

A Work Project, presented as part of the requirements for the Award of a Master's degree in
Management from the Nova School of Business and Economics.

Driving the Road of Electrification with EvoMotion: Insights on the Company and Personal
Reflection

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09/09/2025

Abstract

This work project navigates EvoMotion, an automotive company through the functions of strategy, operations and human resources using the business in practice (BIP) simulation. It uncovers EvoMotion performance through cross-functional collaboration and highlights its sustainable business practices in a fast-paced environment that focuses on innovation, adaptability, and strategic decision-making in the evolving automotive industry. The second part explores two critical incidents and reflects on how challenges faced by working in teams affected the group dynamic and my own growth, contributing to both my personal and professional journey, while offering insights into effective communication and collaborative problem-solving approaches.

Keywords

Business simulation, Electric Vehicles (EVs), Strategy, Human Resources Management, Operations Management, Sustainability, Innovation, Integrate and coordinate decisions across business functions, Communication, Working in teams, Self-reflection, Feedback

This work used infrastructure and resources funded by Fundação para a Ciência e a Tecnologia (UID/ECO/00124/2013, UID/ECO/00124/2019 and Social Sciences DataLab, Project 22209), POR Lisboa (LISBOA-01-0145-FEDER-007722 and Social Sciences DataLab, Project 22209) and POR Norte (Social Sciences DataLab, Project 22209).

Introduction

In the 21st century, sustainability has risen as a prominent trend with implications in almost every sector of the world economy, driving the automotive industry through what is perhaps its most significant shift in history (Lukin, Krajnović, and Bosna 2022).

The major focus of the automotive industry has been to produce vehicles at a larger scale rather than efficient and long-lasting high-quality production with good material content, due to its strong emphasis on lowering manufacturing costs through economies of scale and the strategic allocation of factories to optimize profit margins (Moita, Lopes, and Mendes 2024).

However, with the emergence of electric vehicles (EVs) in the industry, this form of production is shifting. Besides altering how cars are fueled, EVs are also changing other more general industry processes addressing manufacture, design, and environmental accountability. Their increasing trend has compelled industries to move out of a volume-based business approach and invest in energy-efficient production methods, the use of recyclable and durable materials, and cleaner technology (Syaifullah 2023). This development represents a major change since innovation and sustainability are now essential to the automotive industry's long-term competitiveness.

This thesis analyzes the journey of EvoMotion (*Figure 1*), a fictional company established over a six-year business simulation created by Industry Masters. The company aimed to create a completely electric vehicle fleet with zero CO₂ emissions, while providing cutting-edge technology for a diverse range of consumers, from budget city cars to high-end luxury vehicles.



Figure 1: EvoMotion's Logo
Source: EvoMotion's Team

1 Strategy Function

According to EvoMotion, its mission is to create a reliable, empathetic, and highly skilled team that relies on open communication and shared knowledge while being determined to surpass expectations. This mission has assisted EvoMotion to become more resilient as an organization since, as Golgeci et al. (2019) state, in rapidly changing scenarios, strategic foresight and forward thinking are critical concerns of resilient management.

1.2. PESTEL and SWOT

PESTEL and SWOT were integrated into the analysis to ensure long-term flexibility and coherence of the strategy in a highly dynamic environment. Through the conduction of the dual assessment, the company has managed to align its internal capabilities and its strategic plan with the influences of the macroenvironment (Mostafa 2025).

Stricter regulations on emissions (Political and Environmental), changing preferences of customers towards sustainable electric mobility (Social), and a faster pace of technological innovation in electric batteries and artificial intelligence (Technology), fluctuations in the costs of the raw materials and constant shifts in tariffs (Economic), adding to human resources (HR) regulations and safety automotive standards (Legal), are some notable external factors identified by the PESTEL analysis (*Appendix 1*).

To determine the extent to which its strengths and weaknesses matched the external opportunities and threats, EvoMotion conducted a SWOT analysis (*Appendix 2*) to compare these external factors with its own internal position. A flexible and geographically diversified manufacturing network, strong cross-functional coordination, high levels of investment in HR, and regular investments in sustainability were the strengths that EvoMotion employed to its advantage to grow successfully and become adaptable to changes. The company also acknowledged some weaknesses, like the sporadic mismatch between prices and consumer

perceptions, resulting in high inventories, insufficient use of marketing to underline the technical worth of the vehicles, and competition in the fast-growing EV market.

1.3 Objectives

Establishing clear strategic goals was crucial for EvoMotion in order to guide the company's growth and ensure that all departments were working towards the same objective. These objectives acted as a guideline for priorities, which enabled EvoMotion to overcome its disagreements and remain focused in a dynamic market (Graham 1968). Besides, they served as performance benchmarks (Argento, Brorström, and Grossi 2025), enabling the business to effectively measure growth and performance throughout the simulation.

One of the main objectives was to achieve zero CO₂ emissions by the end of the third year (mid simulation), which was achieved by the end of the second year in quarter 11 (Q11). Another key goal was global expansion, with the intention of establishing at least one more factory in each region by the fifth year. This goal was not only met, but surpassed in Europe, when two more facilities were opened. Furthermore, EvoMotion aimed to improve its revenue growth by 50% in the sixth year (end of the simulation), but it exceeded this goal with a 102.2% rise, from 4,526.19M\$ in Q1 to 9,259.67M\$ in Q28. (*Appendix 3*).

1.4 Strategy Diamond Framework

According to Barney (2014), when negotiating in unpredictable and fast-paced environments, a company's strategy should be determined by the unique blend of its resources and competencies. EvoMotion used the Strategy Diamond Framework (Hambrick and Fredrickson, 2005) to justify its strategic choices during the simulation. In accordance with this framework, the company was able to match its strengths with external demands and efficiently adapt to ongoing market changes by addressing this tool five main components: arenas, vehicles, differentiators, staging, and economic logic.

Starting with the Strategy Diamond's arenas dimension, EvoMotion's manufacturing activities were spread strategically throughout three continents: Europe, which had the largest concentration of facilities (five factories), followed by the USA (four) and China (three). The company's main goal was to manufacture electric vehicles with the purpose of being the most innovative in the industry while maintaining a portfolio that was within the needs of a wide range of consumers.

EvoMotion's approach is in line with industry disruptors like BYD and Tesla. While BYD concentrates on expanding with accessible EVs, Tesla targets the luxury market by heavily investing in design and technological capacities. Although Tesla showcases after-sales assistance and marketing weaknesses (Hu 2022). EvoMotion used real-time pricing, based on annually updated market research and targeted promotion as part of a proactive, data-driven marketing plan that was closely linked to operations in order to maintain a strong market presence.

In contrast, Mercedes-Benz heavily invested in electrification, coupled with a diversified premium portfolio that desires to meet the demands of consumers (Mercedes-Benz Group 2022). EvoMotion positions itself between these competitors since it has the consumer-centered mindset of Mercedes, the innovation of Tesla, and the affordability of BYD.

