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Business In Practice: Navigating Change in an Evolving Industry

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Abstract:

This work offers an analysis of a business simulation. It explores the pivotal role of strategy, innovation, and finance in the transition of a car manufacturer to electric mobility, shedding light on the decisions that shaped the company. The interplay of the different functions is scrutinised, highlighting how all functions contribute to sustainability.

Furthermore, the work project examines conflict management and dynamics within teams, emphasising the impact of personality traits. It underscores the need for enhanced conflict resolution skills and self-awareness in fostering effective teamwork. Ultimately, this work provides insights into both firm-level strategies and individual growth in team settings.

Keywords:

Personal Growth, Professional Development, Change Management, Business Transformation, Strategy, Strategic Management, Innovation, Competitive Advantage, Sustainability, Teamwork, Business Functions, Automotive Industry

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1. Firm Analysis: Navigating Industry Change

1.1 Introduction

The automobile sector is currently undergoing a transformation characterized by rapid technological evolution, stringent environmental mandates, and shifting consumer preferences. Historically dominated by internal combustion engine (ICE) vehicles, the industry is now gravitating towards hybrid electric vehicles (HEV) and battery electric vehicles (BEV) with innovations in battery systems, autonomous driving, and vehicular connectivity. This transition poses a complex challenge for automakers. Driven by mounting concerns, governments have signed declarations to limit climate change and initiated regulations, prompting a swift move towards sustainable transport solutions (UNFCCC 2015) (Conzade et al. 2021). For businesses, this implies more than a substitution of propulsion systems, as it entails a comprehensive overhaul of established strategies that affect all business functions.

This work project delves into the simulation of VOLTA, a car producer initially focused on ICE cars. By examining its approach across different business functions, this work project offers insights into the pivotal decisions that helped transform the company in a changing environment. The following sections provide a detailed review of VOLTA's Strategy and its Innovation and Finance divisions. The analysis utilises academic theories and frameworks to provide deeper understanding of the company's progression and assess its performance using key performance indicators (KPI). Furthermore, examples of real car manufacturers are incorporated to reinforce the findings and lend more realism to the simulation.

1.2 Strategy: Mapping the Transition

According to Porter (1996) the core of a strategy lies in selecting to perform tasks differently or executing completely different tasks compared to competitors. This implies that a strategy should embody a unique positioning and incorporate a different set of activities. In a business context, strategic management requires both creativity and analytical reasoning to devise,

execute, and scrutinise cross-functional choices that empower an organization to fulfil its goals, while sustaining a competitive advantage (David 2011, 6).

The goal of transitioning towards a fully electrified portfolio was predefined, however the specific set of decisions were up to the different departments. To set an anchor point for the strategy, vision and mission statements were formulated. VOLTA's vision was defined as being the "driver of seamless change" and its mission was "to revolutionize the automotive industry by delivering cutting-edge electric vehicles that combine exceptional performance, advanced technology, and environmental sustainability." While the vision serves as an answer to the question "what do we want to become?" (David 2011, 11) the mission statement "defines the fundamental, unique purpose that sets a business apart from other firms of its type and identifies the scope of the business's operations in product and market terms" (Pearce and David 1987, 109). Guided by vision and mission statements, the formulation of a strategy that aligns all departments required an initial analysis of the current environment.

To gain a better understanding of the competitive environment of the BEV car industry Porter's "five forces model" can be utilised (Porter 2008). With the help of model, internal and external forces, which shape the intensity of the competition are identified (see Figure 1). In summary, a transition to an electrified portfolio implies careful navigation in a complex and competitive landscape. This includes managing competition, ensuring supplies of key components, responding to potential new entrants, as well as meeting high demands and expectations of customers. Overall, competing in the BEV market is not just about seizing a growth opportunity; it's about positioning a company to adapt to significant industry changes, leveraging existing strengths, driving innovation, diversifying risks, and staying aligned with consumer and regulatory trends (Conzade et al. 2021). Failure to do so might not only mean missing out on a growth opportunity but also falling behind in an industry that is rapidly transforming.

While the industry is evolving and growing through electrification and the five forces are not all strong the automobile industry is an attractive industry to pursue in terms of potential profitability (Porter 2008). The simulation, however, differs in so far from the real world, in that only three competitors exist, and no new companies enter the market.

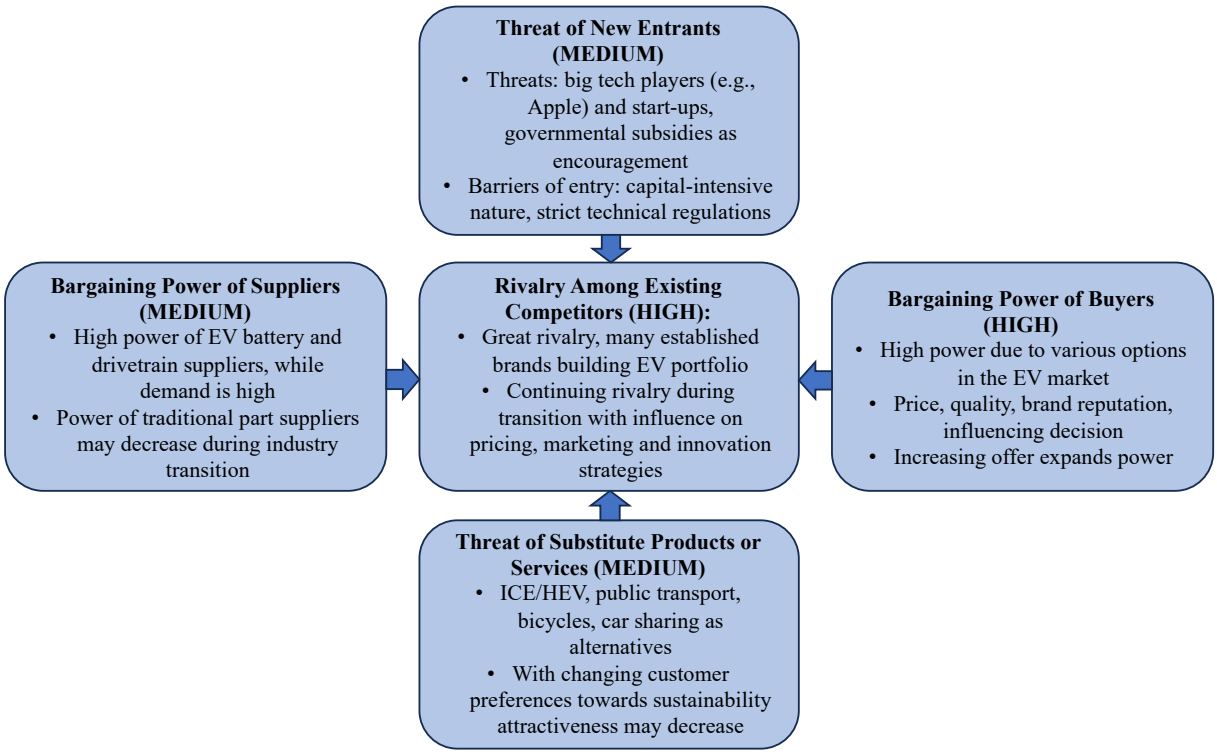

Figure 1: Porter's Five Forces of the BEV Industry (Porter 2008) (Conzade et al. 2021) (Author's Illustration)

External and internal analyses served as a foundation to outline VOLTA's strategy for a transition towards a BEV portfolio. Especially, the provided Strength Weakness Opportunity Threats (SWOT) analysis (see Appendix 1) indicated that a WO Strategy, which leverages external *opportunities* or changes to address its internal *weaknesses,* may be promising to master the transition (David 2011, 178), and was thus outlined with the following key steps:

1. Address the lack of BEVs in the portfolio by introducing BEV models as soon as the technology becomes available to match the anticipated increase in customer demand. At first, launch any model that becomes available. Secondly, introduce a model in the

luxury segment similarly to brands like Tesla or Mercedes-Benz to aim for high profit margins (Guan et al. 2022).

2. Introduce HEV models during the transition, while considering CO2 emissions and maturity cycles of current ICE models. HEVs can help to lower fleet CO2 emission against the background of rising penalties in the future, besides getting customers accustomed to electricity as additional propulsion (Ulrich 2022).
3. Utilise opportunities related to green investments financed with green bonds to acquire financial resources needed to smooth out the transition and minimise disruptions, and thus avoid the risk of restructuring.
4. Consider sustainability in every decision and consequently opt for the more environmentally sustainable management choice in anticipation of the benefits for brand image and customer demand. Thereby, follow a principle, which Porter and Kramer (2011) describe as "creating shared value", while financial success and social progress are combined to gain a competitive advantage.

In terms of generic strategies as per Porter (1998, 35-46), VOLTA aimed at pursuing an integration of differentiation and cost-leadership. It intended to differentiate its brand through stringent sustainability and a focus on well-equipped cars, while offering comparably cheaper small and mid-size cars in the future. The execution of this strategy and its implications on the company's performance offer valuable insights.

Firstly, **launching a higher priced luxury flagship BEV model with superior equipment did not yield the expected results**. As the model was introduced at a comparably high price, inventories build up quickly (see Appendix 2 and Appendix 3). Countering the trend by increasing marketing and lowering prices increased sales but did, however, erode gross margins quickly three months after introduction from 42% in Q12 to 21% in Q14 (see Appendix 4), which is why the BEV model performed overall worse than the preceding HEV (see

Appendix 5). However, being opportunistic and **introducing a cheap BEV micro model** as soon as it became available **proved to be a good strategic decision** because no competitor offered a model in the segment for several quarters. Consequently, the Micro Electra ranked the highest in terms of sales, revenues, and profit contribution (see Appendix 5).

Secondly, the stringent sustainability focus, which resulted in various investments such as Scope 1 to 3 emission reductions (concerning production, energy and supply chain), battery technology, human resources and others **improved the sustainability rating** from 2.6% to 81.3% (see Appendix 6 and Appendix 7). Consequently, VOLTA beat the benchmark of 75.9%, reflecting its commitment to create shared value. However, this implies that the **company sacrificed its short-term financial success to achieve long-term profitability**, which may not be entirely reflected in the ending year 2026 (Porter and Kramer 2011).

