it was time to invest into battery technologies, the decision fell on expensive solid-state batteries in Q10. Furthermore, to differentiate from competitors, Volta invested in cloud connection and autonomous driving level III. But Volta was still struggling to reduce DOIs, despite offering

cars with advanced features. Demand only increased in Q20 due to market pull (Hötte 2023) and because all investments were officially taken.

3.3 ROI Dynamics and Innovation Evaluation

In 2022, the ROI was 0.95% because of a low number of sales and high investments in innovation and sustainable operation practices. Yet, there was a ROI surge to 22.25% in 2026 because of EV sales accelerating and fewer investments at the end of the

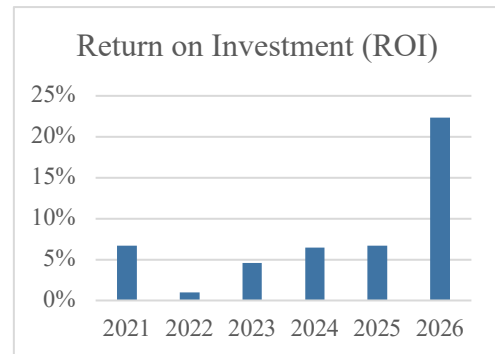


Figure 17: Volta's Return on Investment 2021-2026

simulation (see fig. 17). In this case, the ROI metric demonstrates an Innovation Valley of Death due to a time lag between investments and the sale of the new models (Ellwood, Williams, and Egan 2022). Low demand for HEVs and too high pricing impacted returns. This highlights how sensitive ROI is to external market conditions ("Return On Investment (Roi)" n.d.). HEVs were launched at first, but Volta moved exclusively to EVs in Q20, ten quarters after the first EV launch in Q10, due to HEVs not being demanded (see fig. 18). Hence, Volta's real innovation S-Curves deviated from the planned ones. The quick innovation approach made Volta highly flexible in terms of features per car and enabled differentiation based on superior quality.

4. The Role of Marketing in Volta's EV Transition

4.1 Marketing Creation

For the innovation department to develop cars with high attractiveness for consumers, an understanding of customer preferences and adoption behaviors was needed.

The introduction of a new model came with risks, as demand often needs to be created first (Levitt 2022). Volta leveraged the Diffusion of Innovations model by Rogers (1995, 263) (see fig. 19) and recognized that early adopters, who tend to be open to innovation, would be critical for the success of their new models. Additionally, environmentally conscious customers were

targeted as well. The goal was to become the preferred brand and build brand loyalty among these demographics. In Q4, the market was dominated by ICEs and laggard consumers. With EVs accounting for merely 12.1% of revenue (see fig. 20), Volta recognized the need for a gradual approach, despite EV models ranking fourth in product ratings in the three markets (Europe, the U.S., and China) (see fig. 21). A gradual adoption behavior was also anticipated due to the historical dominance of ICEs, their ingrained reliability, and established mobility systems (Han et al. 2022). However, Volta believed that the demand for HEVs would be high based on the availability of HEVs from competitors and the *assumption* that consumers preferred a gradual transition. Viewing the portfolio in Q4 (see fig. 22), the initial goal was to serve a wide spectrum of customers. Four ICEs (business, compact, convertible, and SUV) and one luxury HEV model were offered. Onward, the company focused on elevating its brand to a more premium one by producing advanced cars in the form of PRO models. By streamlining categories and introducing PRO models, the STP model (Kotler and Keller 2012, 275) was essential for building a new marketing strategy. Volta, for example, made use of psychographic targeting and benefit-based positioning (see fig. 23). In Volta's competitive environment, one competitor was exclusively offering basic-equipped EV models in Q4. Volta hence aimed to become the first to offer EVs with *advanced* features. Models were priced at a premium, and price skimming was used. The aim was to communicate superior product value to early adopters through price-quality inference (Kotler and Keller 2012, 388). Volta found its space in the market by Q28. Competitors offered more inexpensive cars with fewer features (see fig. 24).

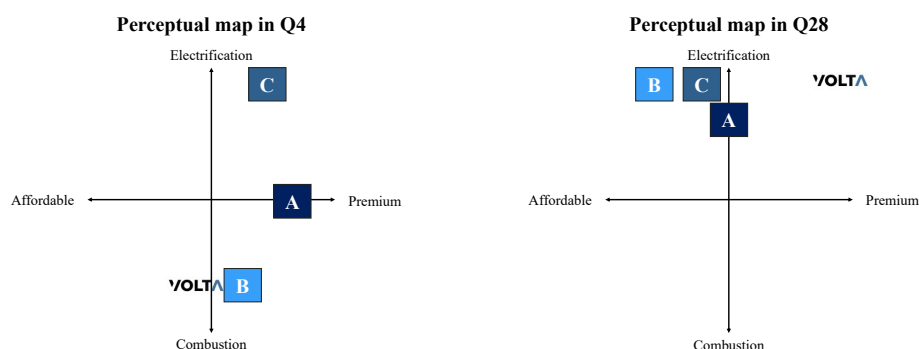


Figure 24: Perceptual maps Q4 vs. Q28 (own illustration)

Price skimming enabled high margins and cost recovery for high development costs. Moreover, it was done due to the absence of economies of scale in the initial stages of EV production. Following price reductions catered to consumers with lower willingness to pay and to help with inventory clearance before new model launches. In summary, Volta intended to become a status symbol for tech-enthusiasts and environmentally conscious consumers.

4.2 Marketing Implementation

Because of accumulating HEV inventories despite extensive marketing efforts, Volta had serious profitability issues. Thus, marketing expenses were impulsively cut in Q13. The launch of the first micro model and the increasing demand for EVs signaled a turning point as the model exceeded sales expectations and Volta started becoming more liquid again. The success of the Micro Electra model initiated the introduction of PRO versions to meet unmet demand and increase margins. This increased Volta's product depth and illustrated a strategic product development approach. Viewing the sales numbers of the two micro models (see fig. 25) cannibalization was visible, but the increased gross margin of the PRO version (see fig. 26) provided justification for the company to accept the cannibalization impact.

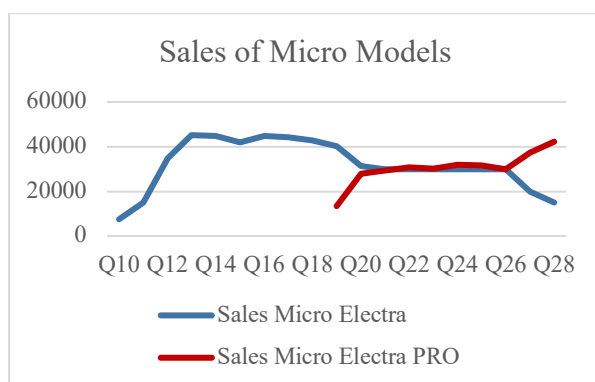


Figure 25: Volta's Sales of Micro Models Q10-Q28

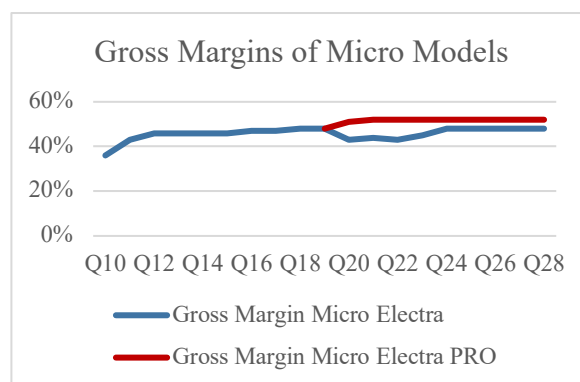


Figure 26: Volta's Gross Margins of Micro Models Q10-Q28

Volta extended its focus from city cars to models suitable for vacations due to long ranges. Furthermore, product cannibalization becomes more common with PLCs accelerating as customers are faced with more substitute products (Novelli 2015, 17). Models were

discontinued when contribution margins declined, with maturity not being of high importance for Volta. Well-performing cars, like the Micro Electra, achieved high maturity levels (190% in Q28). Underperforming models, such as the 4x4 Synergy 100H HEV, were sometimes liquidated too late after large profit contribution drops (see fig. 27), highlighting the importance of early problem recognition to diminish losses. As EV demand surged, the marketing efforts were scaled back strategically to optimize profits (see fig. 28).

4.3 Marketing Successes and Missteps

Marketing significantly contributed to the company's financial challenges. Price skimming initially caused profitability issues, with high prices not matching the market equilibriums per product. This led to low sales, especially for HEVs, as they did not align with customer preferences due to *never* being included in product ratings. This was not taken into consideration. Moreover, price skimming should have been used more drastically to counteract rising DOIs, especially during the third and fourth years (see fig. 13). Furthermore, a linear regression model should have been used to estimate the optimal price per model (see fig. 29). Volta started with 40% customer satisfaction in Q4 and achieved 100% by Q17 (see fig. 30) and hence customer loyalty increased. Regarding market shares, Volta's market share in China increased by 7% in six years due to alignment with consumer preferences, while it remained steady at 30% in Europe and 27% in the U.S. after fluctuations over the period of six years (see fig. 31). This can also be attributed to factories limiting the number of possible sales. Additionally, reducing model categories and product mix width comes with a smaller distribution of risk and could become an issue in the future (Ansoff 1958, 114).

High marketing expenses, especially for HEVs, displayed the limitations of marketing in creating demand for products that are unattractive to consumers. However, a drastic reduction in marketing costs in Q13 (see fig. 28) revealed that cost-cutting should be done carefully to avoid diminishing demand (Ratajczak et al. 2023). This reduction became immediately visible

in a 10% drop in factory utilization from Q12 to Q13 (see fig. 32). This underscores the significance of marketing in driving demand, even in high-purchase-involvement industries like the automotive one. Given the lack of demand for HEVs, predicting demand, and analyzing consumer preferences become critical (Kotler and Keller 2012, 85). Emphasizing these aspects could have reduced DOIs and inventory costs tremendously.

5. Volta's Strategy in Contrast to Real-Life Car Manufacturers

After analyzing Volta, parallels to real-life car manufacturers are evident. Toyota also entered the EV market slowly by launching HEVs first and caters to a broad range of target customers. Their first HEV was the hybrid Prius. It was first sold 20 years ago. Their first mass-produced EV was only launched in 2022 (Sugiyama and Shiraki 2022). In comparison, Volta went into the EV market early on and positioned itself like a premium brand similarly to Tesla Inc.

Tesla also targets early adopters and technology as well as sustainability enthusiasts and uses price-skimming. In 2023, Tesla reduced the price of the Y model by 25%, to increase sales and reduce inventories (Sriram and Jin 2023). Tesla also created customer loyalty by targeting early adopters (Long et al. 2019). This had also been Volta's goal. Like Tesla, Volta managed to differentiate itself through innovation and had put a larger focus on the software of their cars (Shipley 2020). Additionally, Tesla was able to establish itself from the ground up and had no baggage (Vance 2017). Volta, on the other hand, started its journey towards EV with a conventional car fleet. Hence, Volta has parallels to General Motors (GM). It is also a company who had baggage and had to face the challenge of changing its established product portfolio. The company managed to turnaround by focusing greatly on EVs after facing financial challenges in the 2008-2009 global financial crisis (Vlasic 2008). Today GM is one of the leaders in the U.S. EV market (Naughton 2023). Volta also became a market leader in China. GM's all-electric approach included the launch of the Chevrolet Bolt EV in 2016, investing in EV technology, and rebranding for sustainability ("GM Electrification - All-Electric Future|

EV Life | GMC” n.d.). Which is also what Volta did. A difference is that GM is focusing more on SUVs. The real-world is different from the BiP simulation, as 55% of all EV sales in 2022 were SUVs (Cozzi et al. 2023). However, in BiP there was more demand for compact (32%) and micro (26%) cars, and merely 10% of all car sales were SUVs in Q28 (see fig. 33). Otherwise, Volta might have also focused on SUVs, as their profit margins were higher.

