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Juho Nummela
Ponsse

Paula Oksman
Ponsse

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PONSSE

ONE PONSSE

Ponsse is one of the world's leading manufacturers of forest machines, and its customer-oriented operations are still guided by the wishes and needs of forest machine entrepreneurs. Ponsse products cover the diverse requirements of efficient harvesting faced by machine entrepreneurs around the world. Ponsse specialises in the production, sales and maintenance of forest machines designed for the cut-to-length method and in the related information systems.

PEOPLE-SIZED STORIES

The One Ponsse programme is still under way in Finland and abroad. Some results can already be seen.

*"One Ponsse has provided a common language for the thinking of Ponsse employees. Awareness of the One Ponsse principles has increased among the personnel and **people are discussing the very things they should.** The cooperation has created a mindset in which there is more thinking about how operating methods could be developed," Paula Oksman, HR Director at Ponsse says about the results of the cooperation so far.*

*"Communication between departments has improved and **especially people are increasingly brought forth.** It is the involvement of people and bringing forth their stories that has added vitality to internal communication," says Ponsse's CEO Juho Nummela.*

Ponsse has been growing at a rapid rate, and the company has become a genuinely international actor. The majority of Ponsse's net sales

are in fact nowadays generated outside Finland. As business growth and the company becomes more international, it is very important to retain the core of operations; shared values, corporate culture and the Ponsse spirit created in the family-owned business.

MAKING ONE PONSSE REALITY USING SEVERAL LEVERS

The aim of the cooperation is to ensure the realisation of Ponsse's strategy, improving the customer experience and personnel satisfaction and considerable improvement in managerial work in Finland and globally in all subsidiaries.

"Trainers' House has an extensive and comprehensive toolbox that has provided lots of methods and models to utilise. We are satisfied with project management and communication - we

*are reminded of key activities in the long term with weekly newsletters, for example. **Trainers' House has kept its promise and also takes responsibility for other things besides training in the project.** They put in so much effort already in the tender phase that we could start the cooperation with confidence," Oksman adds.*

ONE PONSSE PRINCIPLES

"We wanted to retain the features of a small and agile Ponsse. A company's growth also involves risks; silos, impaired cooperation and decreased flow of information and awareness of the organisation's common issues. This strategic intent led to our decision to lift leadership and managerial work to the next level," Nummela explains.

Trainers' House assisted Ponsse's management team to engage the personnel extensively in discussions to make the One Ponsse principles reality. The One Ponsse principles were finally crystallised based on these talks.

"Above all, the realisation of the One Ponsse principles in day-to-day work depends on the work of supervisors. This realisation led to the decision to build the One Ponsse leadership programme," Oksman says.

ONE PONSSE LEADERSHIP PROGRAMME

The leadership programme was built from the point of view of an individual supervisor. During the programme, Trainers' House coaches the supervisors and the Pulssi change management platform and regular coaching-related talks with supervisors are utilised in implementing the management practices.

Pulssi is used for sharing content, such as videos relating to the themes of the training, and the supervisors can weekly reflect on their leadership behaviour.

"The management practices have now been revamped extensively. We have gained clarity to the practices, agendas and communication of shared management meetings. We are monitoring the progress of the cooperation and adjusting the management method, work and strategy management in regularly arranged steering groups. The leadership programme will be documented in full in a manual to be used later," Nummela says.

"In addition to Finland, the management programme is implemented in all foreign subsidiaries. Based on the cooperation so far, I must state that rarely would I recommend anyone as a partner with such few reservations," Oksman concludes.