Thirdly, at the end of 2026 VOLTA's product portfolio comprised a range of six BEVs, of which five models were in production across the three factories, while two factories had four production lines and one factory had two production lines (see Figure 2).

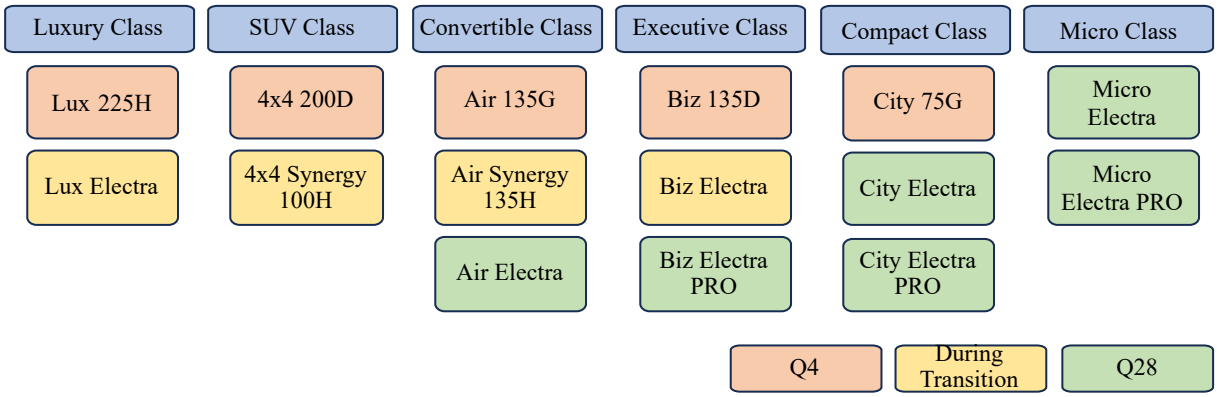

Figure 2: Product Portfolio (Industry Masters 2023) (Author's Illustration)

Due to this setup a **minimum amount of five models had to be in production**, while each model was limited to be produced on maximum three lines. During year seven, three out of the five models were almost consistently at the minimum of 30 days of inventory, indicating that demand exceeded the supply of vehicles (see Appendix 8). Hence, the **operational**

capabilities did not match the positioning with the given range of vehicles, while the overall market for BEVs gained momentum. Thus, expanding production lines in the previous years would likely have led to higher sales, which underlines Porter's (1996) key message of aligning all organisational activities with the strategy.

1.3 Innovation: Initiating the Transition

Innovation is increasingly recognised as a central business process, pivotal to the sustained growth and competitiveness of organisations. It goes beyond mere ideation, encompassing a systematic approach to integrating technological advancements, responding to market shifts, and initiating organisational transformation to achieve a competitive advantage (Tidd and Bessant 2005, 5-10). Consequently, the innovation function of the simulation was concerned with designing and launching new product lines, while determining the mix of features that will bring the greatest return to the company. Furthermore, it involved reviewing and determining which e-mobility options the company should invest in and when, besides managing the EV battery technology and providing insights around innovation opportunities to the other functions (Industry Masters 2023).

Aligned with the strategy, the innovation department initiated the necessary steps in terms of product development together with marketing to offer a seamless change for customers during the transition of the industry and make VOLTA a sustainable electric mobility provider. Consequently, this meant the introduction of HEVs and BEVs at the right moment in time. The S-curves of innovation illustrate the progression of a product or technology over time in terms of its performance (Tidd and Bessant 2005, 272). For VOLTA, this implied an adoption of the newest propulsion technology under consideration of technology lifecycles comprising of introduction, growth, maturity, and decline phases (Czinkota et al. 2021) (see Figure 3). Consequently, VOLTA aimed to introduce models with new propulsion technologies and features when older models approached the declining phase, always watching these innovation

windows closely to maximise profits from the individual models. Figure 4 visualises the gradual transition of VOLTA's product portfolio.

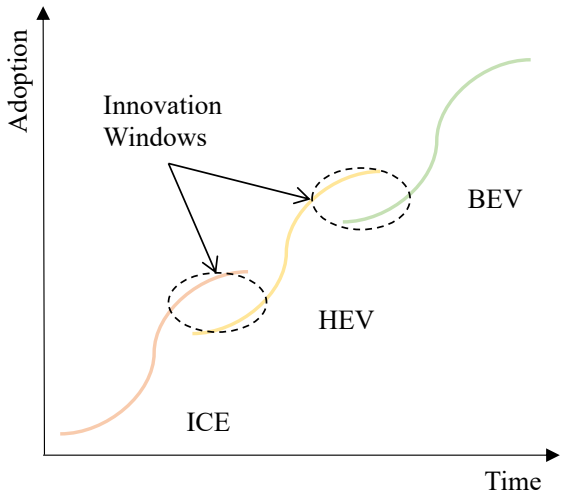

Figure 3: Technology S-curves of the automotive sector (Tidd and Bessant 2005) (Czinkota et al. 2021) (Author's Illustration)

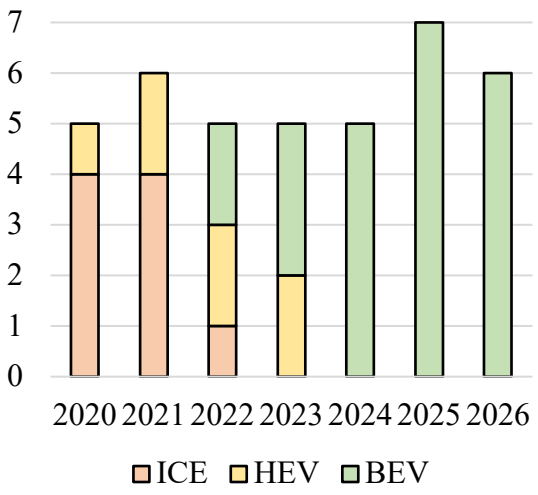

Figure 4: VOLTA's number of models within each technology segment (Industry Masters 2023) (Author's Illustration)

It is worthwhile noting that in 2022 all three propulsion technologies were present within the portfolio as there was **no stringent replacement of one technology by another**. The ICE car City 75G is exemplary as it was only discontinued in Q15, although being in a decline phase several quarters earlier according to its product lifecycle. However, the car sold well and ranked number three in terms of cumulative lifecycle values (see Appendix 5). This stresses the claim that beyond a focus on lifecycles, **management should consider individual circumstances of markets and products** before retiring products (Czinkota et al. 2021, 357). The current European vehicle registrations reflect this coexistence of technologies, while both HEVs and BEVs register growing market shares as compared to ICE cars, which saw their market share drop to 48.9% in 2022 from 51.9% in 2021 (ACEA 2023). Consequently, car manufacturers such as Toyota employ different strategies depending on regions and customer segments, while diversifying across various technologies such as hydrogen (Wayland 2022).

Aiming for a seamless change by **launching HEV models**, quarterly sales figures showed that the respective models in the **SUV and Convertible Class could not outperform the preceding ICE models** (see Appendix 9). This may have been attributed to the fact that HEVs were not within customers preferences and competitors already offered said models as BEVs. Hence, the decision to launch additional HEVs can be seen as a strategic mistake, also considering development costs of USD 1.395 billion. Though, the fact that HEV sales did not outperform ICE sales is to a degree also influenced by the adjustment of marketing and price in the light of competition. Nevertheless, cumulative lifetime profit margins for both HEV models remained below the ICE models (see Appendix 5).

Introducing HEVs played a role in **lowering the fleet CO2 emissions and thus the penalty**. This was particularly important as CO2 allowances were lowered from 90g/mile to 70g/mile over time and the emissions premium per gram CO2 above allowance was raised from USD 60 to USD 100 (see Appendix 10 and Appendix 11). During the transition, this **helped to increase the overall sustainability of the product portfolio**. A significant reduction of the CO2 fleet emissions was, however, only achieved with the introduction of BEVs during year three and **bonusses were paid out in Q17** when an incentive of USD 30 per gram CO2 below the allowance was introduced. Similar innovation efforts to reduce CO2 emissions and avoid fines can be seen at every car manufacturer, while they met their 2021 CO2 emission targets in Europe. Though, the emission fine mechanism of the simulation is inherently different from the EU regulation, which enables a reduction of CO2 fleet emissions through credits and pooling mechanisms (ICCT 2022).

The innovation efforts reached beyond the mere introduction of new models. In light of the 4Ps of innovation, which concern product, process, position and paradigm (Tidd and Bessant 2005, p.10), the company **innovated in all four aspects to gain a competitive advantages**: new *products* through cars with technologies such as connectivity or infotainment,

new *processes* such as waste reduction efforts in its plants, a new *positioning* while being a first mover in the micro electric class and a new *paradigm* as it shifted from being a mere car manufacturer to being a mobility provider with the acquisition of a car sharing service provider.

The overall success of VOLTA's transition towards a fully BEV portfolio can be viewed against the background of the claims Christensen (2016) makes. The author argues the established companies are often slow in adopting disruptive innovations, like revolutionary battery technology or automated driving in the car industries' case, because they are focused on serving existing customers. In contrast, **early investments in new technologies at a time in which customers still preferred ICE cars set the foundation** that was required when buyer preferences for electric drives and autonomous driving increased significantly in Q14. The investment in a charging network acted as an enabler in that regard, an important innovation that also helped Tesla to achieve outstanding growth (Bhargava, Boehm, and Parker 2021).

1.4 Finance: Stewarding the Transition

The finance department of a company plays a crucial role in ensuring that the organization remains financially viable and follows good practices concerning financial management, reporting, and compliance (Brealey, Myers, and Allen 2011, 6). The finance role of the simulation was tasked with determining the appropriate times to secure loans and allocate excess liquidity, while providing financial insights to the other roles. Additionally, the finance sole reviewed and decided upon moments for issuing shares to optimize capital structure and had to make critical decisions regarding the potential liquidation of specific vehicle lines when it was deemed beneficial. The finance role was also responsible for outlining and deciding upon payment terms with customers and suppliers, balancing the objectives of competitiveness and cash flow optimization (Industry Masters 2023).