6. Volta's Integrated Approach to Transition

The complex interplay and integrated approach between strategy, innovation, and marketing has been a key driver in Volta's turnaround. Innovation was needed to develop EVs aligned with consumer preferences, while marketing needed to market these innovations to customers effectively and provide the innovation department with market research data.

Moreover, the success has been due to a constant commitment to sustainability and innovation. Volta's determination, despite initial challenges, underscores the existing foresight into the growing demand for EVs and the company's robustness. This resilience and adaptability, as seen with the introduction of the PRO models, have been important. The company's sustainable brand identity was strengthened by investments into features such as autonomous driving or expensive solid-state batteries, as they also influenced marketing strategy in the form of premium pricing.

Innovation was a key driver in Volta's turnaround, with high investments in technology that positioned the company as an industry leader regarding the car features. Volta was strategically consistent by synchronizing new car developments with the PLCs of the models.

Marketing was also in line with innovation and strategy. By leveraging Rogers' Diffusion of Innovations model, HEVs were offered before EVs because the aim was to decrease barriers to adoption as much as possible. Through portfolio management with the launch of the PRO models, the company managed to increase sales and strengthened their brand image as well. As soon as EV demand picked up, marketing expenses were lowered to increase profit margins as

the new cars had high customer appeal. Furthermore, Volta's success can be attributed to its management of a twin transition (Wilkens and Huber 2023), with the transition to EVs and the transition to sustainable practices. Volta created synergy by addressing both together. Moreover, feedback loops between marketing and innovation enabled Volta to incorporate changing consumer preferences into its new models (Chirumalla 2017).

7. Conclusion and Main Takeaways

Volta lived up to the meaning of its name by *turning* around and demonstrated a phoenix rising from the ashes. However, analyzing Volta's performance revealed shortcomings during this transformation. As the company was struggling with setting optimal prices, the approach should have been more data driven, and a demand forecast should have been undertaken. Furthermore, a more comprehensive analysis of the customer ratings could have reduced profitability issues with the unprofitable HEV models. Additionally, Volta could have generated higher profits in the end if the drastic increase in demand had been predicted and if the factory capacities had been expanded accordingly. It is also important to recognize the role of external factors in Volta's transition. During the second and third years, the demand for EVs was still low, and the company was struggling financially. Volta was close to having to file for bankruptcy and was fortunate that the drastic demand in EV had not happened much later. Therefore, market timing also contributed to the turnaround. This highlights the impact of external forces on the success of a company, especially in times of disruption. Moreover, within the company, alignment and communication across all departments were essential. Feedback loops from marketing to innovation were essential to producing models with high consumer appeal.

However, despite several shortcomings, the transition can be viewed as successful, as Volta became the market leader in China and was able to generate the most value added in the market for consecutive quarters. This success demonstrates the potential for turnarounds through innovation for an already established firm. Volta's resilience was key to its turnaround. The

company invested in advanced features and willingly missed out on short-term profits to become the most sustainable manufacturer in the market. Moreover, to become the preferred brand among customers, differentiated car models were continuously developed, to respond to changing consumer preferences as quickly as possible. Additionally, the company can be viewed as agile, as it even acted against its initial strategy by discontinuing HEVs earlier than expected after acknowledging their low profit margins and sales numbers.

Volta's journey had many parallels to real-world companies like Toyota, Tesla, and GM, which shows that a realistic approach in their transition to EVs was used.

Another key takeaway is how much power governments hold regarding imposing regulations and hence, shaping business models and consumer buying behavior. If it had not been for these regulations, Volta potentially would not have taken this sustainable route. The large influence of this external factor could be considered for further research of transformations in the automotive industry. Looking at the example of Volta, responding to industry disruption through innovation is a great challenge for an established firm (Charitou 2003). It became evident that alignment across all functions of the firm is necessary to create a lasting competitive advantage. Lastly, it's crucial to validate assumptions, such as the preference for gradual EV adoption, through market research and analysis before implementation.

This firm analysis has several limitations. It only discusses three specific functions, which may limit an all-inclusive understanding of the company's transformation. For a comprehensive view, all functions, including human resources, finance, and operations, need to be taken into consideration. Due to space constraints, not all frameworks and aspects, like a business model canvas or an analysis of marketing in the three different regions, could be extensively analyzed and explained. Therefore, a focus on selected aspects was necessary.

8. Personal Reflection: The Impact of Two Key Incidents

8.1 Introduction to Personal Reflection

The following reflection provides an analysis of two significant incidents that served as personal turning points. They led to the realization of psychological factors, like conflict avoidance and imposter syndrome, that influenced my behavior within the team. Furthermore, the need for increased communication across departments will be discovered. The two incidents are also relevant because they show how our team was seemingly harmonious but clearly displayed elements of a dysfunctional team, according to Lencioni (2005).

This reflection is based on situations in a simulation environment, and the behaviors mentioned were shown under high stress situations.

The first incident was caused by a disrupting phone call, showcasing underlying tensions within the team and the consequences on trust and communication.

The second incident occurred while taking the mandatory peer evaluation survey, revealing the challenges of providing objective feedback. For this self-reflection, Graham Gibbs' Reflective Cycle (Gibbs 1988) is used (see fig. 34).

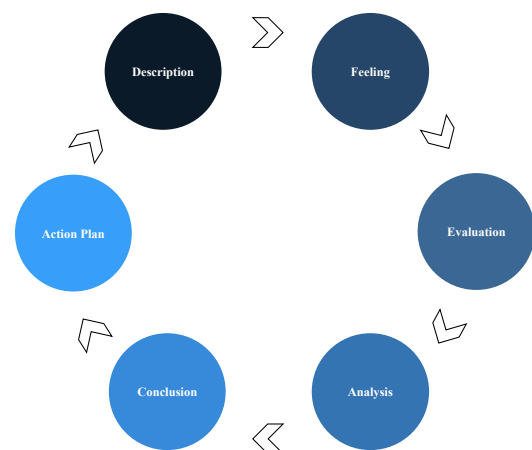


Figure 34: Gibbs' Reflective Cycle (Gibbs 1988) (own illustration)

8.2 Lost Connection: A Phone Call with Consequences

Description: In the initial three years, Volta faced challenges with profitability. This led to tensions rising within our team. One director continuously voiced complaints regarding the profits. As the marketing director responsible for sales, I felt responsible to explain the market situation and our agreed-upon marketing strategy. Despite my explanations, the director kept continuously raising the same concerns over the course of two days. Eventually, I adjusted the marketing strategy based on their preferences for the upcoming quarter.

The conflict reached its peak at the beginning of the fourth year, when I found myself having to explain my decisions again. This time, despite having accommodated their requests, they questioned the adjustments when they did not result in fortunate outcomes.

During my explanation, the director's phone rang, and they chose to answer the call. I immediately stopped speaking. I and the other directors exchanged confused looks. After a brief conversation, the director ended the call, and another director spoke up for me and scolded them, pointing out that this behavior was disrespectful towards me and reminding them of our team charter (see fig. 35).

At the end of year four, I was the last one to put in my decisions, as I had been involved in the decision-making of other departments beforehand. While entering my last decisions, the director who answered the call before said, "Marketing, do you need help?" to which I responded, "No!" in an irritated tone. Finally, due to Volta's poor performance, we decided to create a file where we document all our decisions and evaluate whether they ended up being positive or negative. Another director commented that I would have a lot to write there.

Feelings and Thoughts: The director's repeated emphasis on the company's issues increasingly made me feel uncomfortable. I felt responsible for Volta's underperformance, internalized a sense of failure, and questioned my competence, despite objectively understanding that marketing alone does not determine a company's success. My tone grew more irritated the more I had to explain myself. Additionally, some of their actions, which would not have bothered me before, now became sources of annoyance.

In the following year, I became more insecure about my decision-making and looked for decision-validation from the entire team to share the blame for further performance deterioration. I only began to regain confidence in my abilities when the company's profitability improved again. Furthermore, it made me feel disrespected and unheard when the director answered the call. This act also went against our team's team charter, which states that phones

should not be used during the simulation. Moreover, I felt grateful when another director scolded them for picking up the call. It felt like my concerns were acknowledged. However, in hindsight, I wish I had spoken up myself and explained that I felt disrespected. If the other director had not spoken up for me, I would have likely bottled-up my feelings and stayed silent.

Evaluation: This incident had both positive and negative consequences. A negative consequence was that it made me go against my own marketing intuition and knowledge just to avoid conflict. Additionally, I lost confidence in my abilities, and it affected the relationship between me and the other director. Furthermore, the comment about having to write a lot in our decision-evaluation document also impacted my relationship with a second director. I did not recognize the intended humor and rather interpreted it as criticism of my marketing abilities. But it also made me form closer bonds with the other remaining directors. They reassured me outside the simulation environment that I was doing a good job as the team's marketing director. Contrarily, a positive consequence was the realization that more collaboration regarding the decision-making was needed (Becerra 2021). Hence, communication within the team increased. Furthermore, decisions began to be documented and evaluated more thoroughly in a spreadsheet, and hence everybody became more accountable. This not only made me feel responsible for my decisions, but also more ambitious regarding the simulation.

Analysis: This incident confirmed my imposter syndrome tendencies, which I was already aware of due to past experiences (Eruteya 2023). During our team's first meeting, I had already expressed this knowledge. According to the Five Levels of Awareness model by Brassey, De Smet, and Kruyt (2023) (see fig. 36), I recognized my imposter syndrome but was unable to respond effectively in this situation. Therefore, I was in a state of protection and failed to change my behavior in that moment.

Furthermore, I did not reach dual awareness because I became unnecessarily irritated at my peer. I was unable to separate my feelings from my actions in this situation and failed to stand

up for myself due to my fear of conflict. This led to me feeling frustrated and resentment started to build-up, according to Davey (2019). Furthermore, I displayed a lack of empathy towards the director, who repeatedly voiced their dissatisfaction. I now understand that their actions might have been due to personal frustration and competitiveness rather than a constant need for clarification from my side. Additionally, I made the fundamental attribution error. Some of the director's actions unnecessarily annoyed me. I attributed their behavior to internal characteristics (Ross 1977).

The deterioration of trust in my peers resulted in a feeling of incompatibility, as I perceived that there was no space for making mistakes. In contrast, I perceived that I worked well with the directors that I had become closer with. However, my conflict avoidance prevented me from directly addressing my feelings, instead choosing to wait for clear evidence of the problem before speaking up. This led to the bottling up of emotions and talking to other directors outside the simulation. This created the sense of an "us vs. them" dynamic, as specified by Haas and Mortensen (2016). Therefore, I contributed to negative feelings within the team. I recognize that this behavior was very destructive, and it would have been more constructive to address my concerns directly with the involved director (Toegel and Barsoux, 2016).

This incident also revealed a lack of trust within the team. Avoidance of accountability was demonstrated when the complaining director failed to also take responsibility for their role and instead purely questioned the profits. The incident also indicated an inattention to results within the team. The focus on personal frustrations and conflicts overshadowed our collective goals and objectives when I adjusted the marketing expenses, essentially to avoid further conflict (Lencioni 2005).

Conclusion and Action Plan: This incidence affected my working and personal relationships with myself, and the two involved directors. I struggled with controlling my emotions in this stressful situation and was highly conflict-avoidant. It became evident that I lacked confidence

in my abilities and was unable to detach from my imposter syndrome, despite having been aware of it. My lack of confidence made me go against my marketing instincts, as I started to trust other peoples' opinions more than mine.

My behavior in this situation would not be suitable for the workplace, as I was unable to resolve this conflict effectively due to me bottling-up my emotions. I should have actively sought conversation with the involved directors to resolve this conflict as quickly as possible. Moving forward, I need to increase my confidence in my abilities. Hence, I should reflect more on my achievements, learn to trust myself more, and even seek guidance from mentors to counteract imposter syndrome (Llopis 2011). I should also not immediately assume that a situation like this is a personal attack on me unless me, or my actions, are directly addressed. To feel more comfortable sharing my feelings and be less conflict avoidant, I should create stronger connections with my peers (Howell 2021). Furthermore, I must reflect more on my emotions and their causes and not bottle them up. I strive to reach dual awareness and have greater empathy to react to incidents like this one without being influenced by my emotions (Brassey, De Smet, and Kruyt 2023).