On the vehicles side, EvoMotion adopted a blue ocean strategy by launching the Smarti, the very first fully electric microcar in the market straight in the first quarter. This strategic decision has enabled the company to introduce and offer an economically viable and environmentally friendly mobility solution that is suitable for urban settings and creates a new market niche rather than engaging in an existing market that is already crowded (Amjad et al. 2024). Due to established supply chains, consumer loyalty, investments in new technology, and early adoption of sustainable solutions, which may significantly restrict competitors' entry (Platzek, Schmitz, and Hagen 2025), EvoMotion got the first mover advantage with the Smarti.

In terms of differentiators, EvoMotion positioned itself by launching a totally innovative electric range of cars that was affordable for all market segments. Cost-accessibility, sustainability, and technological innovation were used by EvoMotion to create a unique brand identity, unlike most competitors that often competed on performance or luxury alone.

EvoMotion pursued a dynamic and aggressive strategy regarding staging and completed the development of the entire fleet of EVs by quarter 17. Thus, all innovation-related investments being finished by quarter 12 enabled a quick expansion, guaranteeing technological capabilities.

Ultimately, EvoMotion's economic logic was focused on achieving sustainable profitability via cost-effective scalability and targeted market segmentation. The company started with the low-end, entry-level EVs like Smarti or City E models, to target the high-volume market in order to generate a solid customer base and initial cash flow. After establishing brand presence and operational efficiency, EvoMotion thoughtfully ventured into high-end models, like the Lux E Premium, providing enhanced features and performance to seize premium market segments, which enabled the company to charge more per vehicle in the last quarters. This staged method enabled the company to harmonize economies of scale with margin improvement (Siegel 1999), using its manufacturing network and prior innovation investments to lower unit costs and ensure sustainable profitability.

1.5 Necessity of Rethinking

Getting the right price was not always an easy task, for example, with the Smarti Premium, EvoMotion encountered price and positioning difficulties in the European market. The car model was made to target city drivers and had many sophisticated features, which raised the cost of production and, as a result, the model's market price, making it far more expensive than its main competitors in the same market. The company initially invested less in marketing and instead relied on the strength of the features in the product, as EvoMotion believed that its

attributes would be sufficient to sell itself. This strategy failed, as days of inventory (DOI) continued to increase (179 in Q21) and demand was lower than expected.

Thus, EvoMotion revised its strategy by reducing the volumes of production (to prevent the DOI from rising), reducing the product price, and intensifying marketing efforts. This was a joint effort from the operations function and the marketing function. This change made it easier to sell the car at a fair price by repositioning the product, making its attributes shine therefore, the company was able to drop the DOI to 30 in Q24.

2 Human Resources (HR) Function

2.1 HR Strategy

Strategic human resources refer to the purposeful alignment of human resource management with the long-term objectives and vision of the company. In addition to daily operations, it also focuses on topics that are important for the future, such as the company structure, employee commitment, culture, values, talent development, and ensuring that the workforce is ready to face new challenges and opportunities (Ahammad 2017).

The recent HR trends in the automotive industry emphasize continuous training programs, particularly in fields like industrial automation, EV's manufacturing, artificial intelligence (AI), and recruiting tech-focused talent (Niyaz et al. 2025). These changes in recruiting and training patterns reflect the industry's move toward more technologically sophisticated and environmentally friendly practices.

The HR strategy at EvoMotion matches the new trends in the industry and is similar to the one used by other major manufacturers such as Mercedes-Benz, by adopting a three-pillar approach resembling Re-Shape, Re-Skill, and Re-Charge (Mercedes Benz 2024). EvoMotion strategically adapted its workforce for electrification and digitalization (Re-Shape), invested in

ongoing employee training (Re-Skill), and focused on retention via fair remuneration and strong company culture (Re-charging).

2.2 Planning the Workforce

The corporate identity of EvoMotion is marked by gender and cultural diversity. Our executive managers team is made up of 60% men and 40% women, representing various ethnicities and nationalities, which is similar to the Volvo group, which also focuses on team diversity (Volvo group 2025). The team believed that a diverse workforce would deliver better outputs since it would provide a greater variety in terms of perspectives, experiences, and ideas (Białas and Wróbel 2025).

A key element of EvoMotion's hiring and retention strategy consisted of having a highly skilled team of managers who were aware of the needs of the business. This is consistent with the company's long-standing commitment to sustainability and innovation, with these skills being favored in the hiring process and constituting the major areas of focus for further development in employees (*Appendix 4*).

2.3 Retention and Turnover

Given the financial and operational costs of the recruitment and onboarding process of new employees, coupled with the provision of knowledge training on the job, it is often more economical and sustainable to provide employees already established in the company with specialized, role-specific training rather than replace them (Kaleem 2023). EvoMotion has been guided by this belief since its creation, with staff retention being a crucial part of its HR policy. This commitment is reflected in the simulation results, as throughout the six years, not a single employee resigned voluntarily, as opposed to an increasing turnover in the automotive manufacturing industry (Wilson 2023). All of the eight dismisses that took place were strategic and matched the company's changing operating requirements. For instance, when some car

models were phased out without a sight of ever being relaunched or adding new cars to the fleet, the managers in charge of them were laid out.

2.4 Important HR Investments

Tanova and Bayighomog (2022) noted that firms able to merge their environmental management efforts with their human resource management systems achieve higher organizational and employee outcomes. An example of such a strategy is EvoMotion. The human capital development plan has prioritized sustainability and policy training in the company.

EvoMotion made three significant training investments on the topics in its first year of business (*Appendix 5*) since it understood the long-term benefits of developing a staff that is both environmentally conscious and strategically aligned with the company's green strategy.

2.5 Compensation and Motivation

On average, a manager from a manufacturer company in the United States earns 101500\$ per year (Indeed 2025), in EvoMotion, our average pay in Q28 was 164376\$ per year, which shows that our company is clearly committed to attracting and retaining top-tier talent, since Q4 there was a 27,33% raise in managers' salaries (*Appendix 6*).

Although compensation plays a significant role in maintaining employee engagement and happiness (Devassia, Janarthanam, and Muço 2025), EvoMotion recognized that it is not the only important element. Long-term employee retention is also determined by the type of work itself, the workplace wellbeing, and a clear individual career development plan within the company (Gelencsér et al. 2023).

To ensure that each employee felt adequately compensated, the HR department adopted internal and external pay equity from the beginning. Internal equity was achieved by ensuring

that the salaries of individuals performing similar duties or with similar responsibilities/departmental roles were treated equally (Tan et al. 2018). External equity was achieved by comparing the compensation with market benchmarks to remain competitive in attracting and retaining talent.

Therefore, throughout the first three years of the simulation, all employees received salaries that were 2–3% higher than the company's compa-ratio. This approach demonstrated EvoMotion's constant commitment to competitively compensating talent while promoting fairness, openness, and motivation across all department employees.

Working alongside the finance department, EvoMotion modified its compensation structure as the business evolved, and significant capital investments were made in marketing, operations, and innovation. Over the last two years of the simulation, salaries were raised by at least 5% above the compa-ratio. This strategic decision represented a long-term investment in employee engagement and served as a reward for performance and loyalty.

These efforts reduced turnover and increased teamwork, productivity, and overall organizational resilience, resulting in a 99.9% motivation score at the end of the final quarter (*Appendix 7*). This is further supported by the factory staffing indicators, which consistently maintained 100% in terms of employee motivation, qualification, and workload. These indicators show a well-managed, completely engaged, and efficiently employed workforce.