Aligned with the strategy, the finance role accompanied investment decision processes of the other departments and took the financing decisions necessary to enable the transition

towards electric mobility, while maintaining various KPIs, which involved the capital structure, financial development and cashflow (see Appendix 12, Appendix 13, Appendix 14, and Appendix 15 for financial statement).

Starting with a debt-to-equity (D/E) ratio of 97% in 2020, borrowing was increased until the end of 2023 to fund investments proposed by the departments. At the same time, equity increased due to increasing retained earnings, which is why the D/E ratio stayed relatively constant during this period. However, high amounts of debt were repaid after 2023, while equity grew substantially, lowering the D/E ratio to 28% in 2026 (see Figure 5). This differs significantly form peers in the industry such as BYD Co. with 76% or Volkswagen with 122% (Statista 2022), which indicates that **the capital structure was not ideal** and more debt could have been issued, as peers tend to operate under similar D/E ratios (Frank and Goyal 2009).

Although the balance sheet was deleveraged, the **green capital ratio was increased to 100%,** which is emblematic of the company's commitment to sustainable finance (see Figure 6). During significant investments with positive impact on the environment, green bonds were issued as a financing measure. The fixed income security is getting increasingly popular among automakers as investor preferences change similarly to consumer preferences (Mutua 2023).

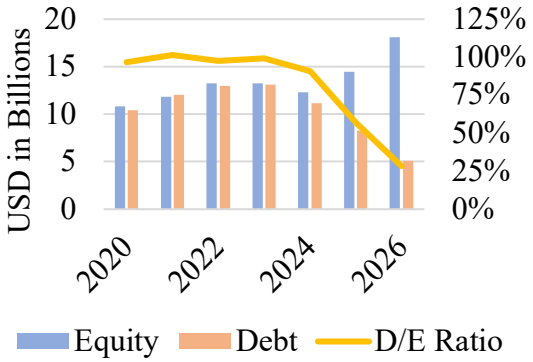

Figure 5: VOLTA's Capital Structure (Industry Masters 2023) (Author's Illustration)

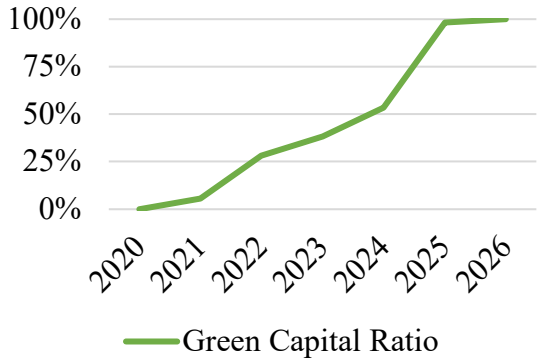

Figure 6: VOLTA's Green Capital Ratio (Industry Masters 2023) (Author's Illustration)

The development of the Weighted Average Cost of Capital (WACC), which is the average rate of return a company is expected to provide to its investors and used to evaluate average risk projects, further shows that VOLTA may not have had an ideal capital structure at the end of the simulation as it **could overall not lower its WACC significantly**. Amounting to 7.6% in 2020, the WACC bottomed at 7.1% in 2024 and afterwards increased to 7.4% in 2026, as the cost of debt decreased due to an improved credit rating and lower interest of green bonds, while the weight of comparably more expensive equity grew. Additionally, the company **did likely not utilise the full potential of the tax shield achievable through leverage** (Brealey, Myers, and Allen 2011, 465).

Financial KPIs such as Earnings Before Interest and Taxes (EBIT) margin, Return On Net Assets (RONA), and interest coverage took a similar course during the transition as they reached their lowest point in 2022/23 and recovered afterwards to reach all-time highs in 2026 (see Figure 7). The KPIs show that VOLTA became **more profitable** without considering interest or taxes (EBIT margin), **used assets more effectively to generate profits** (RONA) and **increased interest coverage through operating expenses** (Stobierski 2020).

The cash flow statement developed analogical regarding profitability and deleveraging efforts (see Figure 8). Furthermore, it is exemplary for real life in terms investing activities at the beginning of the transition. Traditional automakers have increased their investments into electrification heavily, with Volkswagen Group being the leader with USD 122 billion planned until 2030 (Lienert 2022). Figure 8 also visualises the **negative effects of the green financing option implemented in 2022 and cancelled after three quarters**, which aimed to incentivise customers to buy a BEV and recycle their previous car. While it helped to increase BEV sales and sustainability efforts, it impacted the operating cashflow negatively as receivables from financial services increased during a period in which ICE car sales dropped. The subsequent lack of free cash was counteracted by raising debt in 2022. Further working capital management

as a measure to increase available cash could not be utilised during this period because the payment terms were at a minimum of 15 days for customers and a maximum of 40 days for suppliers (Brealey, Myers, and Marcus 2015, 576–96).

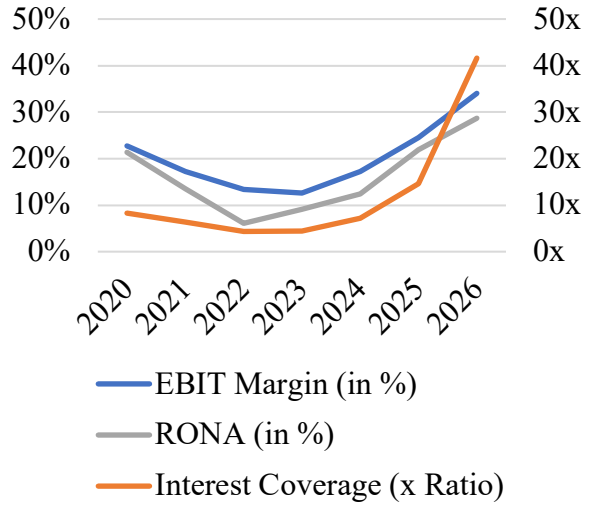

Figure 7: VOLTA's EBIT Margin, RONA, and Interest Coverage (Industry Masters 2023) (Author's Illustration)

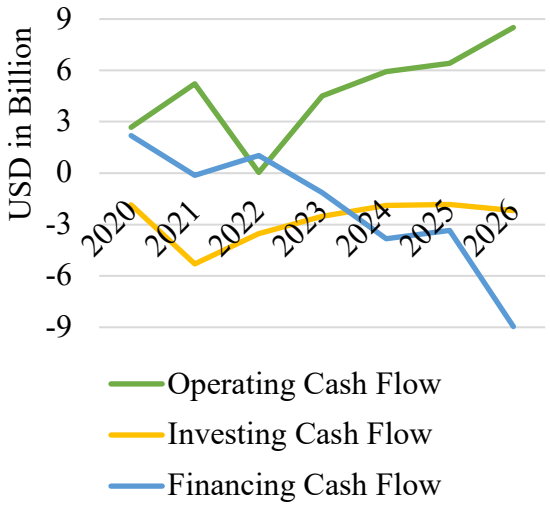

Figure 8: VOLTA's Cash Flow (Industry Masters 2023) (Author's Illustration)

The acquisition of a car sharing service provider in 2026 had immediate positive effects on revenues and increased assets through receivables from financial investments significantly (see 1.3). Through such acquisitions businesses aim to obtain a variety of synergies, which strengthen positioning or market power, while increasing efficiency (Feldman and Hernandez 2022). A recent example is Stellantis, which acquired the car sharing provider Share Now from Mercedes Benz and BMW with the goal of expanding its business and becoming a global car sharing leader (Seitz, Amann, and Piovaccari 2022).

1.5 Conclusion

The analysis shows that the interplay between strategy, innovation and finance proves to be instrumental in facilitating a smooth transition towards electric mobility and enhancing its sustainability stance. At its core, a forward-looking strategic direction provides a clear roadmap, enabling the innovation department to align product and technology development with market

trends and organizational goals. The finance department, on the other hand, is pivotal in ensuring that these innovative efforts are well-funded and aligned with the broader financial health of a company.

Strategically, an emphasis on market research, competitive analysis, and an understanding of customer preferences creates a foundation upon which innovation can thrive. As Tidd and Bessant (2005, 5) clarify, innovation, particularly in dynamic industries, necessitates a sound understanding of market shifts and technological advancements. VOLTA's innovative efforts were directly informed by the marketing department and the initial strategic analysis, ensuring the creation and launch of product lines that aimed to meet with market demands and offered tangible value. However, HEVs seemed a logical product innovation against technology readiness and a strategy of a seamless change, but did not perform as initially anticipated, stressing the importance of thorough market research. Yet, in an evolving industry the risk of being left behind due to the unwillingness to innovate likely outweighs the implications that singular innovative failures have.

Meanwhile, the finance department's ability to maintain a healthy balance sheet and provide financial insights is central to the success of innovative endeavours. As Brealey, Myers, and Allen (2011, 15-16) highlight, ensuring financial viability is paramount for organizations, particularly during periods of transition and large-scale investment. Financial management, such as optimizing capital structure and utilising green bonds for sustainable finance, play an important role in enforcing the strategic and innovative aspirations of a company. VOLTA’s unused debt capacity exemplifies this function of the finance department, while a mismatch of positioning and operational capabilities became apparent although debt could have been raised to fund an expansion of the factories.

Furthermore, a focus on sustainability is both strategic and innovative. Moving towards green capital and emissions reduction is not only aligned with global sustainability goals but

also addresses the preference among investors and consumers for eco-friendly products and practices (Mutua 2023; ICCT 2022). This sustainability drive, fuelled by green bonds which are used to fund eco-initiatives, further shows the symbiotic relationship between the three functions.

In essence, VOLTA's successful transition underscores the significance of cross-functional synergy in driving organizational change and growth. No department operated in isolation, instead, they functioned interconnected. As Christensen (2016) argues, established companies often fall behind when faced with disruptive innovations. However, by fostering an interdepartmental collaboration, companies can not only navigate but also capitalize on disruptive trends that reach beyond mere products and affect all 4Ps of innovation. In doing so, they lay the foundation for sustainability and competitive advantages.