8.3 The Illusion of Harmony: Discovering Conflicting Evaluations and Trust Issues

Description: After the third year had ended, our team had to conduct a peer evaluation survey. Everybody had to rate their performance as well as that of all the other directors on a scale from 1-5. From an outsider's perspective, our team seemed harmonious. There was no open conflict. But especially since the phone call incident and rising tensions due to Volta's poor performance, I was not convinced that our team was harmonious anymore.

A director, with whom I had not previously discussed our team tensions, suggested dramatizing the results of the survey to have more interesting material for our self-reflection. Disagreeing publicly, I expressed my concerns that this would limit the feedback we could receive and go against the principles of BiP. Furthermore, I believed that honest self-reflection and peer

evaluations would provide sufficient material for our reflections. We decided to vote on whether to manipulate the survey. The majority voted against a falsification.

After doing the peer evaluation, a director brought up that they had used a rating scale of 2s and 4s. The scale went from 1 to 5, with 1 being the lowest and 5 being the highest score. This revelation took me aback, considering that I had assigned ratings in the 4-5 range, with my lowest score being a 3 for others. I replied to them, “Wow, this is very interesting as my lowest rating was a 3 for the other directors and I only gave *myself* something as low as a 2”.

Feelings: I felt very surprised when I expressed my disagreement openly. This was the first time that I publicly voiced my opinion regarding the simulation. Subsequently, I became irritated when the director shared their rating scale. I perceived them as lacking empathy, as awarding points as low as 2 seemed unjustified. I felt like everybody had done their best and that no one deserved a 2 as a rating. I attributed this to a lack of empathy because they had shared, during our first meeting, that they lack it occasionally.

Furthermore, this situation made me think of an experience at university where I gave up some of my peer evaluation points to a teammate who felt like they had not received enough. I did this to avoid conflict within our team and so no one felt treated unfairly. The involved peer and I were not close, and I did not receive gratitude for my gesture, which then led me to question the extent of my kindness and empathy in such situations. After reflection on these two situations, I started to question whether my preference to give generous peer reviews did not align with the evaluation scales of my peers.

Evaluation: Contrarily to the phone-call incident, I did not bottle-up my emotions and instead spoke up on my beliefs concerning the proposed falsification of the survey. I realized that the other directors might have differing assessment perspectives from mine.

But it was not constructive of me to comment on someone’s evaluation scale in the way that I did. I did not promote a respectful environment with my remark. Moreover, without considering

alternative perspectives, I assumed the motives behind the other director's evaluation scale. I made up assumptions based on my own perspective without trying to understand them (Coaching 2022).

Analysis:

Before this situation, I had chosen to wait for clear evidence of a conflict. Thus, I did not address my discomfort to the entire team (Toegel & Barsoux, 2016). I was very conflict avoidant. The director, who suggested the manipulation of the survey, was therefore probably unaware of any conflicts. But this peer evaluation situation led to a turning point in my behavior. I did not bottle-up my emotions anymore and shared my thoughts immediately. I was more emotionally agile by embracing the discomfort of conflict, according to David (2023).

However, despite my strong want to keep peace under any circumstance, I reacted impulsively to the director's remark. This was due to my foregoing frustrations regarding the phone-call incident. The director involved in this case was the one that commented on me having a lot to add to our reflective decision-making document.

To make sense of the director giving out low ratings, I assumed that they lack empathy. I was not mindful of my words and made-up assumptions. I furthermore did not realize that my comment could be inappropriate (Brassey, De Smet, & Kruyt, 2023). Likewise, I visibly had a confirmation bias because I interpreted their evaluation scale as a confirmation of them lacking empathy because they had mentioned it in the first meeting (Nickerson 1998).

This situation made me realize that I need to learn to give out more balanced and objective feedback (Ricard-Greenway 2022). I evaluated my team members overly positive to keep harmony at all costs within the team (Su 2017). Interestingly, even though I was very against falsifying the peer evaluation, it was actually *me* who distorted it because of my conflict avoidance.

Moreover, I was not emotionally intelligent in the context of the Emotional Intelligence Domains and Competencies model (see fig. 37) by Goleman (2023). In terms of self-awareness, I was not immediately aware of why my feelings occurred and the impact my words could potentially have on my peer. I was unable to emotionally self-control because I was guided by my frustrations with the phone-call incident. Regarding social awareness, I was clearly lacking empathy for my peer and did not try to understand that he might have a different scale from me. Therefore, I failed at effectively managing the relationship between the peer and me and did not foster a supportive environment free of judgement. I should have paused and reflected before responding to my peer's revelation about their evaluation scale to refrain from judgement. Finally, our team visibly displayed a fear of conflict, an avoidance of accountability, and an inattention to results. The desire to falsify the survey results displayed an avoidance of being held accountable for the actual feedback and evaluation of team members (Lencioni 2005).

Conclusion and Action Plan:

This incident made me realize that I lacked empathy in my response to the director's evaluation scale. Moving forward, I need to avoid making assumptions about others' intentions and acknowledge that everybody has their own evaluation criteria. Furthermore, it served as a revelation that our team had underlying tensions and hidden dysfunctions according to the model of Lencioni (2005) (see fig. 38). The tensions were not visible to everybody due to a lack of communication from my side. This underscores the importance of enhanced communication to quickly deteriorate underlying tensions before they unfold into a destructive conflict.

I need to gain greater self-awareness and recognize my tendency to overly prioritize team harmony, as this behavior was destructive, and conflicts were not solved this way. I now recognize how severe my fear of conflict is and how harmful it can be to open communication and harmony within the team. Furthermore, to serve as a valuable manager in the future, I will maintain a balanced approach to providing feedback by setting clear objectives and benchmarks.

This will make my evaluations more objective and consistent in the future. Furthermore, dual awareness will enable me to give more valuable feedback as well.

Lastly, I am committed to creating a supportive team environment, one where trust and collaboration thrive, according to West (2012, 133). Recognizing the destructive impact of the loss of trust (Kutsyuruba and Walker 2016, 133) on our team during the simulation, I will prioritize the task of rebuilding it within a team in the future, in case of an incident occurring.

8.4 Conclusion and Reflective Insights

Analyzing these two incidents has provided me with insights into my psychological tendencies and our team dynamics. Due to this reflection, I have gained more self-awareness and identified areas for personal growth. Furthermore, our team was clearly dysfunctional, according to Lencioni (2005).

Throughout these incidents, my blue True Color personality has played a significant role in shaping my behaviors (see fig. 39). Blue is characterized by seeking harmony, valuing empathy, and desiring open communication (Lowry n.d.).

The phone-call incident revealed the existence of underlying tensions within the team, which impacted my communication and trust. As a blue personality type, I was deeply affected by this disruption, as it went against my desire for harmony and respectful communication.

In the peer evaluation incident, the challenges of providing objective feedback became evident.

The variations in evaluation scales made me question my objectivity in making assessments.

Moreover, the results of the peer evaluation (see fig. 40) go along with my blue personality type. The data provides feedback on how my actions were perceived by my team members on average.

It provides a perspective on my contributions, interactions, ability to keep the team on track, expectation of quality, and possession of relevant knowledge and skills, as perceived by each team member. I rated myself lower than

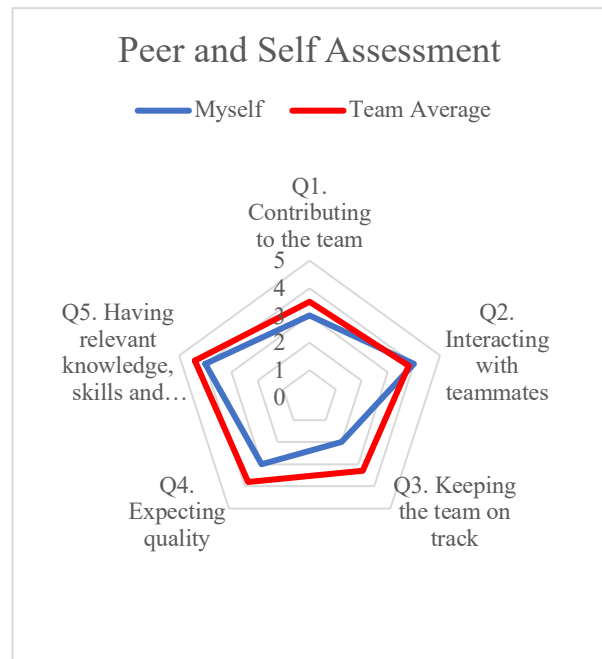


Figure 40: Peer and Self Assessment (own illustration)

how the team perceives me on four out of five questions. This confirms my tendencies for self-criticism, imposter syndrome, and lack of confidence in stressful situations. Out of the five criteria, I received the lowest scores on “contributing to the team” (3.5/5) and “keeping the team on track” (3.3/5). This was not surprising, as I held back from actively participating in team discussions because I doubted the validity of my opinions. Furthermore, there were times when I got too involved in analyzing marketing data, which made it hard for me to fully take part in discussions. Interestingly, I ranked highest in “having relevant knowledge, skills, and abilities” (4.4/5) even though I was questioning my abilities, especially since Volta’s profitability challenges.

Through this analysis, I have recognized both my strengths and areas for personal development. While my empathy and desire for harmony are assets, I must strive to enhance my ability to address conflicts directly and be more objective in my evaluations. Building self-confidence and finding a balance between maintaining harmony and constructively addressing conflicts will be important moving forward. Ultimately, I strive to gain dual awareness as well as emotional agility in stressful situations and to become a good leader in the workplace.

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Appendix A: List of Abbreviations

Abbreviation	Definition
BiP	Business in Practice
DOI	Days of Inventory
EV	Electric Vehicle
Fig.	Figure
HEV	Hybrid Electric Vehicle
ICE	Internal Combustion Engine
U.S.	United States of America
PESTEL	Political, Economic, Social, Technological, Environment, Legal
PLC	Product Life Cycle
ROI	Return on Investment
R&D	Research and Development
SDG	Sustainability Development Goal