3 Operations Function

3.1 Operations Strategy

Crabtree (2019) states that EVs have the potential to revolutionize nearly every aspect of transportation, including pricing, maintenance, driving habits, carbon emissions, and fuel use. EvoMotion's operations approach is purposefully in line with efficiency, adaptability, and sustainable innovation. The company ensures that both ecological impact and operational

excellence are addressed by focusing on the development of EVs, which combines efficient manufacturing processes with ecologically responsible practices in the fabrics spread across three continents (Europe, America and Asia).

O’Leary-Kelly and Flores (2002) suggested that to stay in line with the company's strategy and to manage uncertainty, marketing and HR departments should be integrated effectively within operations. By aligning production planning and workforce forecast with market information, EvoMotion was prepared for quick reactions to changing consumer demands in the EV industry.

3.2 Where is EvoMotion Positioned in the Industry

The operations strategy of EvoMotion is in line with the top automakers such as BMW and the Stellantis Group, who are both driving the shift to more innovative, adaptable, and sustainable manufacturing systems, although with different priorities. The iFACTORY approach by BMW, focuses on digitalization, automation, and a circular economy to attain carbon-neutral production while improving operational efficiency through AI integration (BMW Group 2022). In contrast, Stellantis employs a diverse operations strategy, making significant investments in smart manufacturing technology and large-scale factories across all of its global brands (Stellantis 2022).

By combining Stellantis's scalable and resource-efficient operations with BMW's innovation-driven manufacturing philosophy, EvoMotion positions itself at the junction of these two strategies. EvoMotion has proven its operational agility and environmental responsibility by investing in sustainability, flexible switches in production lines, and quick response to demand variations.

3.3 4Vs Framework

EvoMotion applied Slack, Chambers, and Johnston's (2010) 4Vs framework (*Appendix 8*) to gain a deeper understanding of the operational characteristics. The company's high operational

volume enables considerable automation and standardization of processes, leading to reduced unit costs and enhanced operational efficiency through economies of scale.

Even though there are 11 car models distributed across 12 product lines by the sixth year, the product range is well-defined, allowing EvoMotion to maintain a moderate level of variety while minimizing manufacturing complexity and catering to key market segments and customers.

Nevertheless, the variation continues to be significant given the dynamic nature of the electric vehicle market, influenced by novelties, regulations, changing consumer preferences, and overarching economic trends (Wingender et al. 2024). EvoMotion also changed product lines between factories quite often, which led the company to lose one month of production in each car model every time a change was made, contributing to this moderate variation. Despite these variations, EvoMotion maintained a rising return on sales (ROS) (*Appendix 9*), demonstrating the ability to overcome its obstacles. If we could go back to the simulation, we would probably plan more in advance so we could avoid losses in production.

Visibility is also moderate. Although the production and operations processes are not visible to customers, EvoMotion has used digital marketing and sustainability reporting to increase perceived visibility.

3.4 Operations Investments

To drastically lower its environmental impact across scope 1, 2, and 3 emissions, EvoMotion undertook large operations investments important for the development of a successful company (Yiu et al. 2020) totaling over 1.89\$ billion. Water and waste reduction were used to reduce scope 1 emissions, which include direct emissions from company-owned and controlled resources. The implementation of energy-efficient infrastructure, throughout solar panels, helped to reduce scope 2 emissions, which are indirect emissions from energy purchases.

Additionally, the company focused on reducing Scope 3 emissions, which encompasses all additional indirect emissions throughout the value chain, including suppliers, and the recycling of existing batteries (Neef et al. 2024). These scope investments were concentrated on creating a more environmentally friendly supply chain alliances, distribution, and creating EVs with better recyclability and reduced emissions.

3.5 Performance

Throughout the simulation, EvoMotion's operational performance improved, especially regarding inventory days, which fluctuated noticeably until year four (*Appendix 10*). These disparities suggested a misalignment between forecasting demand and production planning. Tadayonrad and Ndiaye (2023) suggest that comprehensive research based on past company data, as well as internal and external drivers, is essential for effective forecasting. Therefore, operations worked closely with the marketing department and carried out extensive research to gain a deeper understanding of market dynamics. As a result, inventory levels gradually decreased by employing dynamic pricing techniques such as skimming and penetration that were constantly modified to accommodate changes in consumer demand across different car models, as well as market research to find the best product-location fit to cater to the needs of the different markets with the most suitable car models.

Due to constant changes in import/export tariffs and shifting consumer preferences, EvoMotion's factory utilization (*Appendix 11*) had variations during the simulation, especially in the third year. These variations might also have increased material costs since the company had to regularly reallocate car production lines among factories due to its operations in the USA, China, and Europe, which resulted in temporary inefficiencies and higher labor expenses (*Appendix 12*).

EvoMotion experienced disruptions to factories' stability as a result of trade policy uncertainty, which complicated long-term investment decisions and operational planning. This observation is consistent with the findings of Handley and Limao (2017), who demonstrate that companies facing uncertain trade environments are less likely to commit to sustained investment and face increased challenges in maintaining consistent operational performance. Notwithstanding these difficulties, the business was able to demonstrate its ability to adjust to global policy risks by restoring full factory utilization by Q23 and maintaining it through the simulation's conclusion.

4. CONCLUSION AND LEARNINGS

Reflectively, EvoMotion demonstrated a consistent path during the business in practice (BIP) simulation. Its cross-functional collaboration fostered strategic coherence and adaptability, which allowed the company to be quite steady when compared with other teams. With a total value added of \$4,577.83, EvoMotion finished at the top of the scoreboard of BIP (*Appendix 13*). Despite a few obstacles, we were able to reach our objectives while fostering an environment of active learning with the active contributions of each member of the team.

EvoMotion's strategy was influenced by a strong emphasis on innovation and sustainability. The company has prioritized responsible growth and innovation in its decision-making process through investment in clean technology, clean supply chains, continuous research and development, and human resource policies.

These efforts, which were implemented across all departments, reinforced EvoMotion's aim of creating long-term value by being both mindful of the environment and innovative in technology. The objective was to develop sustainable, future-oriented mobility solutions while upholding integrity and transparency. Over the course of 23 simulated quarters, EvoMotion consistently achieved the highest sustainability rating, showcasing the strong connection between its ESG (Environmental, Social and Governance) initiatives and innovation in its

operations. Research indicates that companies with excellent ESG performance often attain better financial outcomes (Zumente and Bistrova 2021). These factors directly enhanced EvoMotion's shareholder value.

5. PERSONAL REFLECTION

According to Mendibil Telleria, Little, and MacBryde (2002), effective teamwork has been repeatedly found to be a key factor in enhancing business process performance and, consequently, overall organizational success. This idea was particularly evident in the demanding and high-pressure setting of the BIP simulation.

This thesis section explores how team dynamics changed during the 3 weeks, as well as my own learning path. I will specifically examine two critical incidents that profoundly affected the team's performance as well as my own growth. The first was a turning point in the understanding of my function as HR director and what my position and role were within the group. The second has wider ramifications, radically changing the team's operations, communication, and decision-making process.

