



Programme: BA (Hons) Leadership and Management Skills for the Workplace.

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The report has been my research where I have read and taken any information has been properly referenced.

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Executive Summary

The implementation of change management models is crucial for Volvo to capitalize on growth opportunities, technological advancement, and Government initiatives. The pandemic and Brexit caused uncertainty; the economy is facing numerous challenges, and many industries are struggling to adapt to the change. (CIPD, 2024)

The report will critically evaluate 3 change models which are John Kotter's 8-step model of change, Kurt Lawins change management approach and lastly McKinsey seven elements of Change. The report will cover the strategic steps to identify change options for Volvo cars, the step to implement those change the recommendation to sustain the change, short term, and long-term suggestion to sustain the change.

Introduction

This report is based on Volvo Model Cars. Volvo is a renowned Swedish company that has been in the automotive industry since 1927. Their products include a range of vehicles, including SUV Crossovers, an Estate, a Hatchback and a Cross Country Sedan. Their services include Applications, Volvo On Call, Sensus Connect Mobile and Manual and Support Services. Their main focus and strongpoints are safety and its Swedish heritage and design. The key people are the chairman Li Shufu and Jim Rowan [President & CEO]. The number of employees was 45,000 in (2023). By 2023 Volvo's production output was 709,000 vehicles; revenue was 399.343 billion and operation income was 19.939 billion.

[Our story](#) [Our heritage](#)

Our strategy


Fast growth


Electrification


Direct consumer relationships


Leading new technology


Fastest transformer

Fast growth

We're one of the fastest growing premium brands. Our distinct brand and values are in tune with societal trends. We have a strong performance track record and our product plan and installed capacity are geared for growth.



Screen shot: Volvo Cars web page.

Company Statement

Mr. Hakan Samuelsson, the CEO of Volvo Cars, stated in the 2022 Annual Report that 2022 was a year of high challenge in the automotive industry. They faced a connected experience of rising costs and interest rates causing a disruption in the distribution process. He also mentioned the high cost of Lithium battery materials which severely impacts the increase of making Electric Vehicles. In addition to the high cost, the Ukraine war which began in February 2021 triggered a rise in energy prices. Ongoing challenges of COVID-related issues created a global impact on the economy.

The company has stood the test of time, and is now seeking to stay in its competitive position. They aim to become fully electric and climate-neutral by 2040.

This analytical report will explore the threats to its competitive advantage by critically evaluating Volvo Cars with change management tools and providing recommendations for implementing appropriate change strategy. (*Volvo Cars reports full-year 2022 results – accelerating strategic journey and navigating challenges 2022*)

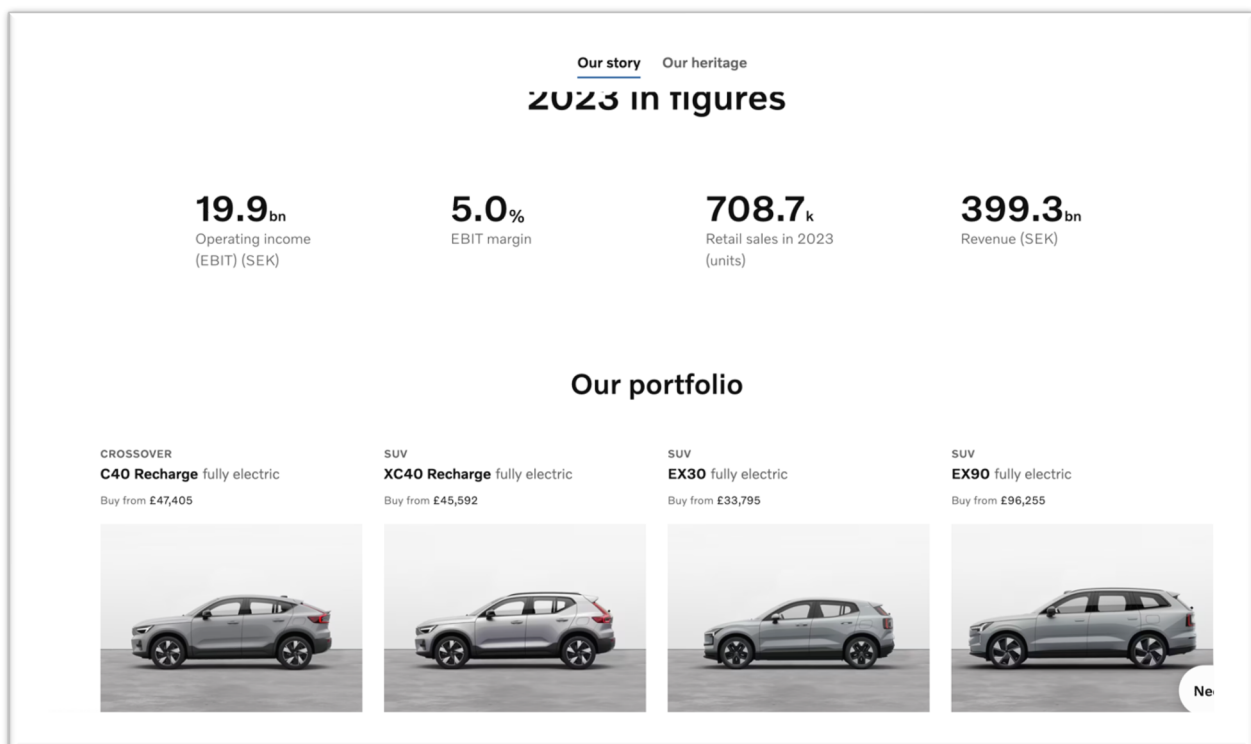
There are three sections in the report:

- The main body of the report will identify the strategic option for change.
- The second part will cover the critical evaluation of 3 Change Management Models; , [1] John Kotter's 8-Step Change Model [2] Kurt Lewin's Change Management approach and [3] McKinsey's 7-S Model.
- The third part will cover the implementation of the change strategy and the conclusion and recommendation.

Why the report on Volvo car

I chose Volvo Cars company because I was a loyal customer for ten years. I found it to be the safest vehicle I had driven.

Volvo Cars is based in Sweden but has manufacturing plants in other countries including Belgium, China, Malaysia, and the United States.



Screen shot: Volvo Cars web page.

Section 1- Steps to Identify Strategic Change Options for Volvo Cars in the UK

1.1 Overview of Volvo Cars history of dealing with change

The company's strategy includes its brands, its people, its sustainability and their focus on implementing the fastest possible change to full electric. They also aim to re-educate its car

engineers to transition and integrate to be one of the top experts in the designing and making of E-Cars.

1.2 Identify the external environmental factor which may trigger a change in the company.

How Volvo Cars was impacted during the Covid pandemic

The financial report from the first half of 2020 which was impacted by the coronavirus pandemic shows an operating result of -989 million SEK over the first six months of 2020, as their revenue fell by 14.1 per cent to 111.8 billion SEK.

Despite this drop, Volvo took their market share in Europe where it was performing best. It saw a strong increase, of 79.8 per cent, in demand for its chargeable plug-in hybrid models sold under the Volvo Recharge brand. They also experienced an increase in customer interest in their online sales.

What action was taken to mitigate the change

The company found a safe way to focus on fixed cost and flow management which allows it to protect its employees and its business. They temporarily closed its manufacturing facilities and implemented worktime reduction with the support of a government programme.

They made a soft restart with various safety measures in place to stay safe and welcome employees back to work. The Torslanda plant in Sweden only lost 15 days of production during the period. *Volvo Car Corporation, (2020)*

PESTLE Analysis –

CIPD

PESTLE template

	External factors to consider	Factors affected within my industry	Importance to organisation
Political	Government policy Political stability Tax Industry regulations Global trade agreements and or restrictions	Government regulation has to be hardhead to to ensure safety of the pasengers. one other way it affect the company is that a good amount of time is spent to test the product to ensure safety. The restriction of ample useage of fossil fuel. The company is affected by global trade, as it depends on exporting and importing some of parts.	High-This is very important to the organisation as Safety is their motto. High-so good amount of time is spent testing the cars before launch so they do not loose their license. Medium-The company is less impacted by this as they settting up to go CO2 emissions free.
Economic	Exchange rates Globalisation Economic growth/ decline Inflation Interest rates Cost of living Labour costs Consumer spending habits	The income of people are increasing but the people are well taken care of are well to do. The economic growth of the country is quite high and the peopl the business would be less affected. The inflation rate is high glabally and this will affect the business as people would rather go for a less expensive car. Company may be affected by labour cost because of increase in cost of living, workers demanding	Medium Medium High High
Social	Consumer trends/ tastes, Fashions Consumer buying habits Lifestyle factors Career attitudes Work-life balance Population demographics	The business if affected by the point as its need to keep up with new technology, like E-Cars. As Sweden is not largely populated the business is some what affect but make up with its global market. Because it is not densly populated more people are likely to buy cars.	High Medium Low

