

Management team sessions that built trust before targets

Building strong teams takes concentrated, conscious effort. Mads Brinks, Managing Director of Cloetta Denmark, and Camiel Gielkens, CEO of Relevance, worked closely together on the sessions Relevance designed for Cloetta's management team. In an open conversation they reflect on what made it work.

Cloetta • Denmark • Since 2024

1 management team

Cloetta Denmark, Northern Europe's leading confectionery company

3 layers

individual learning, team learning, the strategy plan

The challenge

Capable individuals are not yet a team

A management team is made up of capable individuals with different backgrounds and personality types. Before it can run the company at full speed it needs a shared identity, the trust to say 'this is not good enough, what do we do?' without anyone getting defensive, and a plan everyone owns.

The approach

Trust first, then values, then the strategy plan

Camiel Gielkens and Relevance designed a series of sessions for the Cloetta Denmark management team and guided the team through them. The sessions opened up the difficult aspects of individual and team goals, which asked for an element of vulnerability from everyone.

- **One-to-one conversations first** Difficult conversations before the team work, so everyone is on board.
- **Team values** Explicit values that create identity, belonging and the permission to challenge each other.
- **Individual and team learning** Every member's passion, key strength and 'North Star', then the team as a unit.
- **The strategy plan** The learning applied to something real: a plan with realistic, achievable and concrete goals.

What changed

'We realized we'd got each other's backs'

Mads Brinks: 'Then, all of a sudden, we realized we'd got each other's backs. Not only because we are a management team which has to run the company, but also because we have built a level of emotional confidence with each other to go for it.'

"Then, all of a sudden, we realized we'd got each other's backs. Not only because we are a management team which has to run the company, but also because we have built a level of emotional confidence with each other to go for it."

Mads Brinks

Managing Director, Cloetta Denmark

At a glance

Program

Management team sessions, designed and guided by Relevance

Audience

The management team

Format

Facilitated team sessions, individual and team learning, strategy plan

Region

Denmark

What they did

Management team sessions · Custom curriculum, co-created

The biggest takeaways

- 1 Trust is built before the team work starts, in one-to-one conversations, and confirmed in the room.

- 2 Explicit team values make challenging each other safe: every question is right when it follows the values.

- 3 Apply the learning to something real, the strategy plan, and the enthusiasm follows.



Read the full story online

www.relevancelearning.com/client-stories/cloetta-management-team-sessions

Scan the code, or browse every client story at relevancelearning.com/client-stories