Overall, this work project offers an overview of several key concepts and KPIs of the three business functions. Several real-life examples lend the analysis of the business simulation realism. However, a simulation varies from reality and may not capture the full complexity and unpredictability of the real-world. Due to the page limitation, not all decisions initiated by the functions and their subsequent effects on KPIs could be analysed and some concepts were only covered superficially. Also, the responsibilities of operations, human resources and marketing, and their specific interplay with the other functions had to be left out. Further research in the context of this simulation and the automobile industry’s transformation could potentially explore topics such as consumer behaviour analysis, competitive landscapes, policy, or business models.

2. Personal Reflection: Navigating Team Dynamics

2.1 Introduction

The Business in Practice (BiP) work project spanned over a three-week period and involved academic sessions that thematised the different business function besides team dynamics. The project itself put a strong focus on team interactions and individual growth. The subsequent analysis reviews two pivotal incidents that transpired during the BiP. These experiences provide valuable lessons regarding teamwork that can contribute positively to professional and personal development.

The following sections are structured in a description of the incident including its history, my personal response to it as well as an analysis of the response and the team dynamics against the background of relevant literature. Each incident is concluded with a reflection that provides future courses of action.

2.2 Incident One: Managing Conflicts

2.2.1 Description

In the beginning, a team charter was set up to establish rules which set a foundation for the teamwork. The charter of VOLTA included core values such as reliability, trust, and openness besides a structured process for decision making and specific responsibilities as well as policies. The policies stipulated having lunch together as a team at least twice per week, a strict prohibition of phones during decision rounds and open feedback between team members (see Appendix 16).

While everyone participated in setting it up, the team charter was essentially supposed to act as a roadmap that navigates the team towards its goals while promoting accountability, cohesion, and effective communication. Through an outline of mission, objectives, procedures, and clear expectations a team charter can help to ensure collective understanding and agreement among its members. However, early on the team failed to follow the lunch policy as some team

members made plans with their friends during lunch breaks. Furthermore, one team member was on their phone during decision rounds and did thus not follow discussions fully on several occasions. These shortcomings were not mentioned openly between all team members, though a few team members and I expressed our displeasure about certain behaviours between each other. The lack of commitment to the team charter culminated in two occurrences on June 26th, the day of the client retention workshop and the decision round for year four.

Firstly, one team member, who had previously taken part in the sales roleplay and thus was not going to take part in the client retention roleplay, did not show up to the client retention workshop and even showed up late for the subsequent year 4 decision round. Neither did the team member inform the rest of the group about skipping the workshop, nor about being late. Hence, the rest of the group wondered whether the team member was going to come at all. Secondly, during the year four decision round another team member, who had previously not followed the phone policy, answered a call in the middle of a conversation and then pretended like nothing happened, leaving most team members speechless.

2.2.2 Response

Although I noticed certain misbehaviours early on before the above-mentioned incident and I was annoyed by the non-adherence to the team charter, I did not confront the respective team members. As the non-adherence to the team charter was for some time neither confronted by me nor by my peers and it continued to persist, my dissatisfaction with the team dynamics grew. Meanwhile, I was questioning the commitment of certain team members, but did however not address it because I was fearing to raise a conflict in the team which I thought would have disrupted the so far seemingly good teamwork.

At the end of the decision round on June 26th, I confronted both team members with their behaviour because I found their actions very disrespectful. However, I did not give feedback in a structured way but merely focussed on what they did wrong, with the goal of pressuring them

into following the rules we have set ourselves. The late coming team member acknowledged their wrongdoing right away, apologized and promised to follow my suggestion and inform the team in advance if they know that they will be late. Though, the other team member reacted defensive, mentioning that the call was important, after which I did not engage further in finding a common ground.

2.2.3 Analysis

While I reacted to the incident on June 26th and provided feedback to my peers, the occurrences clearly had a history with aspects that developed over time. My response to the mentioned incident can be understood as reflective of an "Earth Green" personality type as described in the Insights Discovery Model (The Insights Group Limited 2023).

A central trait of the Earth Green personality is the aversion to conflict and a propensity for harmonious relations. My initial hesitation to confront the team members, despite early observations of non-adherence to the team charter, speaks to this characteristic. The apprehension stemmed from a concern that addressing these issues might result in open conflict and disrupt the work. In conflict strategic terms as outlined by Kilmann and Thomas (n.d.), I initially opted for avoidance, which is characterized by low levels of assertiveness and collaboration. While assertiveness refers to the degree to which an individual endeavours to fulfil their own interests, cooperativeness refers to the degree to which an individual strives to accommodate the interests of the other party (see Appendix 17). Consequently, the strategy led me to postponing the resolution of the underlying issue to a later stage.

Both instances were process related conflicts because they stem from different viewpoints on the logistics of performing team tasks and duties effectively, a distinction to relationship conflicts, which stem from interpersonal incompatibilities and task conflicts, which arise due to disagreements over task content and outcomes (Jehn 1997). However, these conflict types are often intertwined and can transition into one another. By avoiding an open confrontation

over time, I felt increasing dissatisfaction about the non-adherence to the team charter, which is typical as process conflicts and their respective avoidance is associated with several negative outcomes, including decreased productivity, damaged relationships, and increased stress levels, while it may also impact team performance negatively as research shows (Luo and Lu 2020).

The Earth Green profile is often characterized by a sense of caring, patience, and supportiveness. This was mirrored in my eventual decision to address the problematic behaviours, which was motivated by a desire to uphold the integrity of our team dynamics and create an environment of mutual respect. However, my approach when confronting the team members was more aligned with highlighting their missteps rather than providing structured feedback, a deviation from both my typical personality traits and the suggestions that were given during the Leadership in Practice Workshop. In general, feedback should be as non-judgmental as possible, to set common rules for the teamwork, while enabling the development of trust (Toegel and Barsoux 2020). In conflict strategic terms, my response speaks for a competitive approach which is power-driven, leveraging whatever form of power, such as persuasive skills, position of authority, that seems suitable to uphold one's own standpoint. The approach is characterized by a high degree of assertiveness and a low degree of cooperation, while the underlying goal is to win the conflict (Kilmann and Thomas n.d.) (see Appendix 17).

The propensity of the Earth Green personality to deliberate slowly when making decisions is reflected in my measured response to the transgressions. While I noted the disruptive behaviours early on, it was not until the incident at the decision round that I felt compelled to act. This delay in response can be interpreted as an indicator of the deliberative decision-making process often associated with the Earth Green type, thus leading to avoidance of confrontation.

Lastly, the annoyance I felt due to non-adherence to the team charter may also hint at an Earth Green's typical resistance to change. Any deviation from the established guidelines was viewed as disruptive, reflecting the preference for stability and predictability.

2.2.4 Reflection

Reflecting upon my reaction to the incident through the lens of the Insights Discovery Model has provided an illuminating perspective. The behaviours exhibited - conflict avoidance, a preference for harmony, a caring approach, and slow and deliberate decision-making - all align with the characteristics of my personality type. It sure was an effort for me to speak up but since certain behaviours of my peers disrupted the teamwork, I should have done it earlier. Through this, the occurrences on June 26th could possibly have been prevented and a much more constructive debate could have been achieved.

Upon introspection, I understand that my reluctance to voice concerns about the non-adherence to the charter stemmed from an innate fear of disrupting harmony and inducing conflict. In doing so, I avoided open and constructive dialogue, allowing my dissatisfaction to fester silently. This approach not only permitted the transgressions to persist, but inadvertently contributed to a dysfunctional team environment where accountability and adherence to rules began to fade.

Indeed, according to Patrick Lencioni's model of team dysfunctions, the absence of conflict, fear of conflict, and avoidance of accountability were key issues in our team (Joosr 2015) (see Appendix 18). My personal avoidance of conflict, aimed at maintaining a perceived sense of harmony, eventually precipitated a larger incident. This realisation underlines the need for effective conflict management and open communication, especially within a team setting.

When the confrontation did occur, my focus was primarily on pinpointing the mistakes rather than offering structured, constructive feedback. This approach, while reflective of my need to ensure respect within the team, demonstrates a gap in my communication skills and a more balanced and structured communication approach could have resulted in a more constructive outcome.

Even though hard skills are important in today's professional life, automation will shape the future of work and will hence take over repetitive, and basic cognitive tasks, while "social and emotional, and higher cognitive skills will rise by 2030" (Bughin et al. 2018). Against the background these developments and considering above reflections, I intend to focus particularly on improving my communication skills, managing conflicts, and fostering functional teamwork to be prepared for my future career.

Communication: As Johnson, Heimann, and O'Neill (2000, 160) state, "group success is dependent on effective communication ". To improve my skills towards a more target-oriented communication and be able to respond better in such situations, I aim to learn and apply models like the 'Feedback Sandwich' (Bacon and Spear 2003). The model advocates for a balanced feedback approach by incorporating negative or constructive feedback between two layers of positive feedback. Furthermore, Bacon and Spear (2003) put emphasis on the importance of timeliness, specificity and respectfulness when giving effective feedback. When phrasing concerns, I will opt to employ statements like "in my world..." or questions like "in your world...?" as suggested by Toegel and Barsoux (2016) to show empathy towards viewpoints that may be conflicting because of different cultural backgrounds.

Conflict Management*:* Recognising that conflict is an integral part of any team dynamic, I will try to address issues promptly rather than avoiding them. The Thomas-Kilmann Conflict Mode Instrument (Kilmann and Thomas, n.d.) presents ways to handle disagreements and conflicts better and improve leadership and teamwork skills. Depending on conflict type, active management of such conflicts can be constructive. Eisenhardt, Kahwajy, and Bourgeois III (2019) summarised six strategies for conflict management, which I will use to resolve conflicts in the future: focusing on the facts, considering alternatives for resolution, creating common goals, using humour, balancing the power structure towards higher ranking executives, and seeking consensus with special regards to the most qualified managers. Especially, an early

reminder of the team charter would have put a focus on the facts and could have prevented an escalation of non-adherence from the beginning.