Appendix B: Strategy Figures

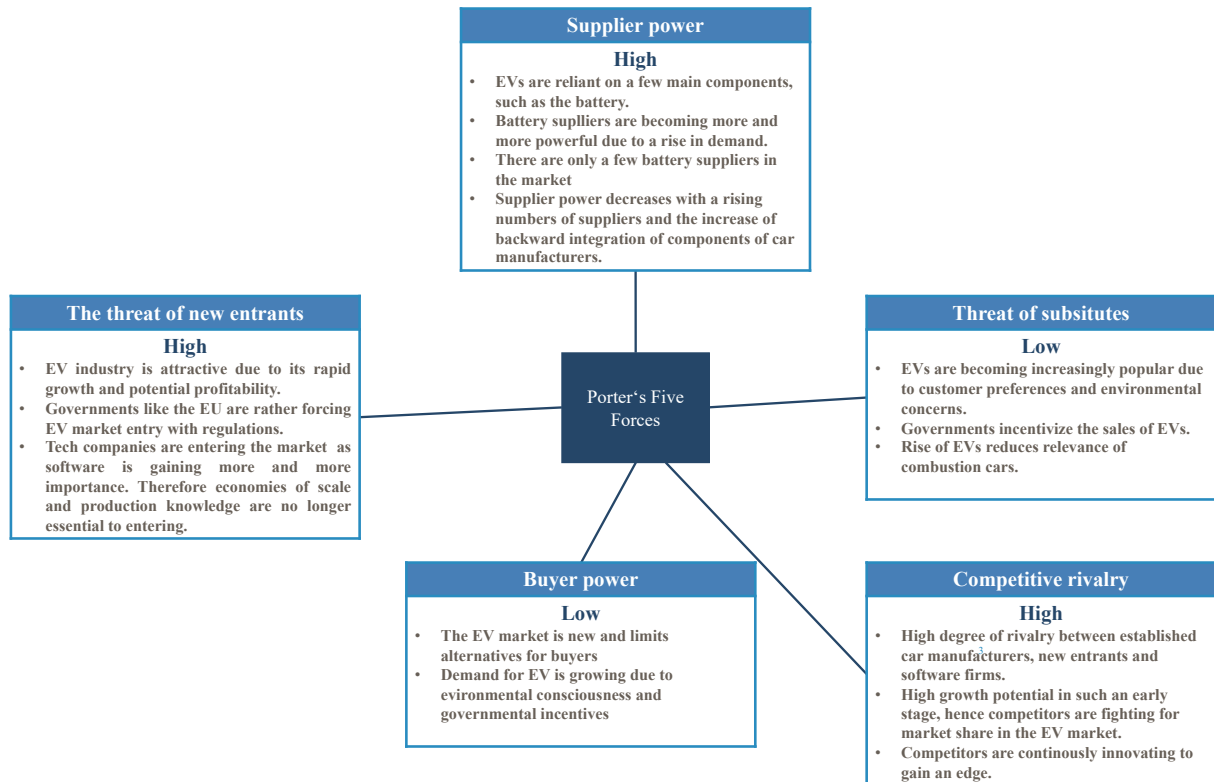


Figure 2: Porter's Five Forces (Porter 2008) analysis of EV industry at the beginning of the simulation ("Our Automotive & Assembly Insights" 2023) (own illustration)

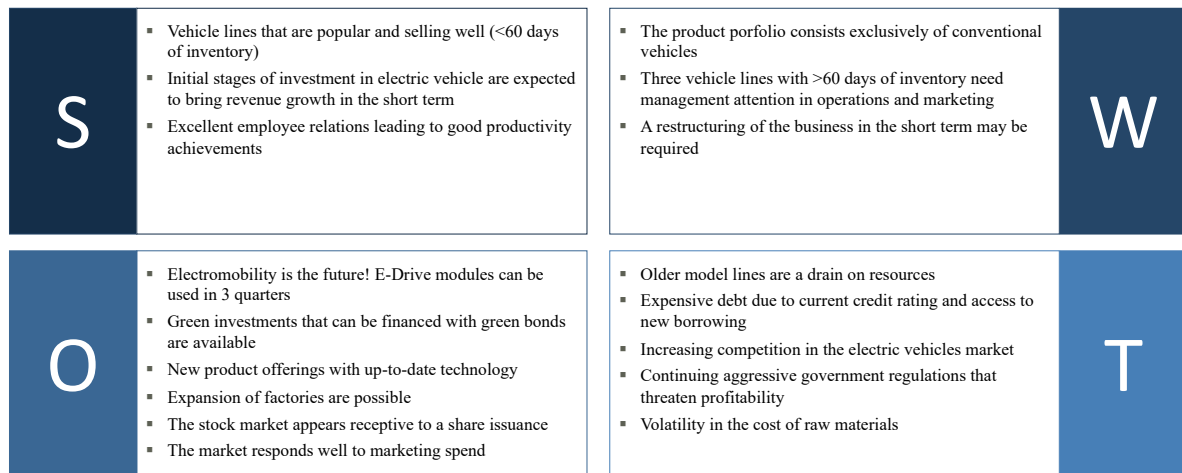


Figure 3: SWOT analysis of Volta at the beginning of the simulation (IndustryMasters 2023) (own illustration)

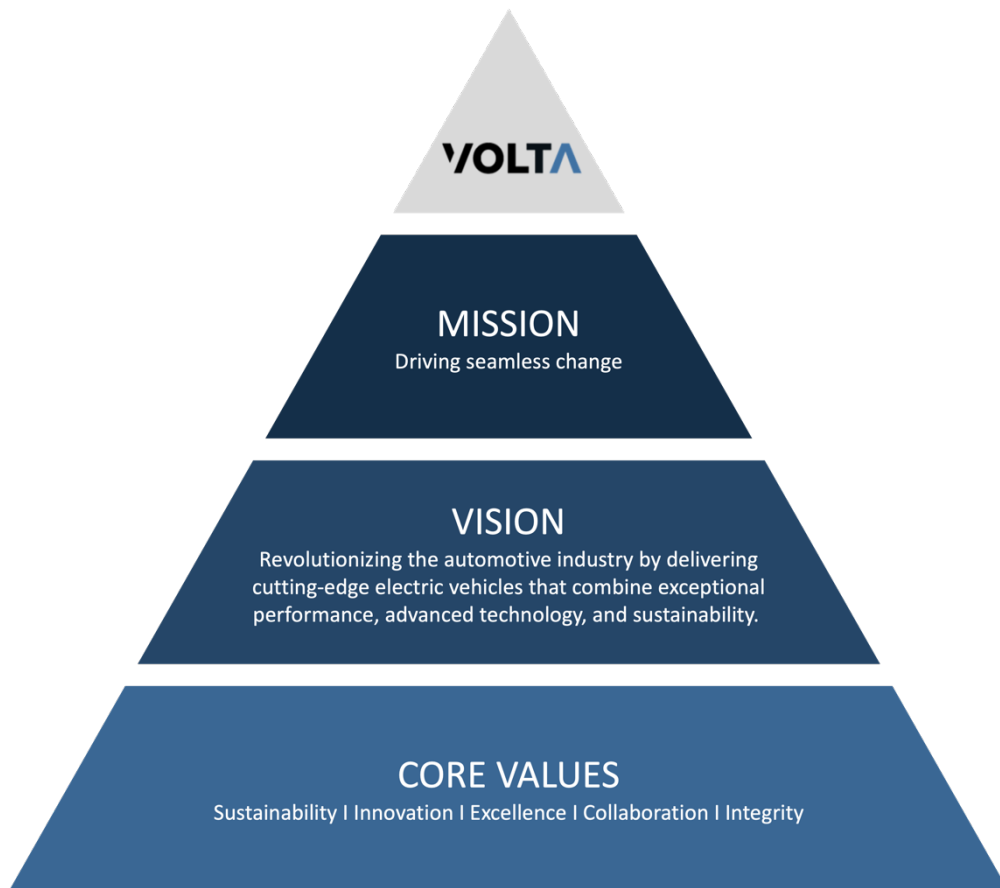


Figure 4: Volta's Mission, Vision, and Core Values (own illustration)

We strive to be a catalyst for change and embrace electric mobility

TRANSITION TOWARDS A FULLY ELECTRIC FLEET EXECUTED SUCCESSFULLY

Company Overview	
Vision	Driving seamless change
Mission	To revolutionize the automotive industry by delivering cutting-edge electric vehicles that combine exceptional performance, advanced technology, and environmental sustainability.
Values	Sustainability Innovation Excellence Collaboration Integrity

Integration of Business Functions	
HR	Promoting diversity and inclusion to create an innovative culture
Innovation	R&D focus on advancing sustainable vehicle technology, maximizing energy efficiency
Finance	Prioritize sustainable investments and responsible resource allocation
Marketing	Promoting benefits of electric mobility and educating customers of Volta's positive impact
Operations	Adopt eco-friendly processes and implement waste reduction strategies

Practical Evidence	
Governance	Our Board of Directors includes sustainability experts who guide our strategic decisions, ensuring our actions align with our environmental and social responsibility goals.
Strategic Decisions	Our commitment to sustainability is reflected in our product roadmap, where we prioritize the development and production of electric vehicles that meet the highest environmental standards.
Partnerships	We collaborate with key stakeholders, including suppliers and charging infrastructure providers, to build a sustainable ecosystem that supports the widespread adoption of electric mobility.

We are proud of..	
CO2 Emission in Q20	0,00 g/mile
CO2 Penalty in Q20	277,1 mn

Figure 5: Integration of ESG practices in their business functions retrieved from Volta's ESG Report

We prioritize sustainable investments and responsible resource allocation to ensure value creation.

FINANCIAL MANAGEMENT

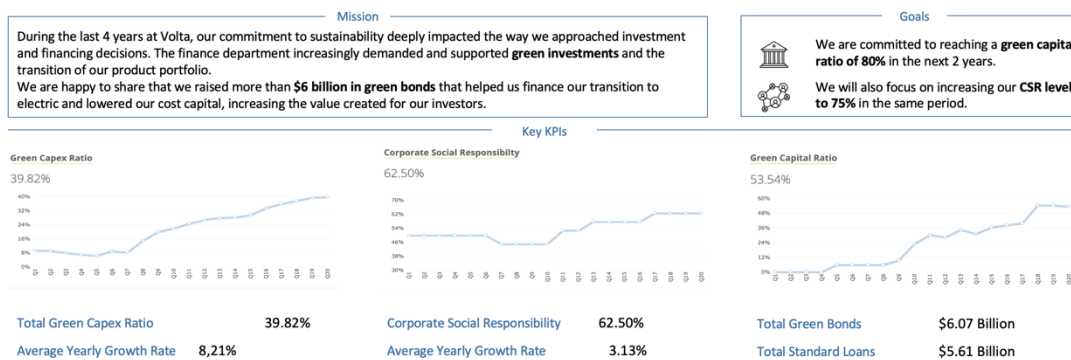


Figure 6: ESG implementation in finance retrieved from Volta's ESG Report

Empowering sustainability champions: Our commitment to building a strong team

EMPLOYEE MANAGEMENT



We are very proud of constantly having an **Employee Satisfaction Ratio** of above 98%, which is measured by the average of motivation and qualification KPI's.

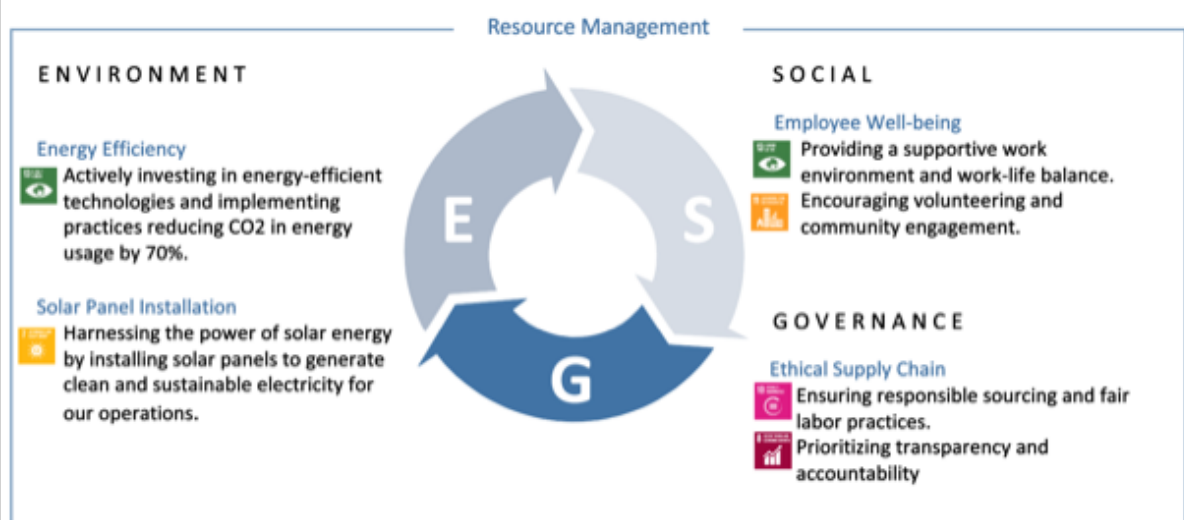
Diversity and Inclusion	Employee Satisfaction	Sustainable Skill Development	Future Employee Focus
VOLTA fosters an inclusive work environment that embraces individuals from diverse backgrounds, cultures and experiences.	We prioritize the well-being and satisfaction of our employees, understanding that engaged and motivated individuals contribute to our overall success.	We believe in equipping our employees with the necessary knowledge and skills to drive sustainability within their roles.	100% Increase Employee Satisfaction +1.3% from 98.7%
Diverse Executive Team Equal Opportunities	Professional Development Work-Life Balance	Cross-Functional Collaboration Sustainab. Training	Talent Acquisition and Retention Employee Engagement

