



TUFF LEADERSHIP TRAINING ENTERS THE DUTCH MARKET WITH A SWEDISH APPROACH



TUFF LEADERSHIP TRAINING is a Swedish management institute. Our training focus in leadership coaching explains our success: we train managers so that change really happens in their organizations and groups. Over the years, our popularity has increased and we now have the privilege of training managers all over the world in global organizations with a base in Sweden, says Karin Tenelius.

Tuff Leadership Training was founded in 2003 by Karin Tenelius and Carl Erik Herlitz, out of a desire to provide more efficient programs for managers than the market offered. They had then already been involved in several company turnarounds, based on the insight of employee empowerment as a driver for profitability, as well as leaders for several self-management programs. The fundamental principles of a coaching leadership approach were distinguished by Karin during her work in coaching unemployed and, later on, hundreds of managers in different positions for more than 20 years. Karin has also started more than 10 companies around the theme of her mission in life.

A major international break-through for the company was the contract with Sony Ericsson, taking Tuff's training to managers all over the world, a program that lasted from 2007 until 2014. In 2008, Tuff decided to start investing in companies needing a turnaround, in order to prove the effect of employee empowerment. Today, Tuff owns a telemarketing company and is looking for new opportunities in order to achieve continuous learning and also to be able to show cases in practical action.

The international expansion started in 2015, with seminars and courses held in Helsinki and Amsterdam, as well as some market exploration in Brussels and Barcelona. Today, Tuff consists of 10 consultants, with a company turnover of 1 100 000 Euro.

Tuff Leadership training has, during 2015, found a home away from home at the Swedish Chamber of Commerce for the Netherlands. During the past year, we have successfully hosted a number of seminars and courses together with the Chamber, in order to introduce our leadership training to the Dutch and European market.

"Tuff's mission is to create more human working environments. With what we think is a unique method, our training gives managers practical tools that lead to more efficiently managed organizations, where people and business can thrive. We have now decided to support the Chamber's mentorship program for young professionals. To contribute and give them access to our practical management tools, seems like a good way to achieve several results: a continued relation with the Chamber, an investment in young potential managers and their working environments, as well as a broadened business network for Tuff in the Netherlands.

At Tuff Leadership Training, we believe that employees today (like everyone else) need and want to work within a culture of "partnership", and what we might call adult-adult relationships. We believe that they need, and want, to feel that their company's business "is theirs", and that they have responsibility for it. We also believe that this is essential to

the future efficiency and profitability of our client companies and organizations. Attitudes towards leadership and employers must, and will change. It'll take time, and it'll often be painful. We call this coaching leadership and a coaching culture. Our mission is to be a partner for companies and organizations wishing to develop the kind of leadership – and the kinds of organization – that enables them to tap the full power and potential of their members and employees.

Coaching leadership is about facilitating the release of the strength and ability that lie dormant in people and organizations, and putting it to full use. This is achieved by, for example, transferring responsibility for the business to the employees and giving them opportunities to make active, conscious and free choices. A smooth-running, effective and open working climate is vital to a company's efficiency and thus also to its results. The ability to be frank and clear is the key".

The personal drive of the entrepreneur and leader Karin Tenelius

You are a true entrepreneur and you have founded and managed several companies. What is your vision?

Karin: I do not believe in hierarchies, they solved other problems than we face today, when we need innovation and new solutions. My contribution is practical knowledge about an involving way to organize and lead.

What is your drive?

Karin: I love building companies together with dedicated people.

What do you mean by the employee driven way?

Karin: The old paradigm managers know how to do it and what to do is not the answer anymore. Employees engagement capacity to develop themselves learn how to do it, communication, develop management skills, do we need managers? Involve employees in change management.

Employee driven companies more responsibility less sick leave. More engagement, solid, sustainable, loyal, innovative, innovation and improvements.



Does it work for all sectors or are there specific sectors where it works better?

Karin: Probably not Finance sector but the healthcare sector is a perfect example where it works.

What kind of leader are you self?

Karin: I am totally unnecessary. No one knows

I am the leader. I am a "lazy leader" only empowering people.

Who inspires you?

Karin: The Hunger Project, female grassroots leaders, Brazilian CEO Ricardo Semler practices a radical form of corporate democracy,

rethinking everything from board meetings to how workers report their vacation days (they don't have to). It's a vision that rewards the wisdom of workers, promotes work-life balance — and leads to some deep insight on what work, and life, is really all about.

*Josette de Goede, The Change Academy, former board member SCC
Kerstin Gerlagh, General Manager SCC*

CHANGING SOCIETIES, MAY 19

ON TUESDAY 19 May the Swedish embassy in The Hague together with the Swedish Chamber of Commerce in the Netherlands organized the conference Changing Societies to discuss the future of the labor market. Several prominent speakers from both the Netherlands and Sweden took part and exchanged experiences and opinions on how the problems and possibilities of the future labor market can be approached.

From Sweden previous minister and current chair of the civil servant union ST, Britta Lejon, and Christer Ågren, executive vice president of the Swedish employer's organization Svenskt Näringsliv took part. From the Netherlands, Mariëtte Hamer, director of the Social and Economic Council (SER), together with Hans de Boer, chairman of the Dutch employer's organization, VNO-NCW. The discussions were moderated by Dutch writer and lawyer Ina Brouwer.

The conference discussed four major issues, where the first, women's participation on the labor market, spurred an intense discussion amongst both speakers and audience over the importance of functioning childcare. The ageing of the labor force was also discussed, and the role immigration plays to counter both diminishing populations and labor forces.

With the eyes peeled on the future, two representatives from the Ministry of Defense in the Netherlands held a presentation over what future jobs and the future labor market could look like, and how today's youth wish to work in the future; a presentation where "flexibility" played a major role. The conference ended by talking about youth jobs and fair salaries for young people, as well as whether collective bargaining systems were a sustainable model in the future European labor market.

In addition to the conference's discussions, the Swedish Chamber of Commerce also had a prize ceremony for the Swedish Chamber Export Prize, which is awarded for the fourth year in a row. This year the prize was awarded to the Swedish human care company Elekta, which has very successfully established themselves on the Dutch market. Elekta is, amongst other, the company behind the radiotherapeutic knife Leksell Gamma Knife to treat tumors. You can read more about the Swedish Chamber Export Prize here.

Text and image source: The Swedish Embassy in Den Haag