Teamwork: While it is obvious that collaborative and project-based work will be increasingly important in the future, I will try to enhance teamwork by actively enforcing the agreed-upon rules and norms of team engagement (Haas and Mortensen 2016). This will involve upholding myself and others accountable and fostering a culture of transparency and honest communication, but it will also require me to know myself including skills and emotions within a team. Building emotional intelligence will help to work effectively in a team and lead it if necessary (Goleman and Boyatzis 2017). Furthermore, I will support regular team building exercises or team lunches to fortify mutual understanding and strengthen relationships within the team. As such it will help to mitigate the common dysfunctions as presented by Lencioni (Joosr 2015) (see Appendix 18), which were partly apparent in the above situation.

2.3 Incident Two: Gaining Self-Awareness in Multicultural Teams

2.3.1 Description

In an initial virtual meeting before the simulation started, most of the participants during the first minutes were of German nationality. A German team member expressed surprise at the unusually high concentration of Germans within the group compared to other teams. This team member appeared both surprised and pleased by the observation, suggesting an element of relief at the predominance of a familiar nationality. The sentiment expressed by this team member had an undertone of scepticism regarding the abilities of other nationalities, although it was not directly stated.

Following this observation, the first role play exercise took place on June 21st. The exercise, focused on client sales, was performed by a fully German group including the one who had made the initial comment, which could not win the client and the associated bonus in the simulation. Some days later during the client retention role play, it was the mixed nationality

teams' turn. A team member volunteered to lead the role play and was promptly questioned by the person, who made the initial comment about the nationality distribution. The person inquired about the volunteers' qualifications, seemingly challenging their competence and suitability for the task.

2.3.2 Response

In the face of this apparent mistrust within the team, I did not directly challenge the sentiment, although I empathized with the team member that was questioned about their abilities. Instead, I decided to take a more constructive route and offered to train the team for the upcoming role play situation. Acting as a client, I presented them with specific scenarios. In the beginning, their responses were less satisfactory, but I could see improvement even within this brief trial run. We all worked together to identify good answers, drawing from the content we had reviewed in the workshops. This experience increased my own confidence in the team members and their capabilities.

At the end of the training session, as some team members left for the actual role play, I proposed to listen in discreetly on our team's role play from the entryway to the room. However, the mistrusting team member's immediate response was, "I don't know if I want to listen to it, in the end I would only get annoyed by it". This comment echoed earlier mistrust, an attitude that I felt was unfair and unjustified. Considering the effort we had just invested in preparing our peers for the role play, I was taken aback. Furthermore, it made me question my own abilities as to successfully mediate in the situation and mitigate said mistrust. Nonetheless, I chose not to escalate the situation into a conflict, even though I deeply disagreed with the sentiment.

2.3.3 Analysis

While I avoided openly addressing the apparent mistrust, I chose to mitigate and mediate it by helping to develop trust between the team members. However, the tactic did not work out as

it did not help to develop any trust within this team member, judging by the team member's comment. Toegel and Barsoux (2020) state that the most destructive conflicts result from "a perceived incompatibility in the way various team members operate due to any number of factors, including personality, industry, race, gender, and age". The lack of trust resulting from this was already apparent at the beginning of BiP and as it was not addressed early on, it could manifest itself over time.

Multicultural teams inherit indeed challenges that may hinder effective work. In their study, Givindarajan and Gupta (2001) analysed 70 global teams and discovered that only 18% could be categorized as successful. Conversely, they observed that about 33% of these teams were largely unsuccessful. The remainder of the teams struggled to achieve their intended objectives. Hence, multicultural teams require additional focus when it comes to team and conflict management, an aspect that could be observed during the BiP.

Several aspects of my reaction speak to my green personality type as described in the Insights Discovery Model and laid out thoroughly in the analysis under 2.2. This involves caring, patient, and supportive nature, while avoiding conflict and favouring harmony within the team and relationships. My reaction to the incident also shows self-criticism, as I found myself questioning my own abilities in successfully mitigating the prevailing mistrust within the team. A tendency towards self-criticism became evident during our peer and self-assessment exercise as well. During the exercise, we were asked to evaluate the performance of ourselves and our peers. I found that my self-assessment scores were far lower than those given to me by my peers in three out of five categories, which shows that I had underestimated my own performance and abilities, reinforcing my self-critical nature (see Appendix 19).

This self-criticism may be indicating a lack of self-awareness, which is a competency in the sphere of emotional intelligence. It represents the conscious recognition of one's own personality, emotions, intentions, desires, and cognitions (Eurich 2018). And although

mitigating the manifested mistrust was clearly a challenge, my emotional reaction in seeking the fault in my abilities may be inappropriate and exemplary for a lack of self-awareness.

2.3.4 Reflection

Based on the analysis a few potential areas for personal development emerge. Firstly, and in line with my reflection of the first incident, I will develop my conflict management skills, particularly in diverse team settings. This can be achieved through frameworks such as the Thomas-Kilmann Conflict Mode Instrument (Thomas & Kilmann, 1974), which can help understand personal conflict style and learn how to navigate different conflict situations. Clearly the fact that the group was dominated by Germans, played a role in the underlying dynamics and conflicts. Zander and Butler (2010) stress that the leadership mode should be adapted to the composition of a team. Though, they emphasize that with heterogeneity of team members, creativity and innovation can be enhanced, a learning that I will also take out of the BiP and will consider when being in an authority to compose a team in the future.

Secondly, working on enhancing my self-awareness is essential for my future development in both personal and professional life. That counts for both Internal self-awareness, as defined above and external self-awareness, which involves an understanding of how I am perceived by others. To do so, I will aim to follow the strategies Eurich (2018) suggests, which involve:

Soliciting Feedback: Seeking honest opinions from peers, family, and colleagues to reveal my strengths, weaknesses, and blind spots, to improve.

Introspection: Setting aside daily time to reflect on thoughts and feelings to yield insights into my mental and emotional state and its origins.

Behavioural Observation: Noticing behaviour in diverse situations to identify patterns and triggers.

Assumption Challenge: Regularly questioning my self-perceptions to challenge ingrained the beliefs about myself and my actions.

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List of Abbreviations

BEV	Battery Electric Vehicle
BiP	Business in Practice
CO2	Carbon Dioxide
D/E	Debt-to-Equity
EBIT	Earnings Before Interest and Taxes
EV	Electric Vehicle
HEV	Hybrid Electric Vehicles
ICE	Internal Combustion Engine
KPI	Key Performance Indicator
RONA	Return On Net Assets
SWOT	Strengths Weaknesses Threats Opportunities
WACC	Weighted Average Cost of Capital

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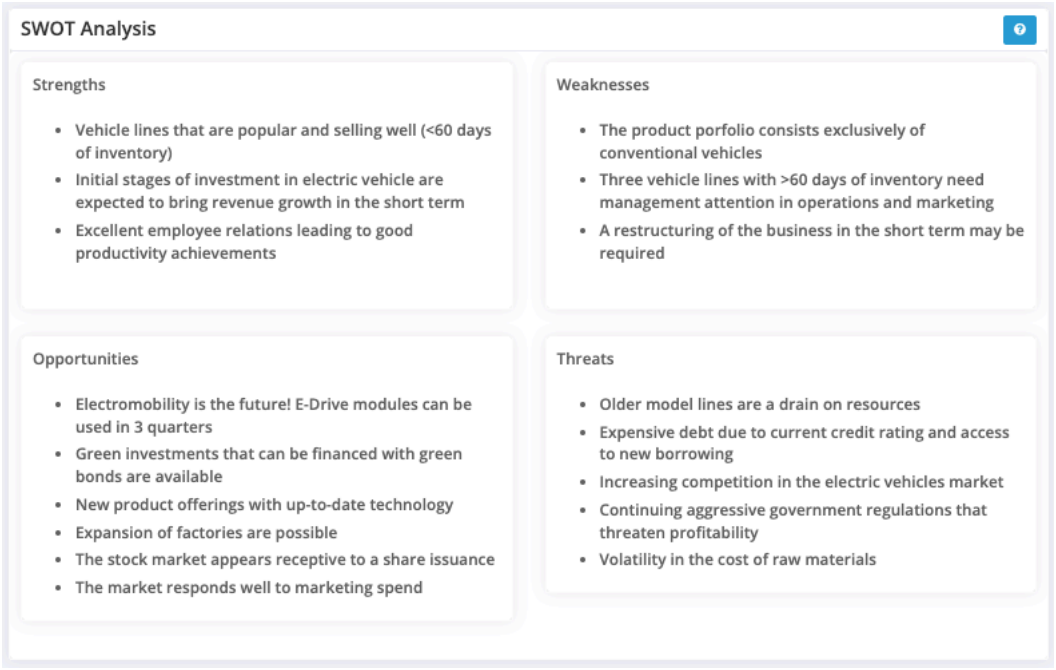
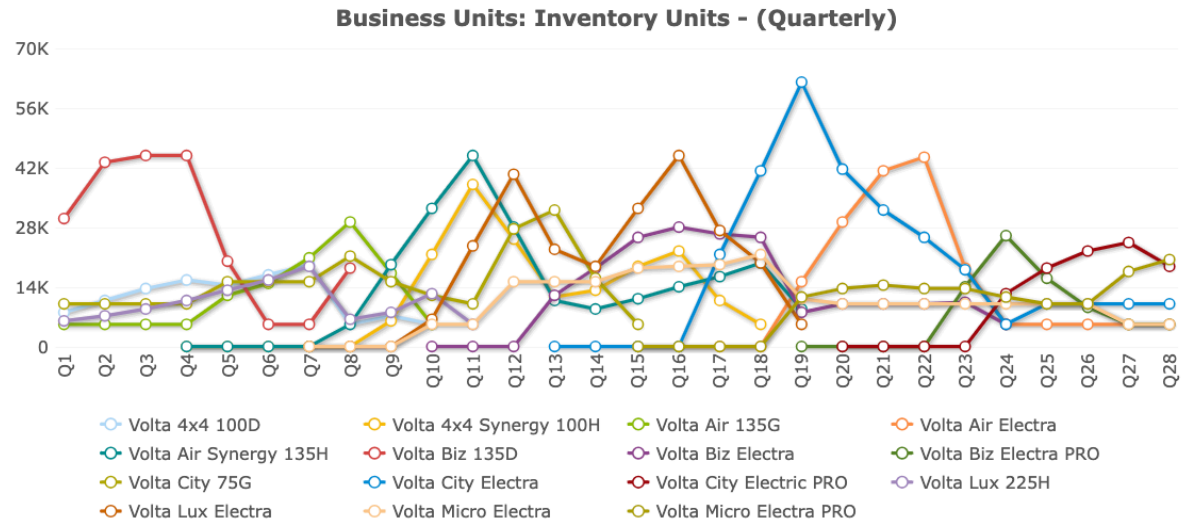
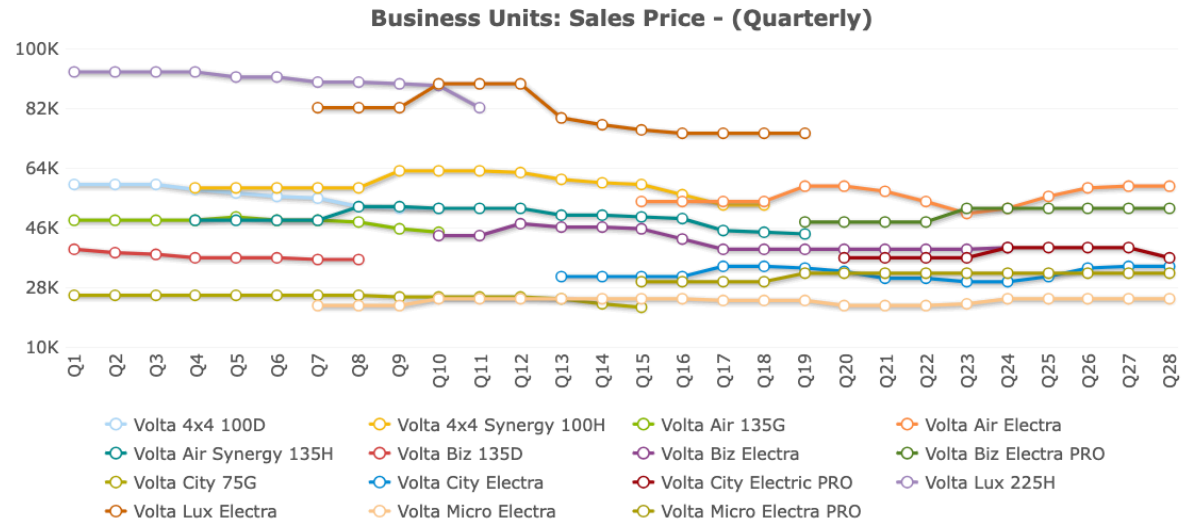
Appendix 1: Initial SWOT Analysis of VOLTA (Industry Masters 2023)