Figure 7: ESG implementation in Human Resources retrieved from Volta's ESG Report

RESOURCE MANAGEMENT SCOPE 1



RESOURCE MANAGEMENT SCOPE 2



RESOURCE MANAGEMENT SCOPE 3



Figure 8: Implementation of the SDGs in resource management retrieved from Volta's ESG Report

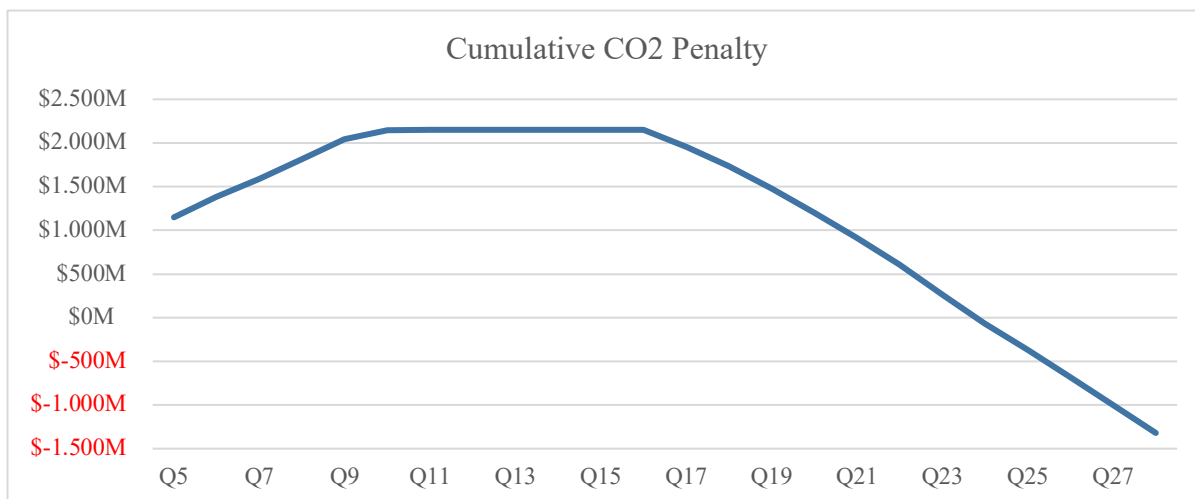


Figure 9: Volta's Cumulative CO2 Penalty Q5-Q28

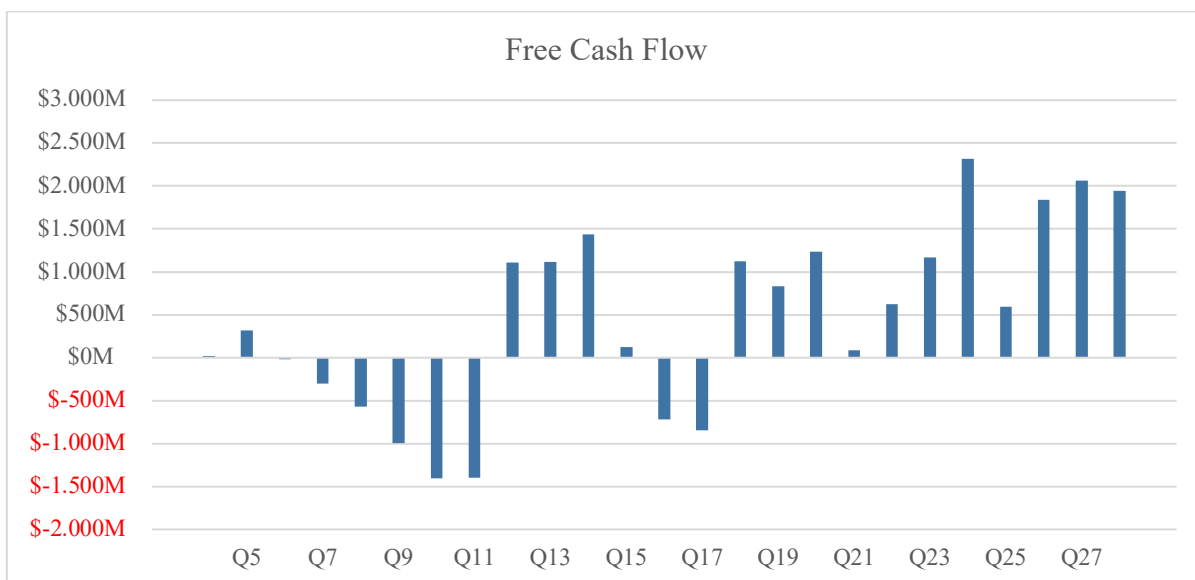


Figure 10: Volta's Free Cash Flow Q4-Q28

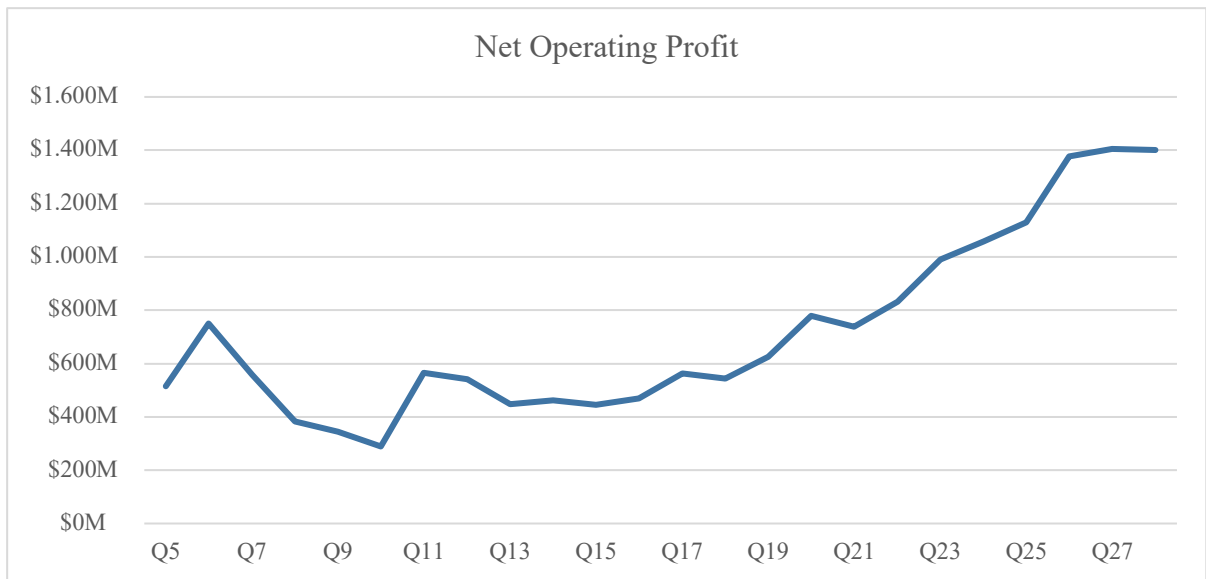


Figure 11: Volta's Net Operating Profit Q5-Q28

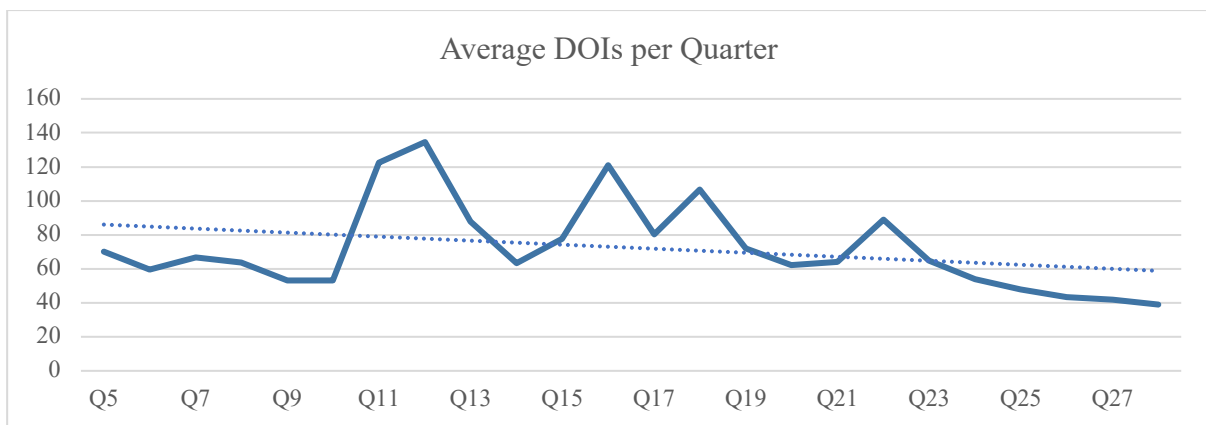


Figure 13: Volta's Average DOIs per Quarter Q5-Q28

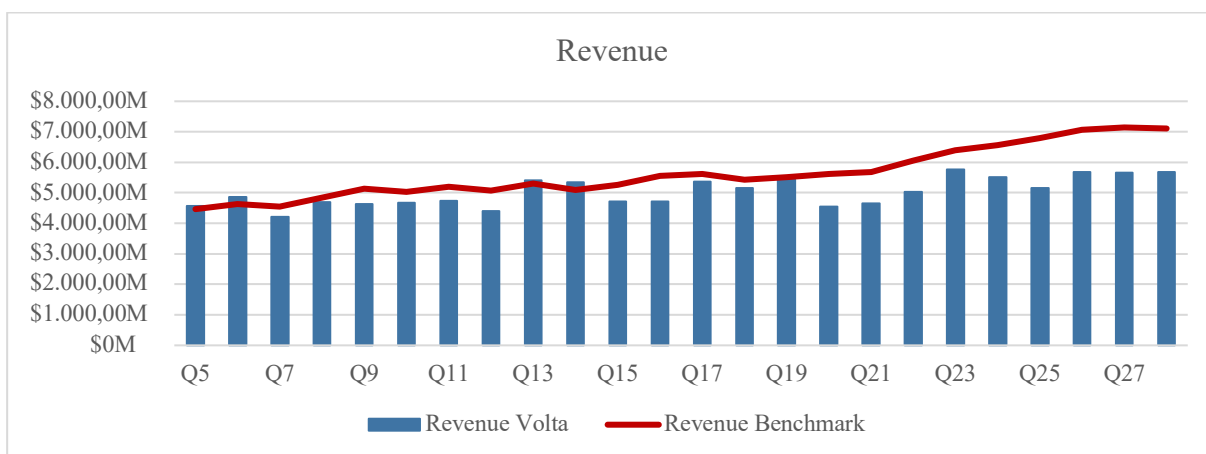


Figure 14: Volta's Revenue Q5-Q28

Appendix C: Innovation Figures

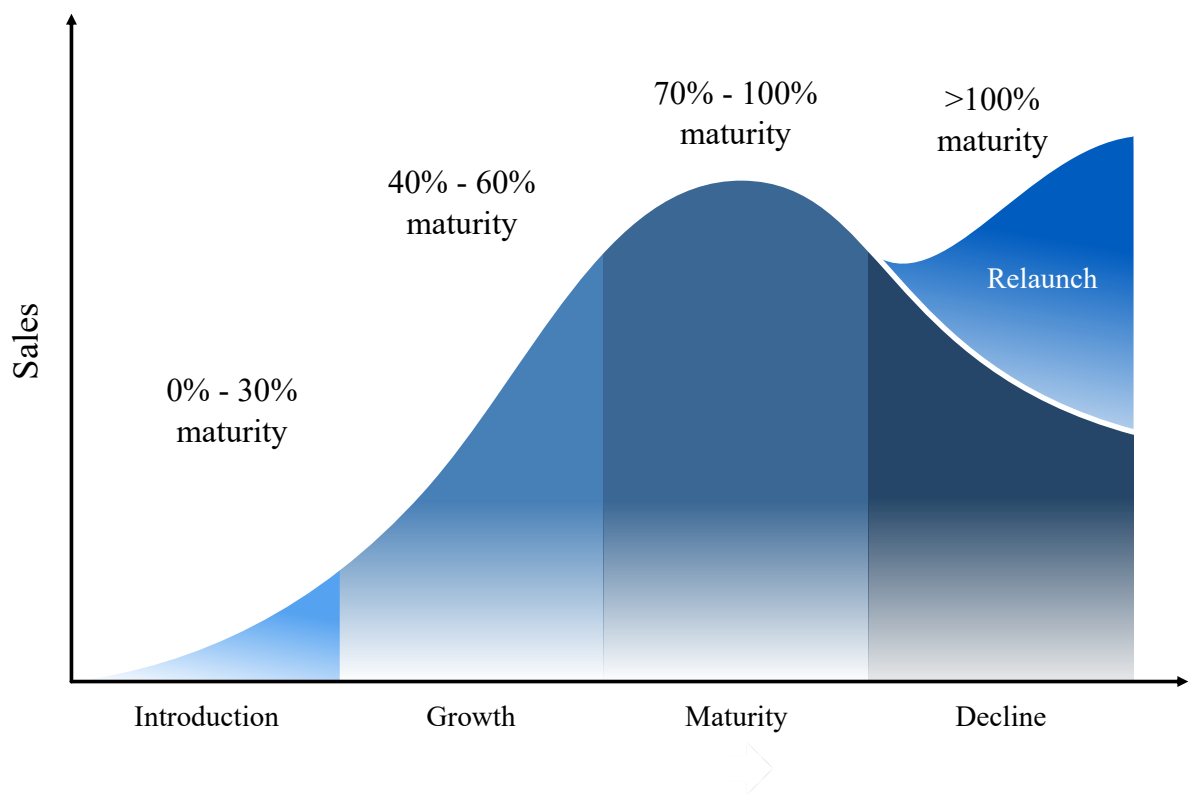


Figure 15: Product Life Cycle according to Vernon (1966) and IndustryMasters (2023) (own illustration)

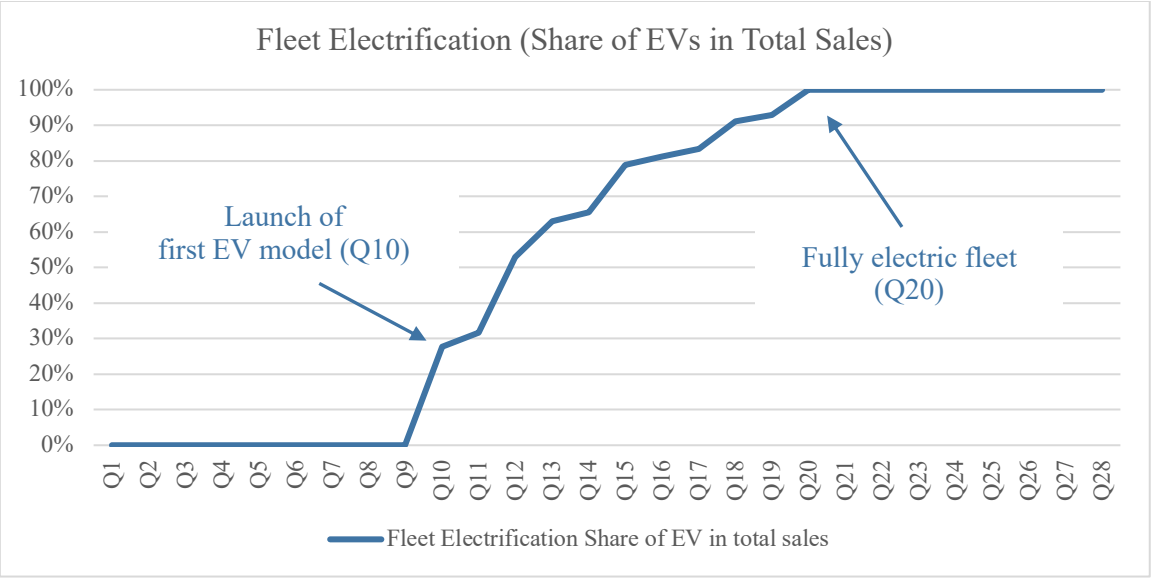


Figure 18: Volta's Fleet Electrification as Share of EVs in Total Sales Q1-Q28

Appendix D: Marketing Figures

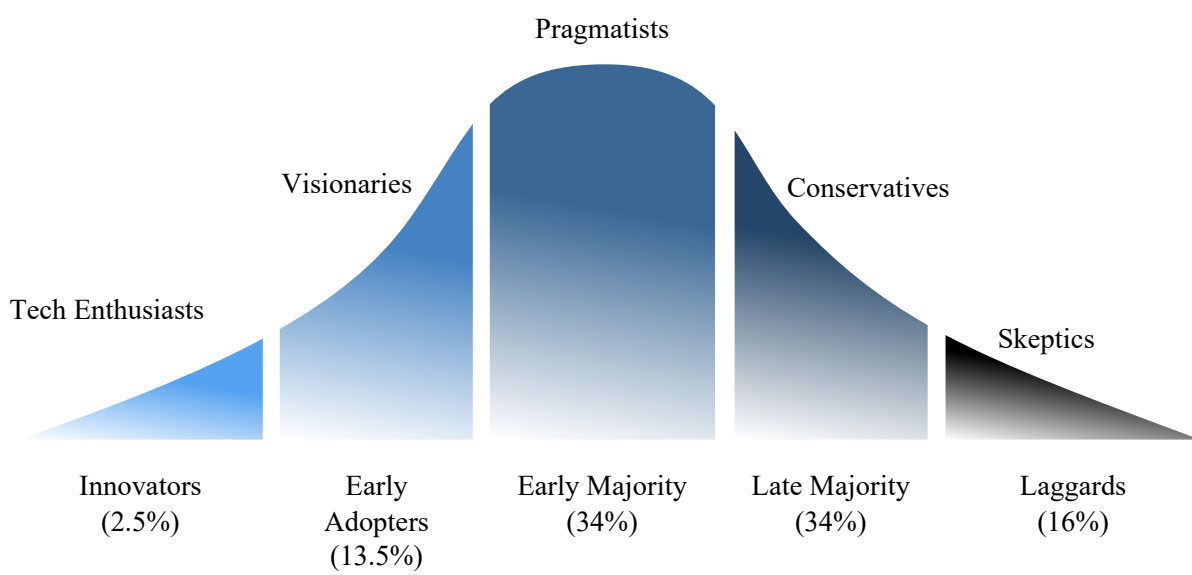


Figure 19: Adopter Categorization on the Basis of Innovativeness (Rogers 1995, 262) (own illustration)

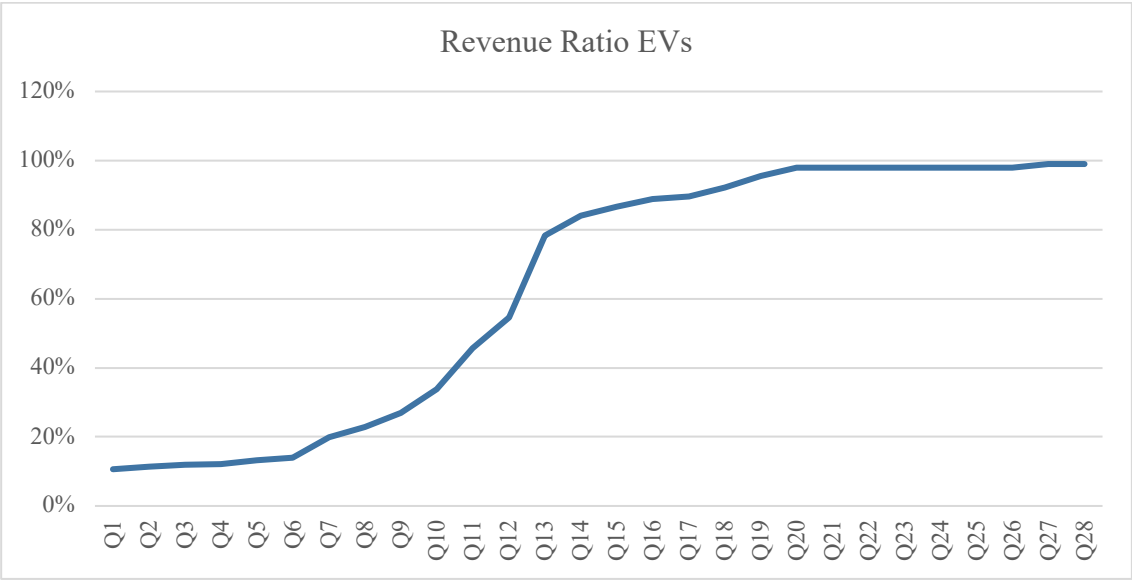


Figure 20: Volta’s Revenue Ratio of EVs Q1-Q28

Product Ratings



Americas

Preferences

1	Conventional Car - Type: SUV
2	Conventional Car - Type: Convertible
3	Conventional Car - Type: Luxury Class
4	Electric Car - Type: Convertible Electric Class
5	Electric Car - Type: Executive Electric Class