An important factor to mention is that the leadership at EvoMotion was shared and not centered on one person. No one persistently led dialogues or had the last word when making big decisions, instead, there was a shared distribution of responsibility and decision-making, where most members took on a leadership role when they considered it in an appropriate situation. This fluidic leadership style promoted participation and balance in decision-making across all functions.

It also reflects what Denison, Hart, and Kahn (1996) state, that most teams usually lack understanding of the way they work together and thus fail to eliminate the recurring barriers to group learning. Since there was no one taking the initiative in discussing roles, it was upon every member to initiate bringing in teammates in the discussion and engaging in different

opinions, so we could have more insights. Taking this into consideration, our group dynamic reflected the opinion expressed by Glacel (1997) that high-performing teams have less hierarchy and more shared responsibility. Nevertheless, this model was also accompanied by risks when communication styles, conflict, or silence interrupted contributions, leading to a weaker team cohesion, making the equilibrium between shared leadership and coordination quite fragile (Johnson, Heimann, and O'Neill 2000).

6. -1st Incident

6.1 Description

The first incident happened on a Saturday morning during the first week of the BIP. After an intense week of academic sessions and simulation training, the team was clearly exhausted and eager to relax on Sunday. It was the penultimate practice session before the real simulation. Although we had already established our strategic plan, the team's energy and focus were lacking.

For myself, I felt overwhelmed and demotivated as many of the simulation's operational indicators were unavailable to me as the director of human resources, which caused me to doubt the value of my role. I also saw the way and the fast pace at which my peers were discussing the strategy of the company, which led me to compare my past academic background (in physiotherapy) and experiences to those of my teammates, some of whom had worked in big companies or had already finished internships, which made me feel inadequate and not good enough. At that time, the BIP was the closest event I had ever experienced to a professional setting in the management field. I now acknowledge that I frequently undermined myself by remaining silent during the practice rounds of decision-making because I questioned the worth of my input.

Despite my physical presence that Saturday morning, I was not mentally present, even though it had been decided that HR would act only after all other decisions were made, the speed of decision-making increased, and I started to lose interest in the conversations. I made a crucial mistake when the innovation team unveiled a new car model, and I neglected to hire the necessary management staff. We moved on to the following quarter without the required staffing, which might have jeopardized our simulated results. Despite the fact that the simulation was still in its practice phase, my team gave every round their maximal dedication and seriousness. Even though no one on the team saw the error except me, I felt a great feeling of personal accountability because of the internal realization it brought, rather than the exterior repercussions, this was, in retrospect, a turning point in the way I perceived my presence in the team.

6.2 Response and Analysis

6.2.1 Struggling with the Imposter Phenomenon and Communicating with Team Members

I am usually upfront and outgoing, but throughout the simulation rounds, this aspect of myself remained hidden, which made me uncomfortable and cut away from the team dynamic, I associated this to the imposter phenomenon, that according to Breeze (2018) includes feelings of exclusion, the conviction that one's skills are fraudulent or inauthentic, and a fear of being exposed.

I saw that this was not sustainable, so I decided to talk to my teammates during lunch and explain how I was finding it hard to keep up or make a significant contribution because of the HR director's lack of access to simulation data and the quick decision-making process. I also confessed that, as a result of a miscommunication between innovation and HR, I had failed to

hire the necessary team for a newly created vehicle. The group reacted in a receptive way, which made me feel relieved.

6.2.2 Building Psychological Safety and Trust

This is consistent with Edmondson's (1999) theory of psychological safety, which states that openly admitting mistakes promotes trust and motivates conversation. I think that by being vulnerable, I contributed to the development of a more learning and collaborative atmosphere, which has been shown to improve team performance (Moldjord and Iversen 2015).

It was unanimous among us that we did not want these kinds of misalignments and neglects to persist throughout the actual simulation, so as a team was important to build trust by openness, respect, and active listening, which is crucial for good team communication (Hakanen and Soudunsaari 2009).

6.2.3 Turning Point

That afternoon, we took a quite different approach. To make sure everyone was on the same page, we slowed down the pace to ensure there was room for conversation by recognizing that shared understanding is important for the team's cohesion and performance (Beal et al. 2003). To address this situation, we all agreed to prepare an updated market research prior to the actual simulation. This was a pivotal moment in my engagement. I started participating actively, got much more involved, and stopped being afraid to ask questions, all of which were met with respect and patience by my colleagues.

6.3 Key Learnings and Reflection

6.3.1 Role and Importance of Feedback in Team Dynamics

One of my key learnings was that feedback was essential in changing the dynamic of our team and my own involvement. Research highlights how feedback can increase individual

effectiveness and help team members work toward common objectives (Villeval 2020). The internal peer feedback that the team decided to do in the middle of the second week was one of the most significant outcomes of this incident, as I received more favorable feedback than I was expecting. My peers appreciated my contributions and saw that I had become more proactive since the first week. The most constructive feedback focused on encouraging me to participate in more cross-department discussions, with multiple teammates pointing out that I was already making noticeable progress. I took this constructive feedback not as criticism but as an opportunity to grow and to improve my contribution in the team.

6.3.2 Peer and Self-Evaluation

By last week's peer evaluation session, the scenery in the team did not change much since my colleagues rated me with an average score of four out of five in every category. In my self-evaluation, I rated myself with a five out of five in three of the categories, which might have been impacted by the greater ease and confidence I had built with the team at that time and not directly with the simulation itself. According to a study done by Gervais et al. (2004), which stated that overconfidence is a common event in team settings, as individuals have a tendency to inflate their achievements due to the positive social reactions and informal group dynamics, which I think was my case.

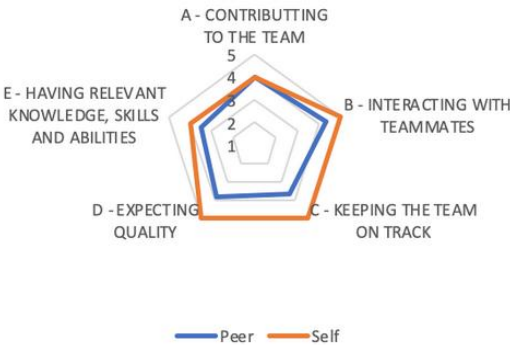


Figure 3: Peer and self-evaluation
Source: Nova BIP team

6.3.3 Importance of Owning Mistakes

Another important lesson I took from this was the importance of being upfront and honest about errors, such as the one where I failed to hire the employees the company needed for the innovation's new car development. It was uncomfortable for me to acknowledge my mistake at first, but soon, I realized that by doing so, I could increase cooperation and trust, which, according to Tjosvold, Yu and Hui (2004), are produced when team members freely admit their errors and concentrate on cooperating to find solutions. In my opinion, this meant that owning up to my error was not a sign of weakness but rather a chance for us to strengthen our bond and provide better support for one another.

7. - 2nd incident

7.1 Description

The second incident developed throughout the course of the three weeks of the BIP, culminating in the third week's Team Dynamics Clinic, which took place just before the fifth and sixth years. Despite the fact that the group communicated well in general, one member of the finance department showed little involvement right away and frequently left the other member of the finance team to make all the decisions. The group started asking questions almost exclusively to the more involved counterpart, which increased the exclusion of the other co-director. At first, this behavior was taken to be shyness or a lack of confidence, which I could relate to from my own early days in the simulation.