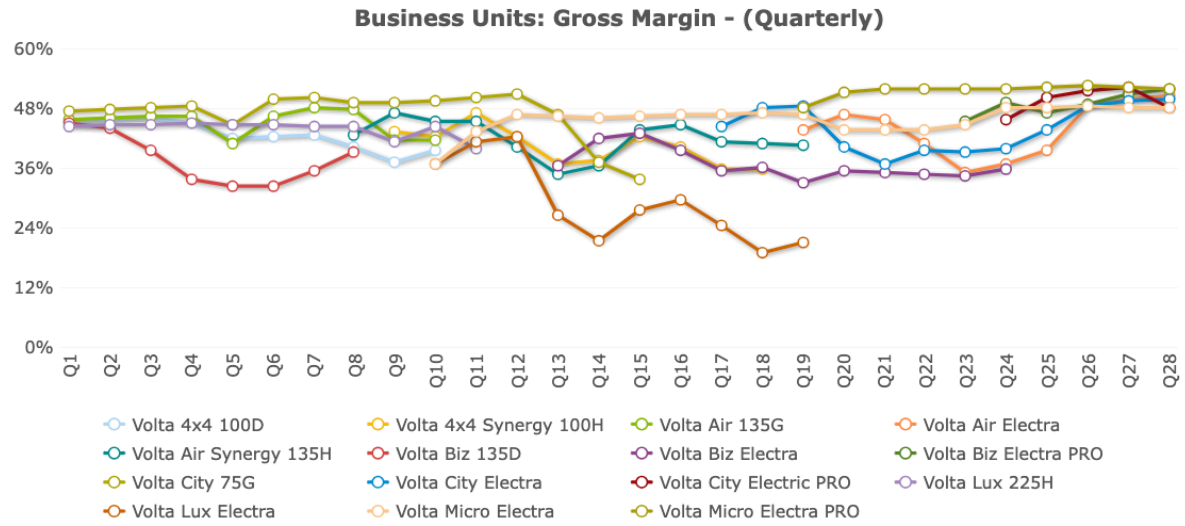
Appendix 2: VOLTA's Car Model Inventories in Units (Industry Masters 2023)



Appendix 3: VOLTA's Sales Prices of Car Models (Industry Masters 2023)



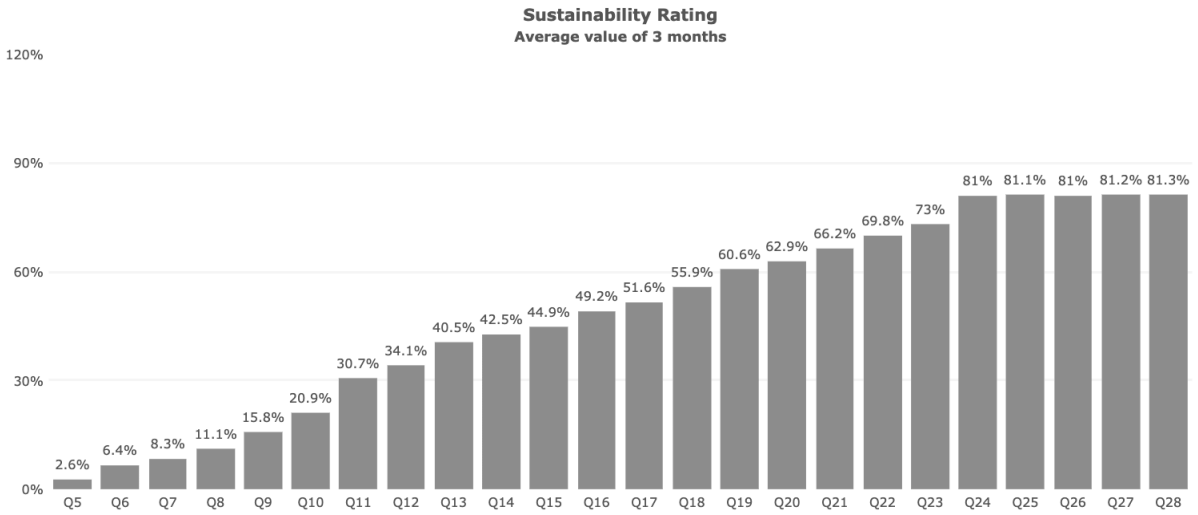
Appendix 4: VOLTA's Gross Margins of Car Models (Industry Masters 2023)



Appendix 5: Cumulative Life Cycle Figures of VOLTA's Portfolio (Industry Masters 2023)

Rank	Product	Status	Sales	Revenues	Profit Margin	Profit Contribution
1	 Micro Electra	active since Q 7	607,498	$14,474M	37.7%	$5,454M
2	 Lux 225H	discontinued since Q 11	132,561	$12,080M	38.5%	$4,647M
3	 City 75G	discontinued since Q 15	459,869	$11,567M	39.8%	$4,607M
4	 Micro Electra PRO	active since Q 15	304,584	$9,700M	45.1%	$4,370M
5	 City Electra	active since Q 13	345,823	$11,061M	36.4%	$4,031M
6	 Biz Electra	discontinued since Q 24	309,845	$12,699M	30.0%	$3,806M
7	 Air 135G	discontinued since Q 10	184,398	$8,784M	39.5%	$3,466M
8	 Air Electra	active since Q 15	161,396	$8,906M	35.6%	$3,172M
9	 Air Synergy 135H	discontinued since Q 19	166,091	$8,211M	31.1%	$2,556M
10	 Lux Electra	discontinued since Q 19	149,436	$11,810M	20.5%	$2,422M
11	 Biz Electra PRO	active since Q 19	105,000	$5,405M	42.2%	$2,282M
12	 4x4 100D	discontinued since Q 10	115,470	$6,478M	34.7%	$2,245M
13	 City Electric PRO	active since Q 20	126,044	$4,880M	43.1%	$2,101M
14	 4x4 Synergy 100H	discontinued since Q 18	103,467	$6,196M	28.6%	$1,771M
15	 Biz 135D	discontinued since Q 8	132,125	$4,924M	28.0%	$1,379M

Appendix 6: VOLTA's Sustainability Rating (Industry Masters 2023)



Appendix 7: VOLTA's Green Investments During the Simulation (Industry Masters 2023)

