



### **Control is for beginners.**

How to optimise teamwork when complexity is high, the potential risks are large and deadlines are tight?

*“Right after a friend and I had started an Internet company in the US, the market collapsed as a reminder of everything we cannot control. It took us four years and 25 million USD to establish a positive bottom line result. Nothing went as planned. With tiny margins we avoided failure. We were never in control. I think we succeeded not because of the technology, but because we gradually got the teamwork right*

- *We gradually cracked the code for true collaboration -- not only division of labour*
- *We gradually taught our selves to listen intensely -- not only try to work according to a present plan*
- *We gradually built the trust we needed to realize real efficiency in our team and with our partners*

*By asking good questions and listening to the answers we could guide ourselves in a direction that balanced the risks against opportunities.*

*Teamwork in chaos requires a common understanding of the situation and the ability to translate that understanding into a finely timed response. This can only be achieved through intense presence, good communication, flexibility and mutual trust.”*

As CMO at Norwegian Airlines, and as founder of StudentUniverse, America’s leading online student travel provider, Carl Stormer together with his teams were able to change the rules of entrenched markets in record time. They were innovative and quick to take advantage of opportunities, while at the same time effective at handling threats and unexpected problems.

On November 3 Carl will share insights and learnings from these experiences from business, entrepreneurship, jazz and life.

Carl will talk about:

- how we can better manage our scarcest resource- attention- when change is fast, uncontrollable and unpredictable.
- how we can put together a good team when dialogue is our most important tool.
- the difference between division of labour and collaboration, between planning and improvisation, between complicatedness and complexity.
- leading when stopping is not a possibility.

Carl has written business cases on these topics for Harvard Business School and besides Harvard, Carl has run similar workshops at institutions like INSEAD and London Business School.

Per Hugander (the founder of iero) will start the workshop off with exercises and theories that will help you and your team develop the way you work and collaborate in order to be successful in a complex and fast changing environment.

Per has supported organizations like IKEA and AB Volvo with team development, innovation and leadership. Through iero, Per currently works with the management teams of some of Sweden’s fastest growing companies like Truecaller and Lifesum.

Throughout the workshop, teamwork in complexity will be exemplified by Sweden’s best jazz musicians who will be playing improvised, modular, jazz. After dinner there will be an interactive jazz concert where you will learn from the best in jazz on how to optimize attention and listening in order to create the optimal effect as a team.

Refreshments, dinner and wine are included in the price.

**Musicians:** Carl Stormer, Jonas Kullhammar, Lars Jansson, Thorbörn Zetterberg