This lack of engagement grew in a concerning way as the simulation went on, since it seemed that we had six active contributors instead of seven. The group became frustrated when the colleague failed to show up for the Leadership in Practice Workshop without a warning midway through the second week, worsening the situation. As a result, the team made the decision to have an internal peer review session where everyone could constructively discuss their areas of

strength and growth. At first, this appeared to have a beneficial effect, but it faded out. To guarantee complete focus, we even adopted a rule prohibiting phone usage during simulation rounds, but it was not always followed.

We went over the problem again as a group before the Team Dynamics Clinic. The colleague apologized for her lack of involvement and explained that her personal issues had been interfering with her participation. But she didn't say anything at the clinic itself, and nobody brought it up again because we thought she would initiate the conversation. The second member of the financial team then publicly voiced his disappointment, claiming that participating in the BIP required full commitment regardless of outside responsibilities. Although this interaction increased tensions in the department and created stress, the more proactive team member kept things in finance running smoothly, therefore the team's operational performance was unaffected. Although the incident had no direct effect on the technical outcomes, it did demonstrate how a team's cohesiveness and morale can suffer when there is a lack of alignment and active participation from all members.

7.2 Response and analysis

7.2.1 Avoiding Conflict

At the time, I made a conscious effort to stay as far away from conflict as I could. Since we were spending a lot of time together, I wanted to keep harmony in the group. Even though I saw early on that she didn't make an effort to get involved, this mentality made me react in a passive way since I assumed that her silence was merely shyness, and as the matter continued, I did not confront it directly, I thought that that was not my place to step in. I now see that, despite my good intentions, this avoidance helped to prolong an unsolved issue that eventually weakened our team's cohesiveness. Since I was little, I always had the tendency not to interfere when there are potential conflicts, since I never liked them, no matter if they are going to

influence me or not, I always chose to stay far away when there are other people who can deal with it better than me, I guess I did the same thing in this situation, which is clearly a sign that I have to work on my conflict avoidance.

7.2.2 Use of the Dual Concern Model

When I think about this, I notice how my inaction fits the dual concern model's (Rubin et al. 1994) idea of inaction, which states that people avoid confrontation when they don't think it's worth the effort or when they wish to maintain peace. However, the problem was significant in our situation and required attention. By remaining silent, I lost the opportunity to solve the issue cooperatively and assist the team in moving forward. This taught me that avoiding disagreement can make issues worse and erode trust, and that sometimes it's important to step in and maintain team cohesion, even if it's difficult. If it were today, I would take a problem-solving approach (*Appendix 14*)

7.2.3 Lack of Open Communication

Tensions increased, especially in the finance department, after the Teams Dynamic Clinic. A feeling of discomfort prevailed in the group dynamic during the key last stages of the simulation due to the lack of open communication. According to Mitchell et al. (2014), although tension can be concerning, it can also lead to more productive discussions and better results if it is handled and not ignored, having this in mind we took a practical solution, the group decided to call for "Finance" in general rather than specifically addressing the more outspoken finance colleague with questions or decisions, making it easy for our more reserved teammate to participate without feeling singled out, which was the goal of this strategy. Given that everyone in the group got along well, it was crucial to make it clear that any feelings of exclusion were accidental.

7.2.4 A Different Approach Would Be Better

In retrospect, I think we would approach the matter differently today. Personally, I would have talked with her to find out whether she was afraid to speak up her ideas or felt uncomfortable discussing in public, but also to find out if her personal life was doing well since external factors could be affecting her engagement (Boon et al. 2012).

Although the mid-process peer feedback arrangement helped to create some conversation, I now believe that an open group discussion where everyone could freely share their ideas and worries would have been more successful than depending solely on anonymous comments. It's suggested in the survey made by Besançon et al. (2020) that a more open strategy would have increased trust and motivated everyone to participate more actively. Early and direct intervention could have stopped the problem from getting worse and maintained a more positive and cooperative team environment in the last several days of the simulation.

7.3 Key Learnings and Reflection

7.3.1 Discovery Insights Personality Tests

I must admit that at first, I was skeptical about personality tests and their reliability since I thought they were mostly entertaining and unnecessary. I had the same doubts about the Discovery Insights test, but after doing some research, I came to the conclusion that it was reliable and consistent. With Cronbach-Alpha values ranging from 0.92 to 0.93, the test has great reliability, strong construct and predictive validity, and is on par with or even superior to other personality tests (Benton, van Erkom Schurink, and Desson 2008).

According to Discovery Insights (Insights Group Ltd. 2023), my color is Fiery Red, which is linked to being straightforward, result-oriented, and concise when interacting with others. In general, I agree with this description, yet during the simulation, I rarely took this fiery red approach in my communication.

7.3.2 Team Composition

Our team was composed by two Earth Green, three Fiery Red, and two Cool Blue personalities (*Appendix 15*). Through the lens of these colors, I had a better understanding of the challenges displayed in this incident when a more commanding voice, represented by the Fiery Red co-director of finance, took the lead and the decisions as soon as he noticed that the Cool Blue colleague was less collaborative and engaged, this dynamic ultimately led to a tense environment.

Reflecting on this, I can see that we could have communicated more effectively and balanced each other's strengths and weaknesses if we had reorganized our team or modified our strategy to take these personality differences into consideration. However, I don't think that these color patterns determine performance on their own but rather provide a lens through which we can view behavior and enhance teamwork, especially in high-stress scenarios like the simulation.

7.3.3 Team Dysfunctions

According to Lencioni (2002), the five dysfunctions of a team that can undermine performance are the absence of trust, fear of conflict, lack of commitment, avoidance of accountability and inattention to results.

Two of these dysfunctions were most noticeable in our case: the absence of trust and a fear of conflict. Early on, trust was damaged when our more reserved colleague's lack of involvement became obvious, causing a division between her and the other team members. Since we avoided discussing the issue, in part to maintain a positive group dynamic, we perpetuated a pattern in which concerns were not voiced, which made it more difficult for the team to fully align and solve conflicts freely.

The other dysfunctions were affected by the fear of conflict. Avoiding clear uncomfortable conversations decreased commitment since expectations were never made explicit. There was

also a decrease in accountability since there were no clear follow-ups to re-engage the colleague. In retrospect, although our operational performance remained stable, we were not working together to the fullest extent possible because of the absence of early, direct communication.

7.3.4 Lessons from Team Experience

This experience left me with a significant lesson: encouraging open conversations and establishing a safe environment for expressing concerns and providing support could not only resolve the immediate issue but also strengthen trust, clarity, and motivation within the group. From this experience, I recognized that promptly addressing discomfort is often essential for maintaining unity rather than threatening it.

8. Conclusions

The BIP was more than just an academic project, it was a life-changing experience that shaped my career and improved my interpersonal skills. I came to understand the significance of communication, trust, and accountability in a team, especially when working with various personalities and addressing different challenges. Examining the results of EvoMotion also underscored the vital role that sustainability and collaboration play in creating a meaningful and lasting impact within an organization. This work project helped me to acknowledge my strengths and pinpoint areas for growth, leaving me more equipped for the future.