Green Investments

Scope 1

Water Consumption Reduction

Waste Reduction

ISO14001 / EMAS certificates

Scope 2

Energy Management System

Energy Efficiency Investment

Install Solar Panels

Scope 3

Offset Suppliers CO2

Choose Sustainable Supplier

Co-Invest with Supplier

Battery Technology

Solid State Expensive

HR

Create Sustainability Policy

Sustainability Policy Training

Sustainability Awareness Training

Spend a lot of money to try and solve both

Misc

E-Drive Modules

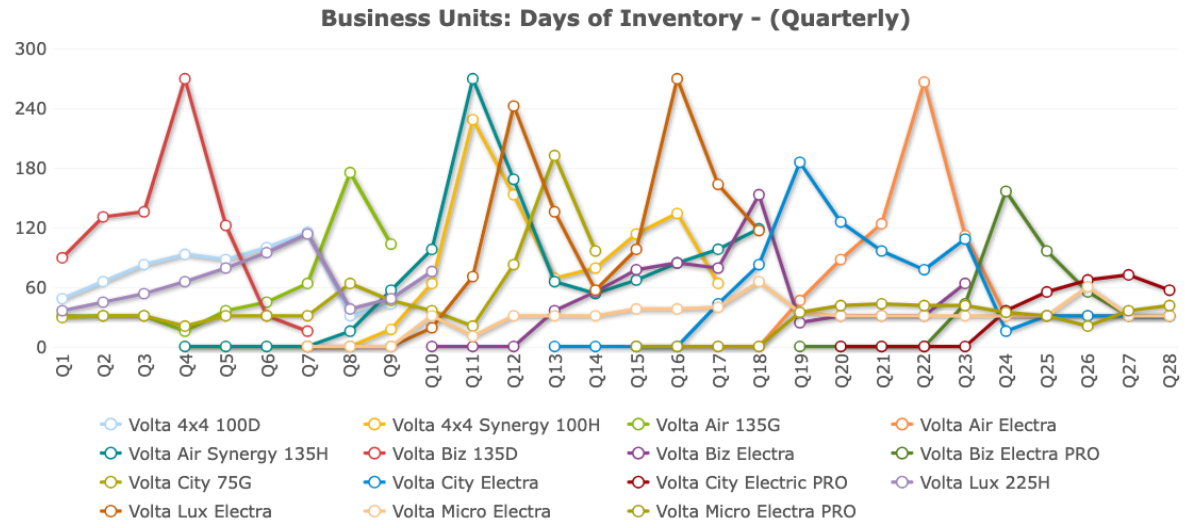
Home Charging Stations

High Power Charging (HPC)

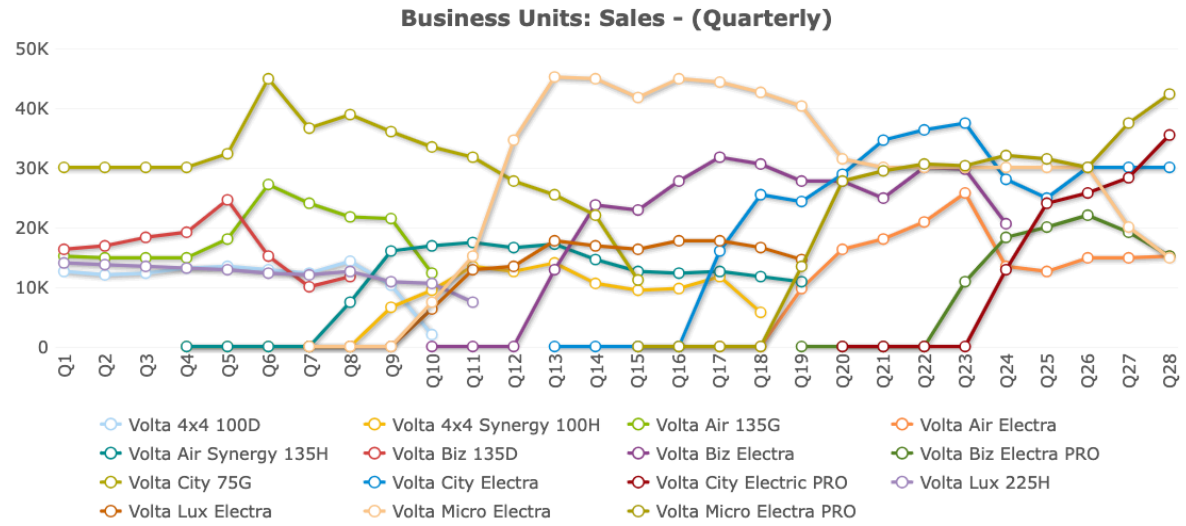
The World of Tomorrow

Offer Green Financing

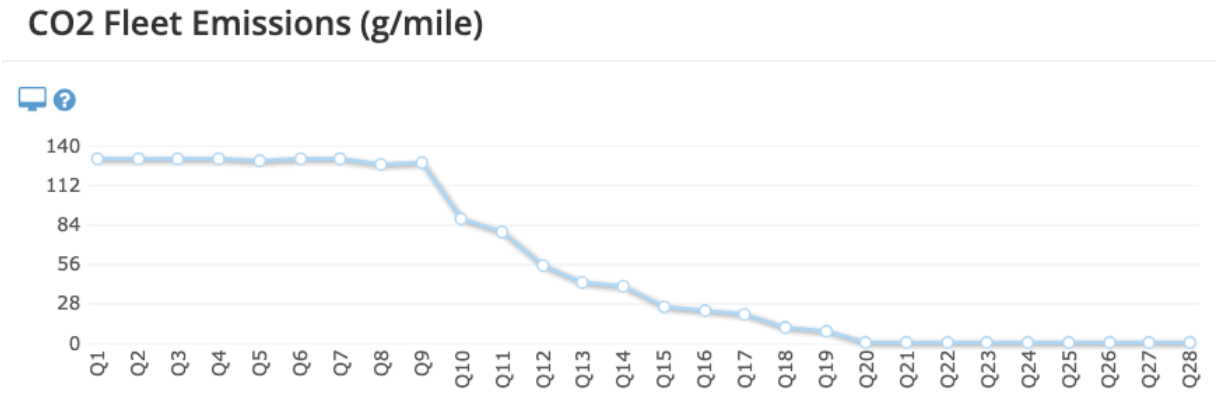
Appendix 8: VOLTA's Days of Inventory Across Car Models (Industry Masters 2023)



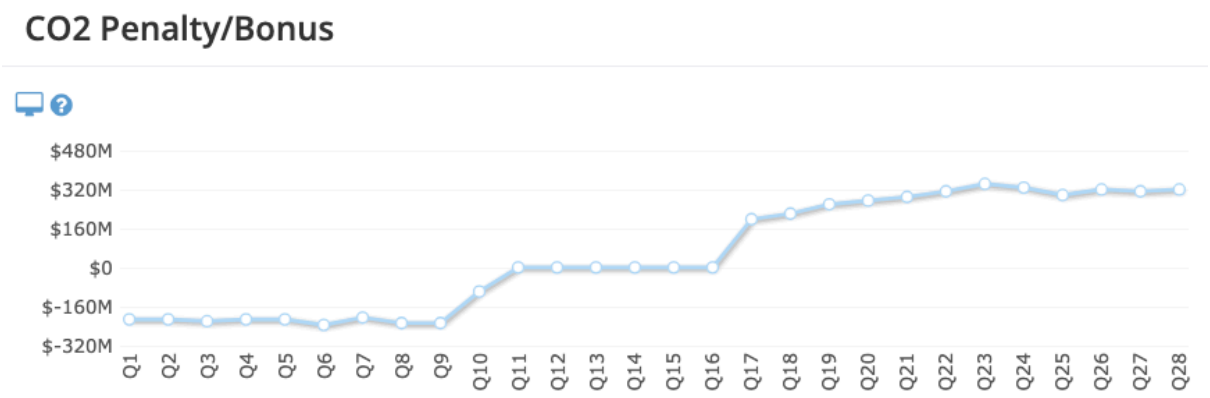
Appendix 9: VOLTA's Sales Figures of Car Models (Industry Masters 2023)



Appendix 10: VOLTA's CO2 Fleet Emissions (Industry Masters 2023)



Appendix 11: VOLTA's Received CO2 Penalty/Bonus (Industry Masters 2023)



Appendix 12: VOLTA's Balance Sheet (Industry Masters 2023) (Author's Illustration)

Balance Sheet (in Thousands)	2020	2021	2022	2023	2024	2025	2026
Long-Term Assets	**$13,451,757**	**$16,553,565**	**$16,939,904**	**$16,610,033**	**$15,069,998**	**$13,883,809**	**$13,128,101**
Property, Plant & Equipment	$8,751,756	$11,953,565	$12,439,904	$12,210,033	$10,769,998	$9,683,809	$9,028,101
Land & Buildings	$4,700,000	$4,600,000	$4,500,000	$4,400,000	$4,300,000	$4,200,000	$4,100,000
Current Assets	**$7,809,714**	**$7,322,827**	**$7,458,238**	**$8,486,512**	**$7,430,327**	**$8,249,403**	**$5,597,433**
Cash and Cash Equivalents	$2,637,144	$3,420,548	$972,398	$1,830,262	$2,038,074	$3,279,655	$632,000
Accounts Receivable	$2,749,220	$2,293,771	$1,956,918	$2,214,968	$3,078,285	$3,487,050	$3,786,007
Inventory	$2,423,350	$1,608,507	$4,528,922	$4,441,282	$2,313,968	$1,482,698	$1,179,427
Equipment on Lease	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**
Receivables from Financial Investments	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$4,258,967**
Receivables from Financial Services	**$0**	**$0**	**$1,623,247**	**$1,293,361**	**$950,070**	**$592,827**	**$221,068**
Total Assets	**$21,261,471**	**$23,876,392**	**$26,219,868**	**$26,389,907**	**$23,450,395**	**$22,726,039**	**$23,205,569**

Shareholder Equity	**$10,810,755**	**$11,853,460**	**$13,259,219**	**$13,259,198**	**$12,302,486**	**$14,448,853**	**$18,078,695**
Share Capital	$10,000,000	$10,000,000	$10,000,000	$10,000,000	$9,300,000	$9,300,000	$9,300,000
Capital Reserve	$0	$0	$0	$0	-$1,318,835	-$1,318,835	-$1,318,835
Retained Earnings	$810,755	$1,853,460	$3,259,219	$3,259,198	$4,321,321	$6,467,688	$10,097,530
Liabilities	**$10,450,716**	**$12,022,931**	**$12,960,649**	**$13,130,709**	**$11,147,908**	**$8,277,187**	**$5,126,874**
Long-term Debt	$9,600,000	$11,005,796	$11,346,096	$11,516,156	$10,148,356	$7,805,120	$4,595,620
Short-term Debt	$0	$0	$0	$0	$0	$0	$67,267
Accounts Payable	$850,716	$1,017,135	$1,614,553	$1,614,553	$999,552	$472,067	$463,987
Other Liabilities	$0	$0	$0	$0	$0	$0	$0
Total Liabilties and Equity	**$21,261,471**	**$23,876,392**	**$26,219,868**	**$26,389,907**	**$23,450,395**	**$22,726,039**	**$23,205,569**