6	Electric Car - Type: Luxury Electric Class
7	Electric Car - Type: SUV Electric Class
8	Conventional Car - Type: Compact Class
9	Conventional Car - Type: Executive Class
10	Electric Car - Type: Compact Electric Class

Price Range

Conventional Car	\$22,000.00	-	\$120,000.00
Electro Car	\$22,000.00	-	\$120,000.00



Europe

Preferences

1	Conventional Car - Type: Executive Class
2	Conventional Car - Type: Compact Class
3	Conventional Car - Type: SUV
4	Electric Car - Type: Compact Electric Class
5	Electric Car - Type: Convertible Electric Class
6	Conventional Car - Type: Convertible
7	Conventional Car - Type: Luxury Class
8	Electric Car - Type: Executive Electric Class
9	Electric Car - Type: Luxury Electric Class
10	Electric Car - Type: SUV Electric Class

Price Range

Conventional Car	\$20,000.00	-	\$100,000.00
Electro Car	\$20,000.00	-	\$100,000.00



Asia

Preferences

1	Conventional Car - Type: Compact Class
2	Conventional Car - Type: Executive Class
3	Conventional Car - Type: SUV
4	Electric Car - Type: Compact Electric Class
5	Electric Car - Type: Convertible Electric Class
6	Conventional Car - Type: Convertible
7	Conventional Car - Type: Luxury Class
8	Electric Car - Type: Executive Electric Class
9	Electric Car - Type: Luxury Electric Class
10	Electric Car - Type: SUV Electric Class

Price Range

Conventional Car	\$18,000.00	-	\$80,000.00
Electro Car	\$18,000.00	-	\$80,000.00

Figure 21: Consumer Product Ratings in Q4 retrieved from IndustryMasters (2023)