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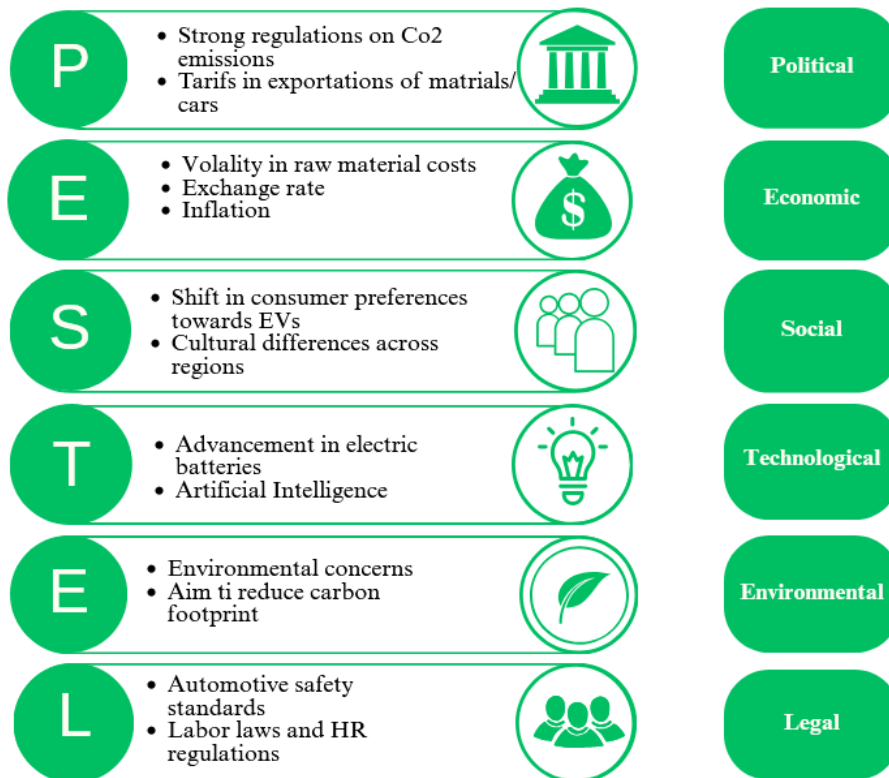
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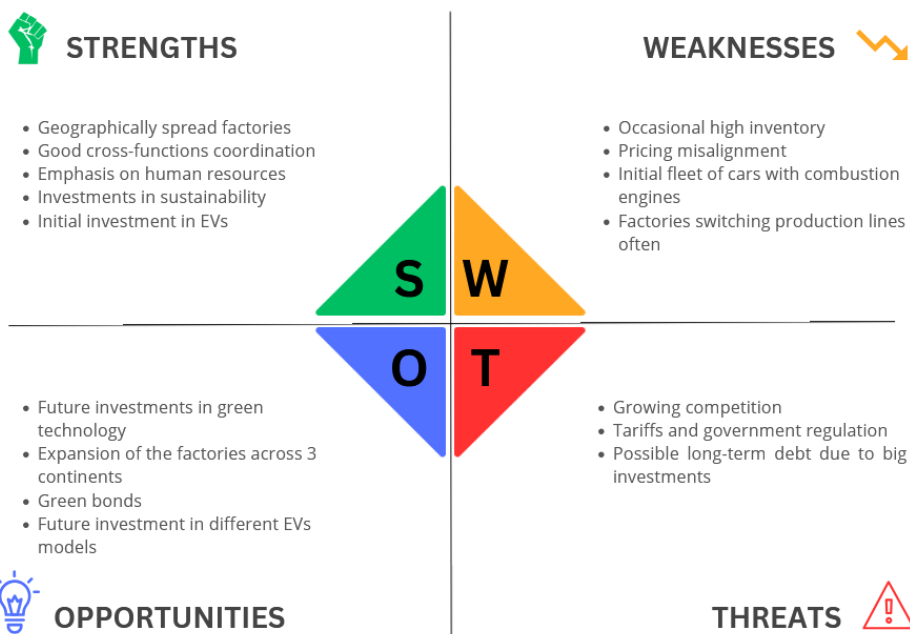
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10. Appendix