Appendix 13: VOLTA's Profit and Loss Statement (Industry Masters 2023) (Author's Illustration)

Profit & Loss (in Thousands)	2020	2021	2022	2023	2024	2025	2026
Revenue	$16,533,518	$18,340,998	$18,450,005	$20,195,499	$20,494,638	$20,945,712	$22,195,715
- Cost of Goods Sold	$9,122,710	$10,250,095	$10,338,524	$12,594,577	$12,628,941	$12,118,987	$11,214,128
= Gross Profit	**$7,410,808**	**$8,090,903**	**$8,111,481**	**$7,600,922**	**$7,865,697**	**$8,826,725**	**$10,981,587**
- Marketing	$180,130	$293,558	$816,605	$544,184	$783,228	$594,369	$326,691
- G&A Expenses	$892,448	$1,710,969	$1,948,968	$1,836,577	$1,675,310	$1,434,664	$1,186,856
- Premium	$860,010	$884,011	$331,344	$0	$0	$0	$0
+ Bonus	$0	$0	$0	$0	$948,702	$1,267,451	$1,255,374
- Depreciation	$1,710,427	$2,046,151	$2,545,563	$2,675,308	$2,815,406	$2,927,706	$3,170,080
= EBIT	**$3,767,793**	**$3,156,214**	**$2,469,001**	**$2,544,853**	**$3,540,455**	**$5,137,437**	**$7,553,334**
+ Other Items	-$203	-$324,629	-$774,972	-$318,160	-$917,975	-$304,994	$0
+ Financial Income	$0	$0	$28,465	$58,778	$45,372	$31,422	$36,037
- Interest Expense	$452,969	$501,564	$568,591	$570,316	$493,079	$352,814	$181,528
= Profit Before Tax	**$3,314,621**	**$2,330,021**	**$1,153,903**	**$1,715,155**	**$2,174,773**	**$4,511,051**	**$7,407,843**
- Taxes	$1,000,387	$729,767	$346,171	$514,547	$652,432	$1,353,315	$2,222,353
= Net Income	**$2,314,234**	**$1,600,254**	**$807,732**	**$1,200,608**	**$1,522,341**	**$3,157,736**	**$5,185,490**

Appendix 14: VOLTA's Cash Flow Statement (Industry Masters 2023) (Author's Illustration)

Cash Flow Statement (in Thousands)	2020	2021	2022	2023	2024	2025	2026
Net Income	**$2,334,235**	**$1,600,253**	**$807,733**	**$1,200,609**	**$1,522,342**	**$3,157,736**	**$5,185,490**
+ Depreciation	$1,710,427	$2,046,151	$2,545,563	$2,675,308	$2,815,406	$2,927,706	$3,170,080
- Change in Inventory	$1,365,557	-$775,012	$2,974,527	-$80,373	-$2,057,566	-$818,484	-$303,272
- Change in Accounts Receivable	-$233,046	-$455,449	-$336,854	$258,051	$863,317	$408,764	$298,957
- Change in Uncollectible Accounts	$166,284	$133,559	$118,398	$139,034	$195,067	$206,228	$217,732
+ Change In Accounts Payable	-$51,244	$166,419	$293,579	$303,838	-$615,001	-$527,485	-$8,080
- Profit/Loss from Disposal of Assets	$0	-$324,291	-$774,391	-$317,927	-$870,162	-$304,222	$0
- Change in Equipment on Lease	$0	$0	$0	$0	$0	$0	$0
- Change in Receivables from Fin Services	$0	$0	$1,623,247	-$329,887	-$343,292	-$357,242	-$371,760
= Operating Cash Flow	**$2,694,623**	**$5,234,016**	**$41,948**	**$4,510,857**	**$5,935,383**	**$6,422,913**	**$8,505,833**
Investing Cash Flow	**-$1,839,250**	**-$5,298,860**	**-$3,533,782**	**-$2,517,063**	**-$1,880,717**	**-$1,826,725**	**-$2,196,640**
+ Change In Debt	$2,194,429	$435,396	$1,286,100	-$775,740	-$1,367,800	-$2,343,236	-$3,142,233
- Change in Bank Deposits	$0	$0	$0	$0	$0	$0	$4,258,967
- Dividends Paid	$0	$557,405	$242,415	$360,189	$460,218	$1,011,369	$1,555,647
+ Proceeds from New Shares	$0	$0	$0	$0	-$2,018,835	$0	$0
= Financing Cash Flow	**$2,194,429**	**-$122,009**	**$1,043,685**	**-$1,135,929**	**-$3,846,853**	**-$3,354,605**	**-$8,956,847**
Change In Cash and Cash Equivalents	**$3,049,802**	**-$186,853**	**-$2,448,149**	**$857,865**	**$207,813**	**$1,241,583**	**-$2,647,654**

Appendix 15: Various Financial KPIs Derived from VOLTA's Financial Statements (Industry Masters 2023) (Author's Illustration)

Various Ratios	2020	2021	2022	2023	2024	2025	2026
Debt-to-Equity	97%	101%	98%	99%	91%	57%	28%
Debt ratio	49%	50%	49%	50%	48%	36%	22%
Green Capital Ratio	0%	6%	28%	38%	54%	98%	100%
WACC	7.6%	7.5%	7.2%	7.2%	7.1%	7.3%	7.4%
EBIT Margin (in %)	22.8%	17.2%	13.4%	12.6%	17.3%	24.5%	34.0%
RONA (in %)	21.4%	13.5%	6.1%	9.1%	12.4%	21.9%	28.7%
Interest Coverage (x Ratio)	8.32	6.29	4.34	4.46	7.18	14.56	41.61

Appendix 16: VOLTA's Team Charter (Created by The Team)

Team Charter Group 5

Core Values

Integrity and Collaboration
Reliability and Trust
Openness and Communication
Energy and Motivation
Adaptability and Tolerance

Work as a ONE team
Commit to your promises and own your role
Ask for help if you need it
Bring your best self
Respect other peoples and communication

Decision Making

1-5 min I Discuss in team
5-10 min I Discuss in group
10-30 min I Decisions
30-40 min I Final touches

Rule: Consensus achieved by voting on decisions

Policies

Lunch Policy
Have lunch together at least two times per week.

No Phone Policy
Keep your phones inside your bags during the simulation.

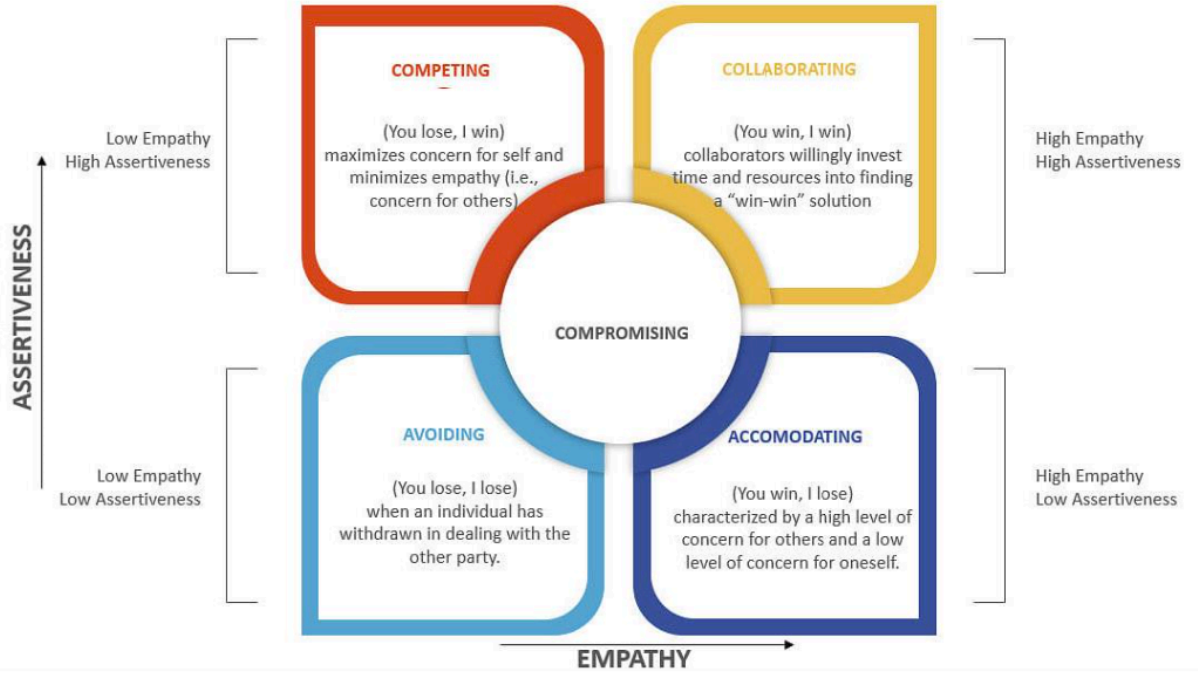
Feedback Policy
Provide constructive feedback according to the 5 steps template privately, early and often.

Responsibility

Communication/Language Officer	Antónia
Lunch Officer	Max
Time Officer	Emma
Relevance Officer	Nicolas
Happiness Officer	Julian
Mediating Officer	Amira
Voting Manager	Alberto

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

Appendix 17: Thomas-Kilmann Model for Conflict Resolution – The Five Conflict Handling Modes (Gurus 2022)



Appendix 18: Five Dysfunctions of a Team (Agile Mastery 2022) (Lencioni 2002)

Appendix 19: Peer Evaluation & Self-Assessment (Made Available by Joao Miguel Baptista)