	External factors to consider	Factors affected within my industry	Importance to organisation
Technology	Automation Innovation Disruptive technologies Social networking Upgrades Robotics Artificial Intelligence Security	Volvo cars depends on safety and bring the most innovative technology to its customers, ensuring safety. The company concentrate on reduction of emission and use modern technologies to keep the emission rate in check. Volvo Cars put a lot in trianing its engineer to be the best in the car industry. As part of security-They have also created a phone application which connect to the car making it easy connection.	High High High High
Legal	Employment law Common law Local labour law Health and safety regulations	Employement laws are kept minimal, and that they are keeping the law . Volvo Cars are strong on safty of they passenger they have high technologies like the air bags for passenger and a pedestrian air bags should there be an accident.	Medium High
Environmental	Environmental restrictions imposed by in-country governments Sustainable resources CSR (Corporate social responsibility) Ethical sourcing Transportation Procurement Supply chain management Future pandemics	With goverment policy on environmental issues Volvo Cars clearly affected by this and they provide ambition to reach net zero greenhouse gas emissions across thire value chain by 2024. Volvo Cars also have the sustainability challenge of steel which they use inlarge volume. Safeguard human rights, the right of the people and freshwater and biodiversity both during the iron ore mining, refining, and recycling.	medium - High High

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1.3 The internal capabilities in terms of resources using Porter's 5 forces.

Strengths and Weaknesses. (Porter, 2024)

Strengths- Market Leadership in Electrification

- Focus on technology

Weakness- Product recall

- rise in debt -
- weakening in sales

1.4 Summary of External and Internal Analysis using SWOT analysis

Opportunities – Business growth

- Focus on direct consumer relations
- Automotive battery technologies

Threats

- Competition
- Automatic emission control
- Better product liability compliance

1.5 Based on the identified SWOT, identify the change strategy options for Volvo cars. A brief Risk and Return Analysis using Ansoff Matrix

Ansoff Matrix is a marketing strategy tool that helps companies achieve strategic growth through the products and services they sell to their consumers. Published in Harvard Business Review in 1957.

Market Penetration: • Market leadership in the E-market • Focused Technology	Production Development: • Business growth • Focused on direct consumer relations. • Automotive innovative technology
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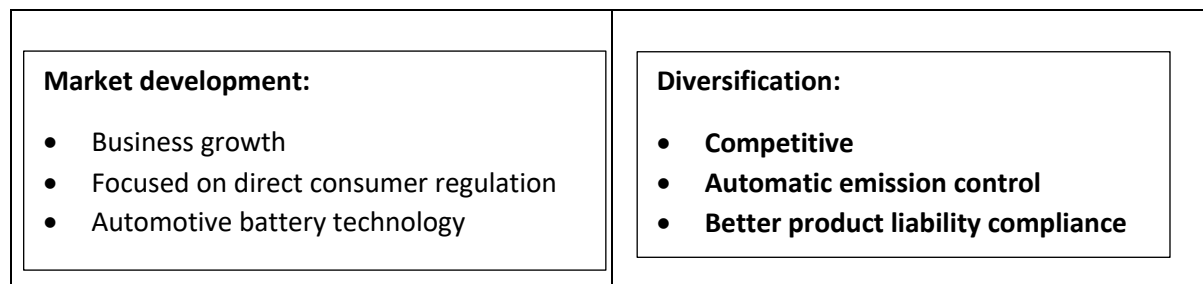


Diagram: By Timi McQuade

Section 2-Critical Evaluation of Different Change Management Models.

John Kotter's 8-Step Model

Incremental change: **John Kotter's 8-Step Model 1995** a professor at Harvard Business School and world renown expert .- is to know the urgency of change, create a coalition, develop a vision and strategy, communicate change vision and empowerment, create short-term success, consolidate wins, do more to change, and lastly embed the approaches in the company's culture.