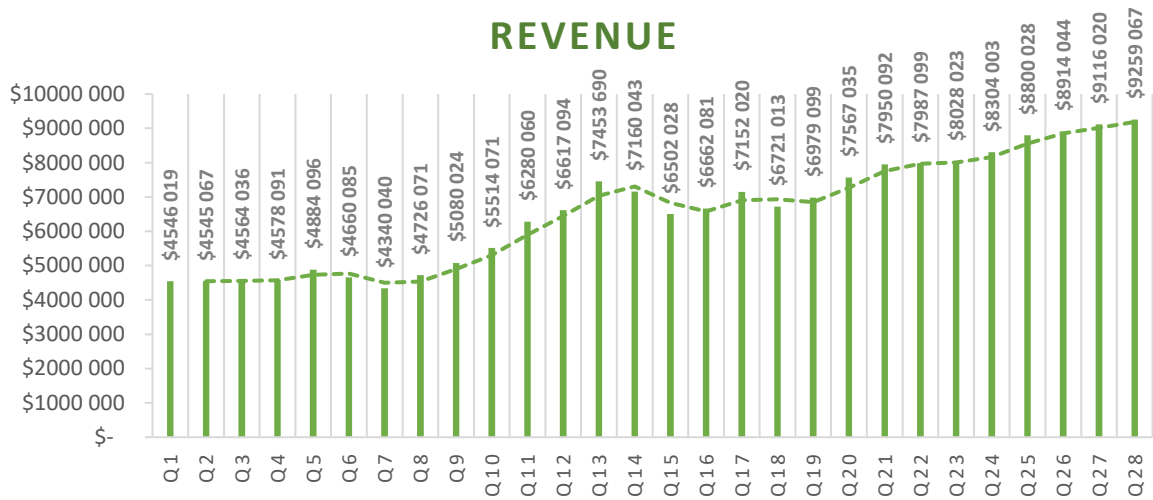
Appendix 1: PESTEL Analysis

Source: Own illustration



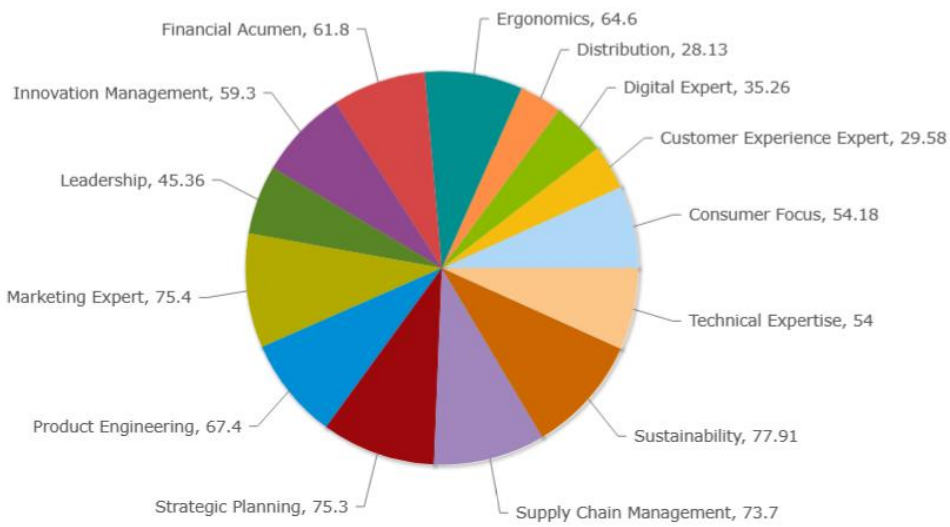
Appendix 2: SWOT Analysis

Source: Own illustration



Appendix 3: Revenue Growth

Source: Own illustration with data from Industry Masters



Appendix 4: Management Skills

Source: Industry Masters

Investment	Quarter	\$ in M
Create Sustainability Policy	Q5	10M
Sustainability Policy Training	Q6	15M
Sustainability Awareness Training	Q7	15M
Total		45M

Appendix 5: HR investments
Source: Data from Industry Masters

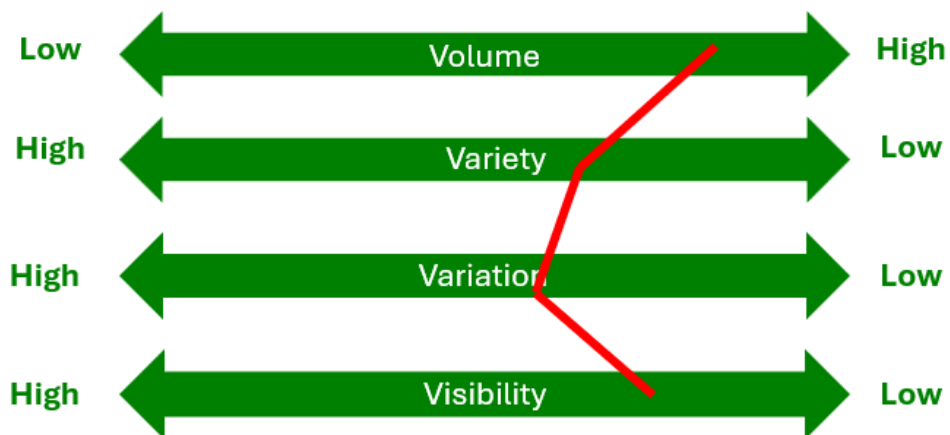


Appendix 6: HR investments
Source: Own Illustration with data from Industry Masters



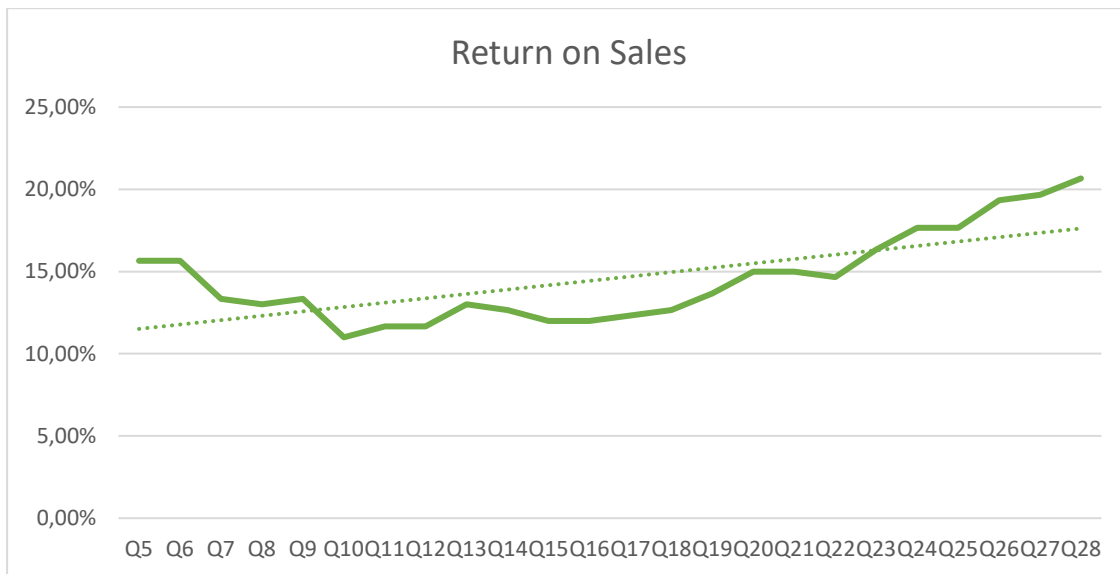
Appendix 7: Employee satisfaction

Source: Own Illustration with data from Industry Masters



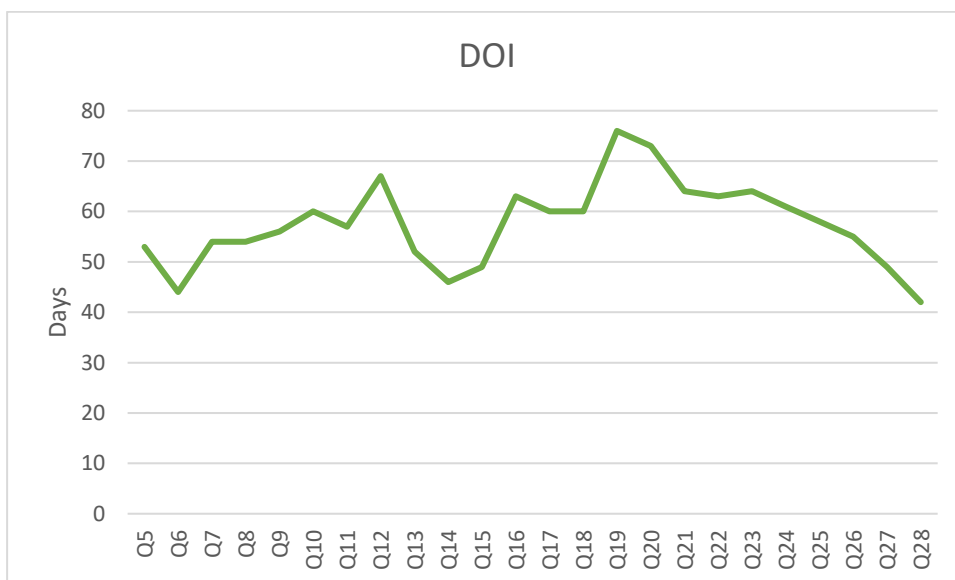
Appendix 8: 4Vs Framework

Source: Adapted from Slack, Chambers, and Johnston's (2010)