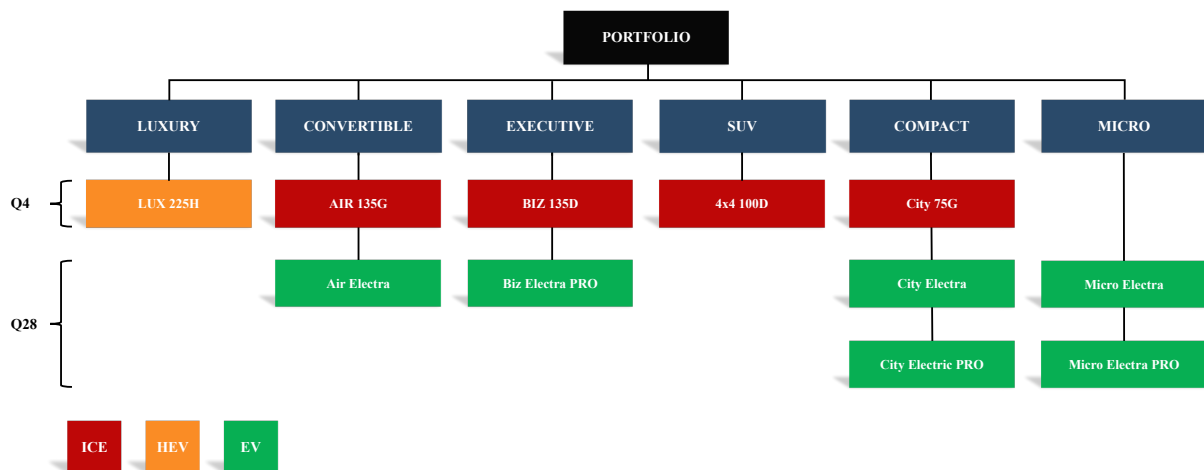


Figure 22: Volta's Portfolio Q4 & Q28 (own illustration)

Segmentation	Targeting	Positioning
Geographic segmentation: America, Europe, China Psychographic segmentation: Preferences, adoption behaviors, and demand for HEVs and EVs	Geographic targeting: Customers in America, Europe, and China Psychographic targeting: Customers seeking premium, sustainable transportation options Early adopters who value innovation and are willing to pay a premium for advanced features	Benefit-based positioning: Premium electric car manufacturer with a focus on sustainability and innovation User positioning: A company that emphasizes top features and performance, aligning with contemporary customer values. Models serve as status symbols for customers who care for the environment

Figure 23: Volta's Usage of the STP Framework (Kotler and Keller 2012, 275) (own illustration)

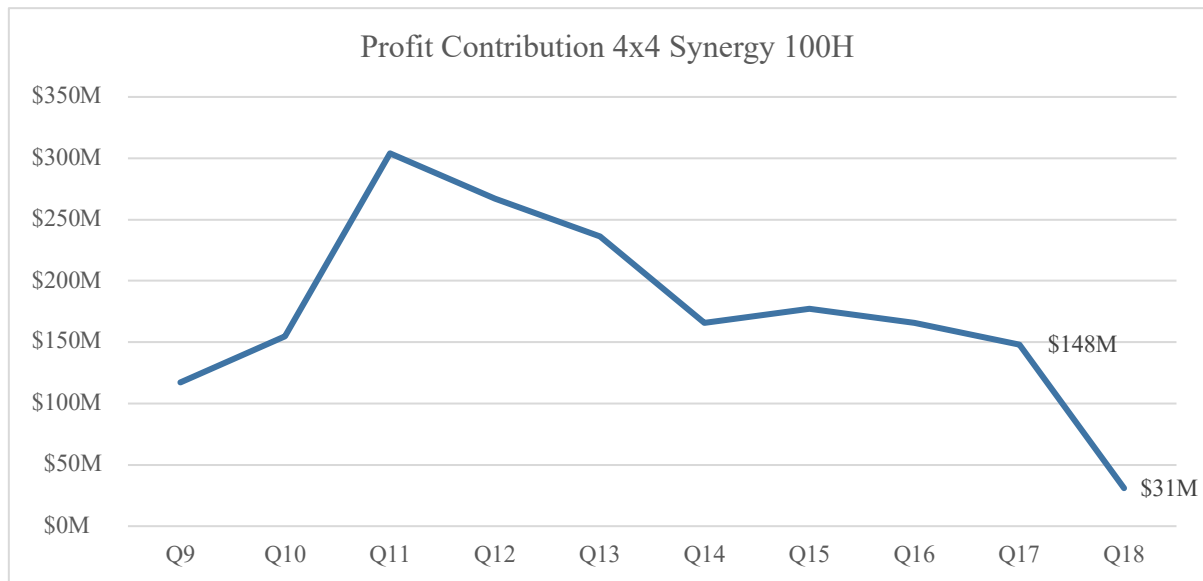


Figure 27: Volta's Profit Contribution of 4x4 Synergy 100H Q9-Q18



Figure 28: Volta's Marketing Costs per Quarter Q4-Q28

Max. Revenue		
Biz 135D		
a	-3,02544E-06	
b	34326,90325	
Units	Price	Revenue in M.
16.389	76.999,18 €	1.261,98 €
17.309	74.999,18 €	1.298,18 €
18.205	72.999,18 €	1.328,93 €
19.076	70.999,18 €	1.354,38 €
19.923	68.999,18 €	1.374,68 €
20.746	66.999,18 €	1.389,97 €
21.545	64.999,18 €	1.400,39 €
22.319	62.999,18 €	1.406,10 €
23.070	60.999,18 €	1.407,22 €
23.796	58.999,18 €	1.403,92 €
24.498	56.999,18 €	1.396,34 €
25.175	54.999,18 €	1.384,62 €
25.829	52.999,18 €	1.368,90 €
26.458	50.999,18 €	1.349,34 €
27.063	48.999,18 €	1.326,07 €
27.644	46.999,18 €	1.299,24 €
28.201	44.999,18 €	1.269,00 €
28.733	42.999,18 €	1.235,50 €
29.241	40.999,18 €	1.198,87 €
29.725	38.999,18 €	1.159,27 €
30.185	36.999,18 €	1.116,83 €
30.621	34.999,18 €	1.071,71 €
31.032	32.999,18 €	1.024,04 €
31.420	30.999,18 €	973,98 €
31.783	28.999,18 €	921,67 €
32.121	26.999,18 €	867,25 €

Figure 29: Example of Linear Regression Analysis to estimate Optimal Price of BIZ 135D