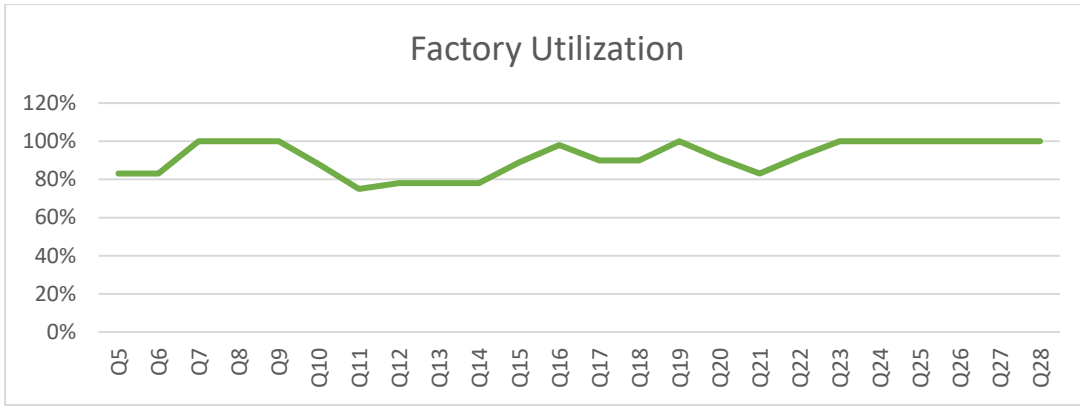
Appendix 9: Return on sales (ROS)

Source: Own Illustration with data from Industry Masters



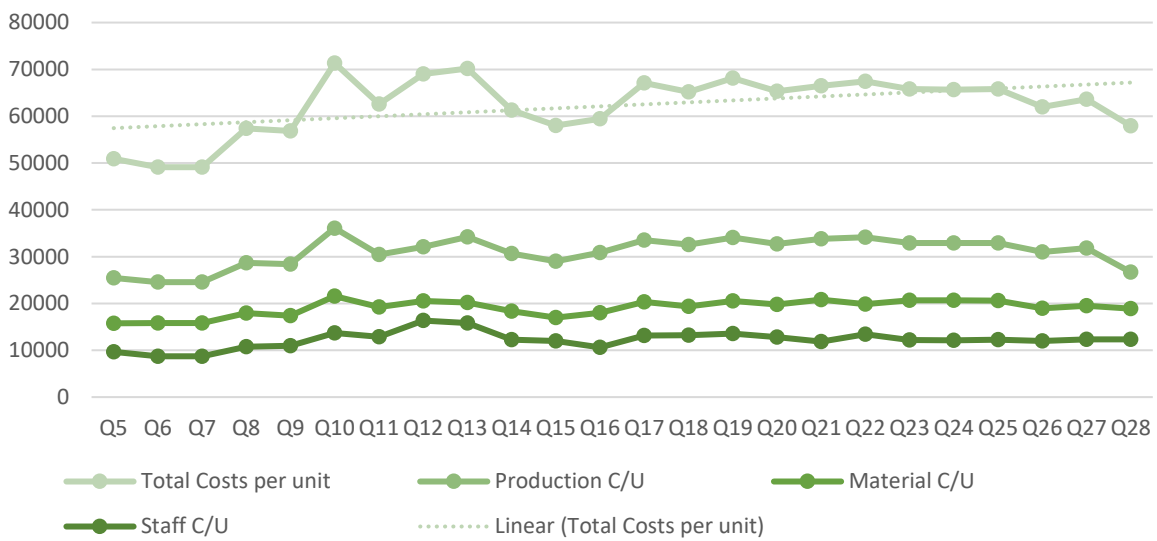
Appendix 10: Days of inventory

Source: Own Illustration with data from Industry Masters



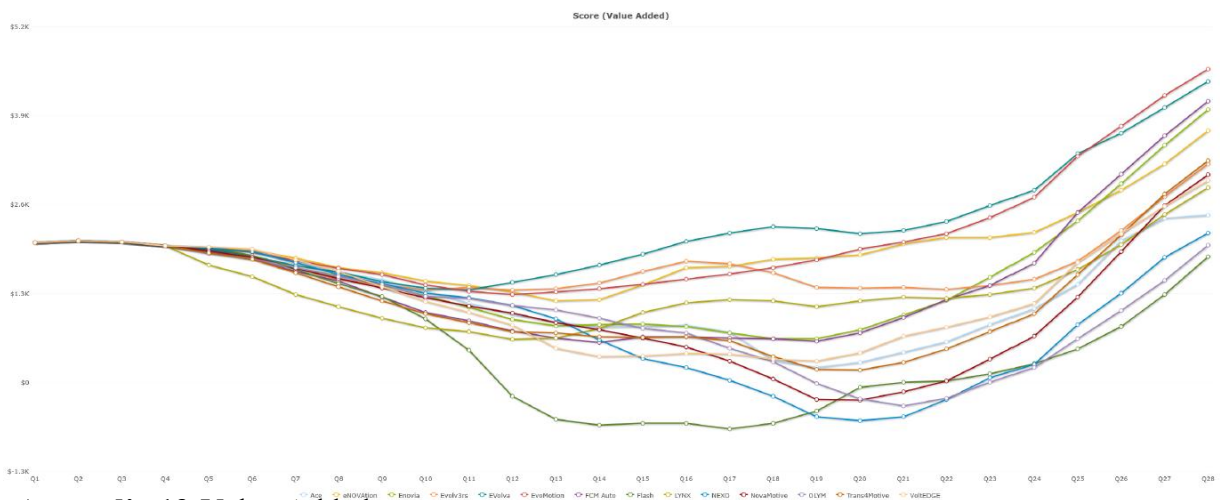
Appendix 11: Factory utilization

Source: Own Illustration with data from Industry Masters



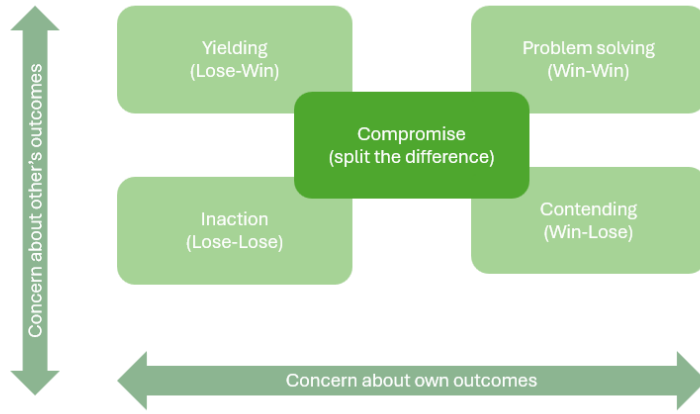
Appendix 12: Costs Output

Source: EvoMotion's Team with data from Industry Masters



Appendix 13: Value Added

Source: Industry Masters



Appendix 14: Dual Concern Model
 Source: Adapted from Rubin et al. (1994)

TEAM INSIGHTS

Our team is **primarily Blue-Green with three mild Red contributors**. This gives us a rare blend of emotional intelligence, reliability, and subtle assertiveness but lacks Yellow, the color associated with spontaneity, ideation, and risk-taking.

IMPLICATIONS

We are likely to thrive in structured collaboration, deep analysis, and empathetic teamwork. However, we should actively cultivate creativity and boldness, especially in decision-making, strategic risk-taking, and challenging assumptions within the simulation.

Appendix 15: Team insights
 Source: EvoMotion Team