Figure 30: Volta's Customer Satisfaction Q4-Q28

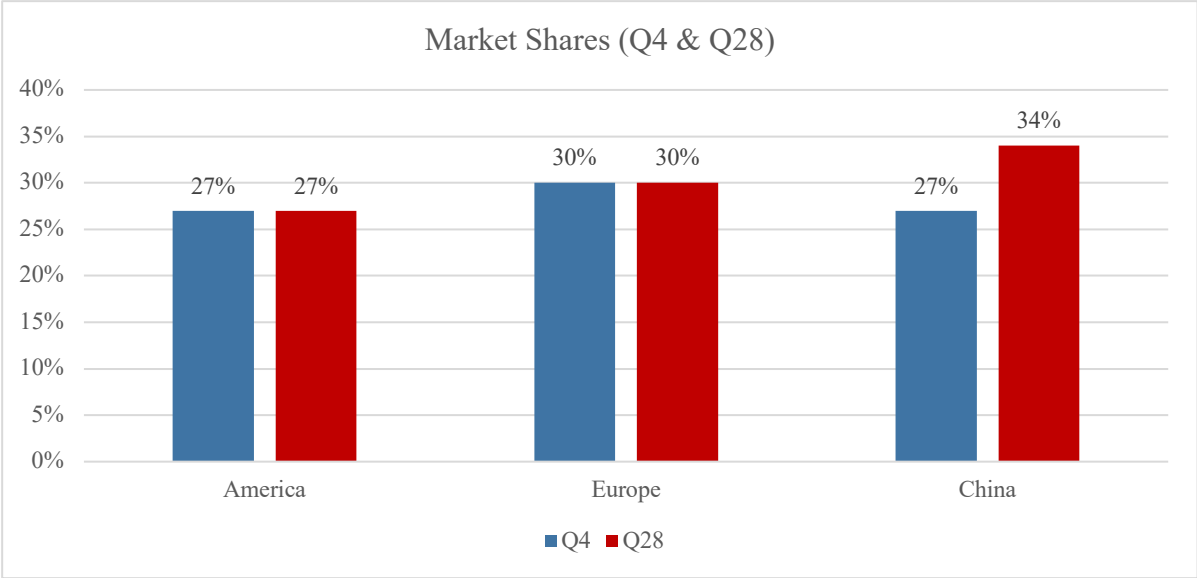


Figure 31: Volta's Market Shares Q4 & Q28

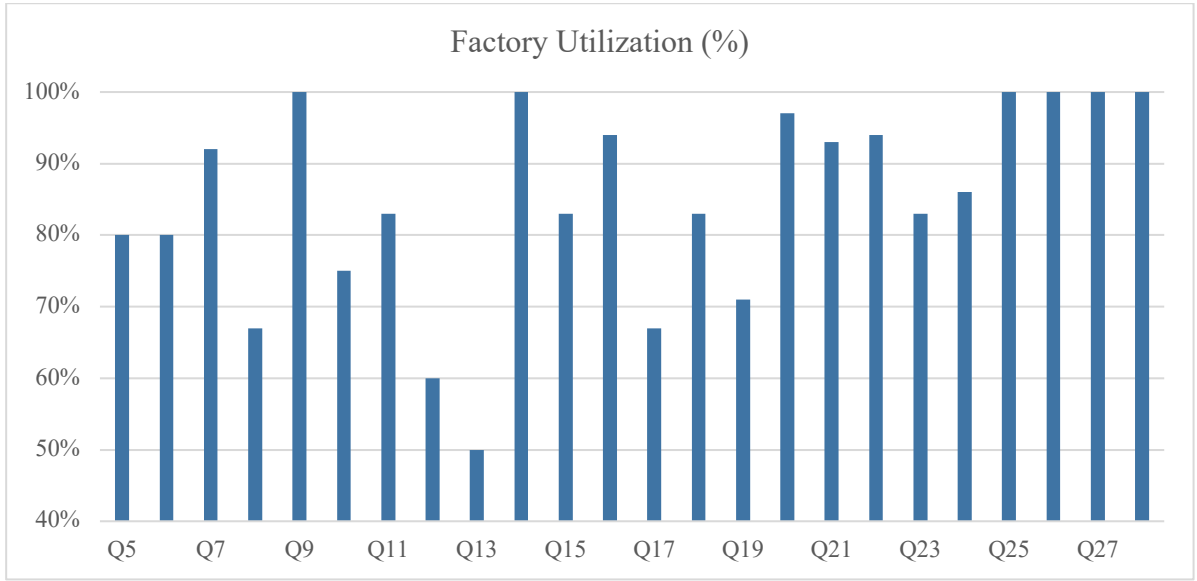


Figure 32: Volta's Factory Utilization Q5-Q28

Appendix E: Company Comparison Figure

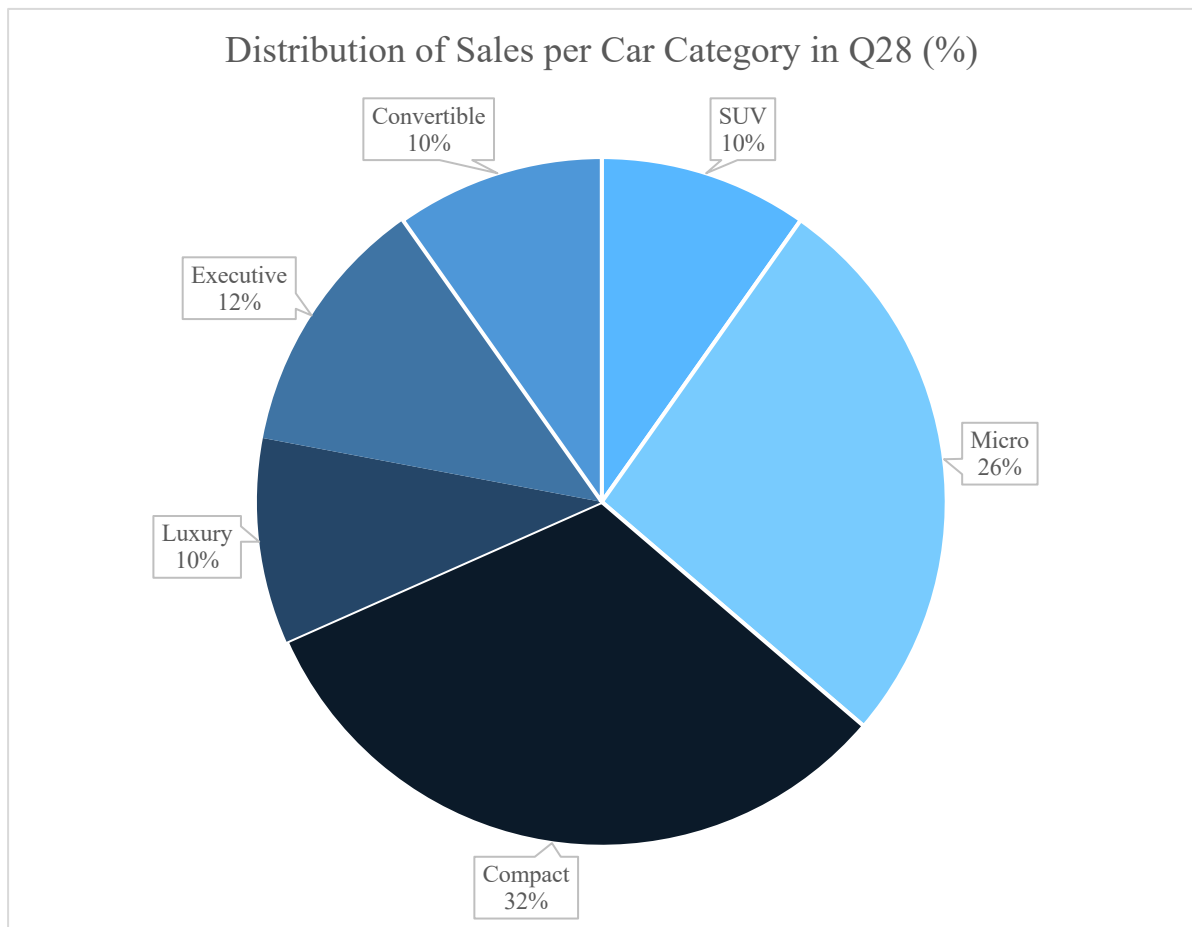


Figure 33: Volta's Distribution of Sales per Car Category Q28

Appendix F: Reflection Figures

Team Charter Group 5

Core Values		Decision Making
Integrity and Collaboration	Work as a ONE team	1-5 min Discuss in team
Reliability and Trust	Commit to your promises and own your role	5-10 min Discuss in group
Openness and Communication	Ask for help if you need it	10-30 min Decisions
Energy and Motivation	Bring your best self	30-40 min Final touches
Adaptability and Tolerance	Respect other peoples and communication	<u>Rule:</u> Consensus achieved by voting on decisions
Policies	Responsibility	Censored names
 Lunch Policy Have lunch together at least two times per week.	Communication/Language Officer	
 No Phone Policy Keep your phones inside your bags during the simulation.	Lunch Officer	
 Feedback Policy Provide constructive feedback according to the 5 steps template privately, early and often.	Time Officer	
	Relevance Officer	
	Happiness Officer	
	Mediating Officer	
	Voting Manager	

We pledge to follow the core values and fulfil our department and officer roles responsibly.

Figure 35: Volta's Team Charter 2023

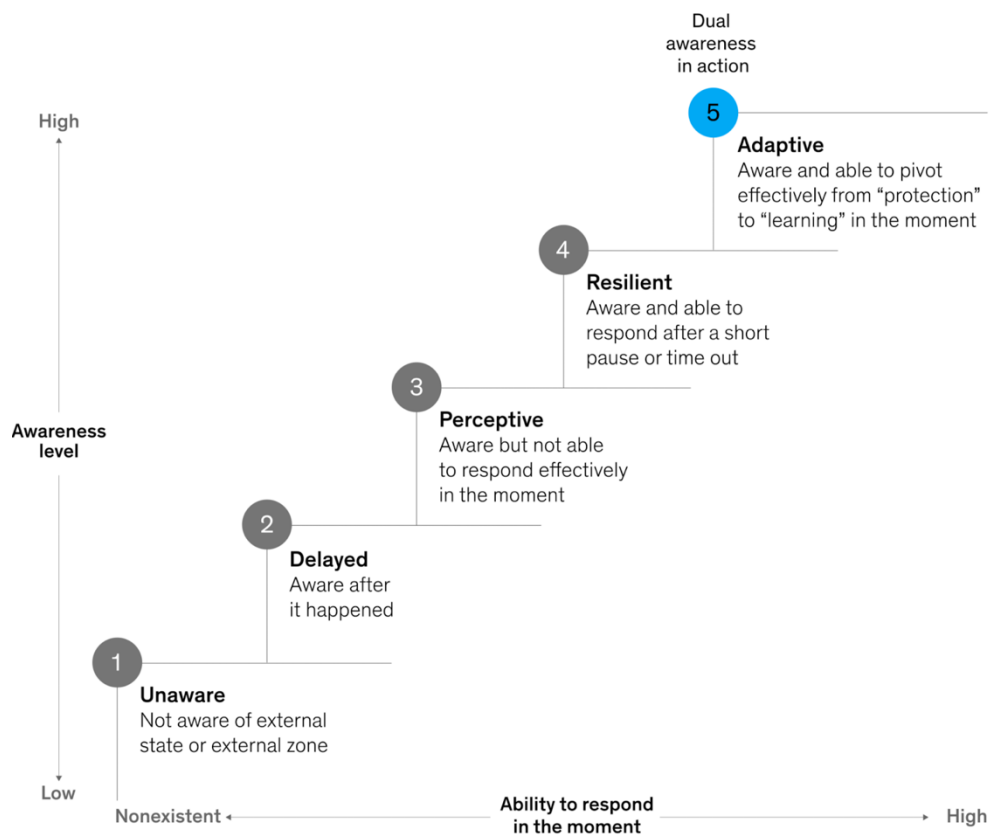


Figure 36: Five Levels of Awareness Model (Brassey, De Smet, and Kruyt 2023)

SELF-AWARENESS	SELF-MANAGEMENT	SOCIAL AWARENESS	RELATIONSHIP MANAGEMENT
Emotional self-awareness	Emotional self-control	Empathy	Influence
	Adaptability		Coach and mentor
	Achievement orientation		Conflict management
	Positive outlook	Organizational awareness	Teamwork
			Inspirational leadership

SOURCE MORE THAN SOUND, LLC, 2017

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Figure 37: Emotional Intelligence Domains and Competencies Framework (Goleman 2023)

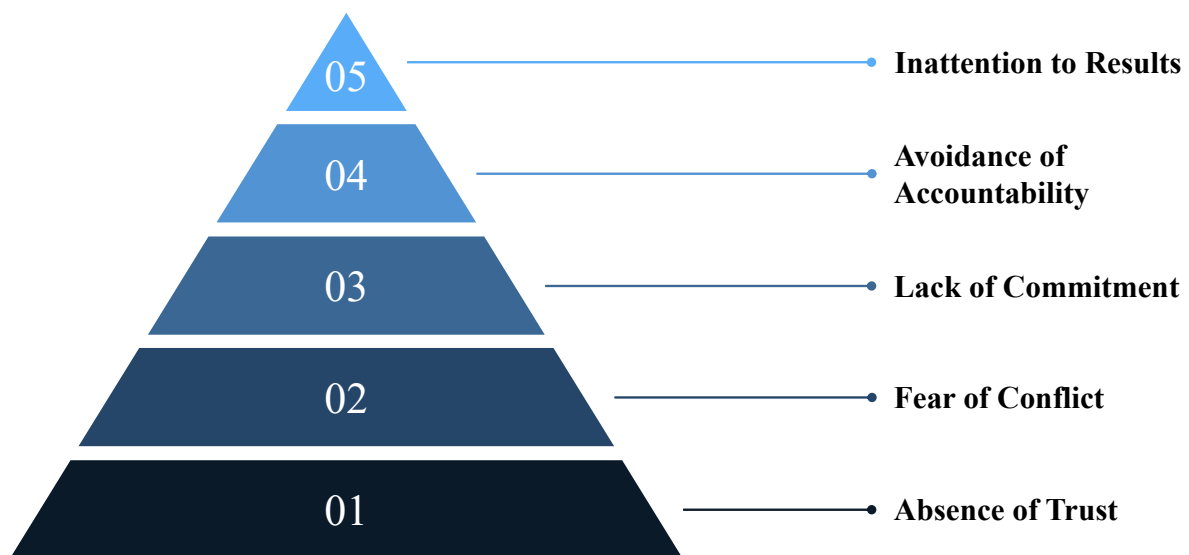


Figure 38: The Five Dysfunctions of a Team (Lencioni 2005) (own illustration)

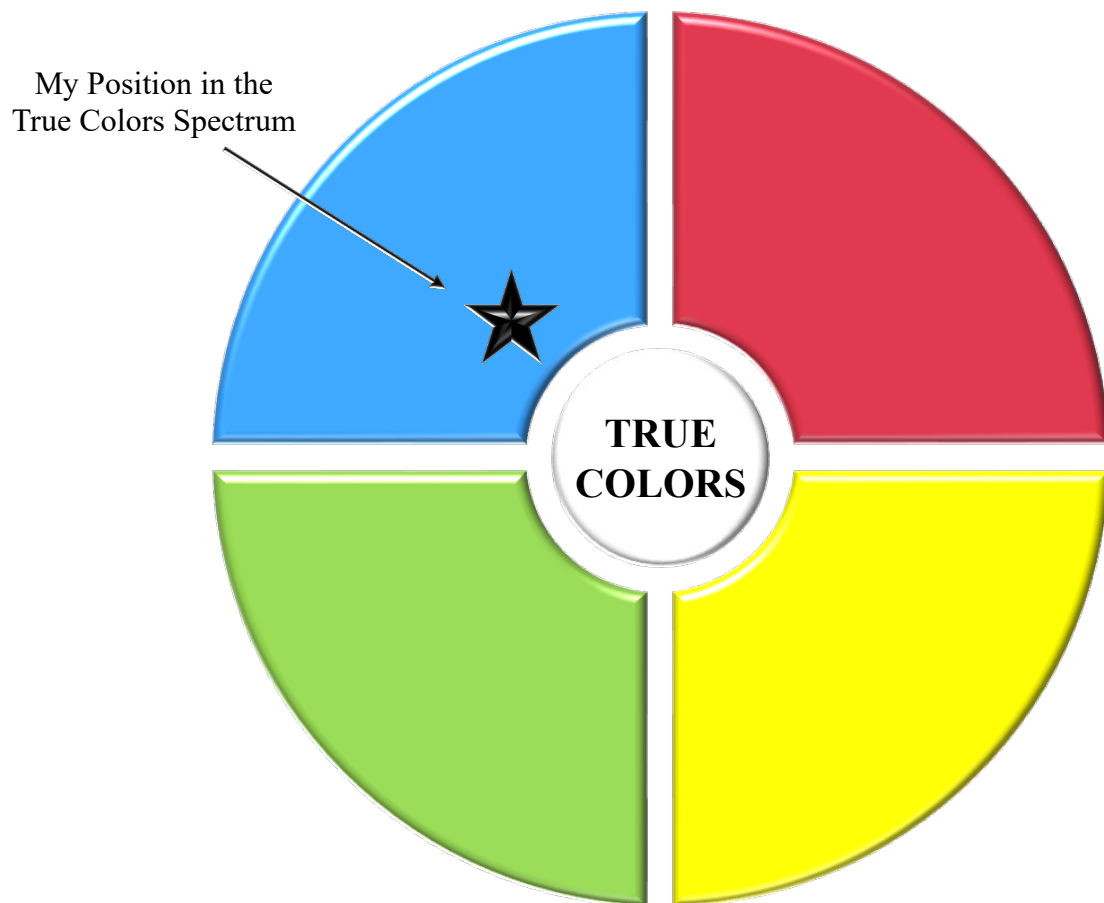


Figure 39: My Position in the True Colors Spectrum (Lowry n.d.) (own illustration)