Example of process focus change: John Kotter's 8 steps change model

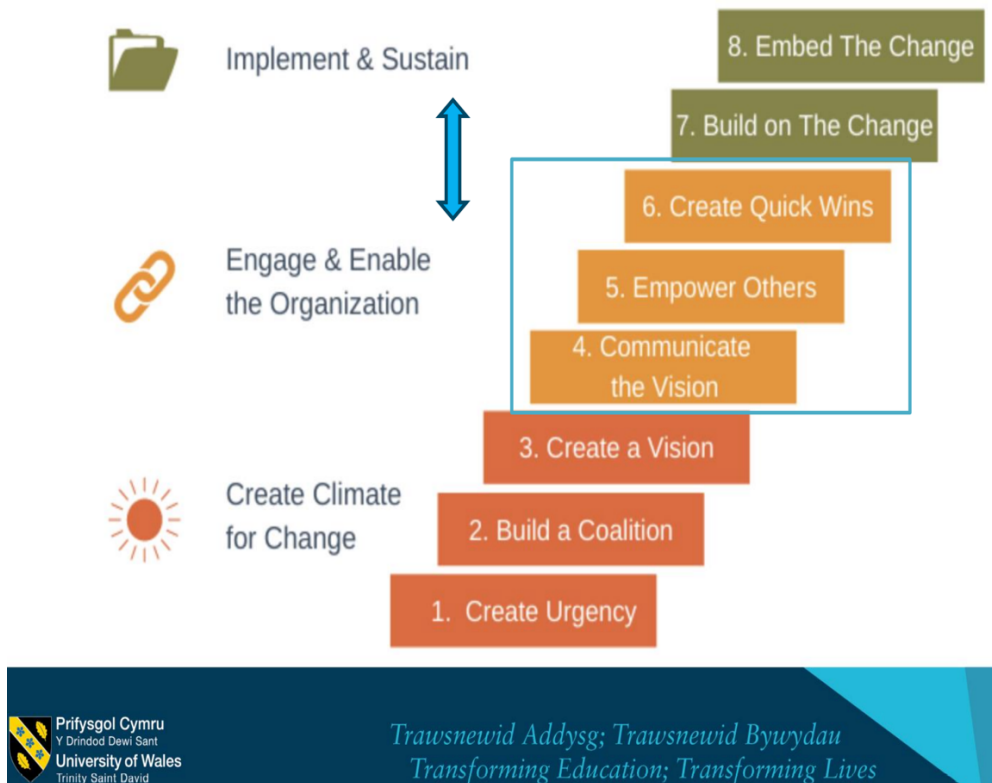


Diagram: Model - week 6 slide 28.

Step 1: Creating the Urgency for Change

This step initiates change by making people aware that change is needed by having open and honest communication with the top leaders. With enough communication on the subject of change, people will drop their resistance to it and ultimately will see the necessity for the proposed changes and will support them.

Ways to initiate the change:

- Find what could be a threat and create a way to show what could happen in the future.
- Observe opportunities that could be or should be used.
- Getting into an honest discussion and giving a good reason for people to start talking about the change.
- Asking for help from the customers, the stakeholders, and the industry to strengthen your discussion.

Step 2: Create a Powerful Coalition

Getting people to understand that change is needed. Find the key leaders in the organisation and create a team with people who lead with passion, different job titles, statuses, expertise, and political importance.

With this team formed you work as a team to continue to initiate the need for change and how it is important that the change occurs.

Ways to make this happen:

- Get them to commit to working as a team.
- Initiate team building with the change coalition.
- Involve a mix of people from different areas of the company. (Kotter, 1995)

Step 3: Create a Vision for Change

A clear vision can make everyone understand why one is asking them to accept change and when they grasp the reason for wanting the change then it will be clear to them.

Ways to do this:

- workout the values that are central to the change.
- Create a short sentence which identifies what the future of the organisation would look like.
- Outline a strategy to achieve that vision.
- Be sure your change team can define the vision in a few words.
- Drill your vision speech till you know it without thinking.

Step 4: Communicate the Vision

Communicate the vision whenever the opportunity arises so that everyone will know it and act on it.

Ways to make this happen:

- Speak about the change vision all the time
- Openly and honestly speak to people about their concerns.
- Addressing the vision to all parts of the activities includes training to performance review.
- Show them you are a good leader.

Step 5: Remove obstacles.

At this point, one wants to put in a structure that constantly monitors and overcomes resistance to change. Removing stops will give power to the people.

Ways to make this happen:

- Find and employ a change leader to establish the change.

- Examine the structure of the organisation so that it aligns with the change vision. This includes the job descriptions; the way work is done and the compensation system.
- Commend and reward people for making change happen.
- Handle any obstacles quickly.

Step 6: Create Short-Term Wins

Set a short-term target that can be achieved giving little room for failure. This win motivates everyone.

Ways to make this happen:

- Identify and start a project with the change team.
- Choose a target that is not too expensive.
- Evaluate the potential advantages and disadvantages of the chosen target.
 - Celebrate with the team who help to reach this target. (*Kotter, 1995*)
-

Step 7: Build on the Change

What to do to make it happen:

- After each success, find out what worked and what didn't and find ways to improve those points.
- Set a target and keep building on the energy given by your team.
- Here one can use the *Kaizen Continuous Improvement Approach*.
- Keep adopting new changes and keep informed of new information.

Step 8: Anchor the change in corporate culture.

Establish the change in every aspect of the organisation. It should be embedded into all departments and used in the daily activities of the organisation.

How this can happen:

- Spread the good news at every opportunity. A company newsletter can be posted on the notice boards.
- Adopt the new change ideas in the skills and requirements for new staff.
- Celebrate the team who helped in the change process.
- Keep improving by replacing the change leaders with new ones as they are well-established to move on to new projects.

The Pros of John Kotter's Change Model

- It provides a straightforward vision.
- The idea of gaining support from the top employees
- It works well from the top-down organisational structure.

- Including them in the change process increases team morale.

The Cons of John Kotter's Change Model

- Not creating an urgency for the change would make some employees resist the change.
- The inability to build a team to create the change would make it hard to achieve one's goal.
- Not communicating enough creates confusion as to what is happening in the organisation.
- Not sitting with the staff and listening to their concerns and how the change can impact their life will create barriers to teamwork.
 - Not including them in the change process (Kotter, 1995)

Kurt Lewin's Change Management Approach:

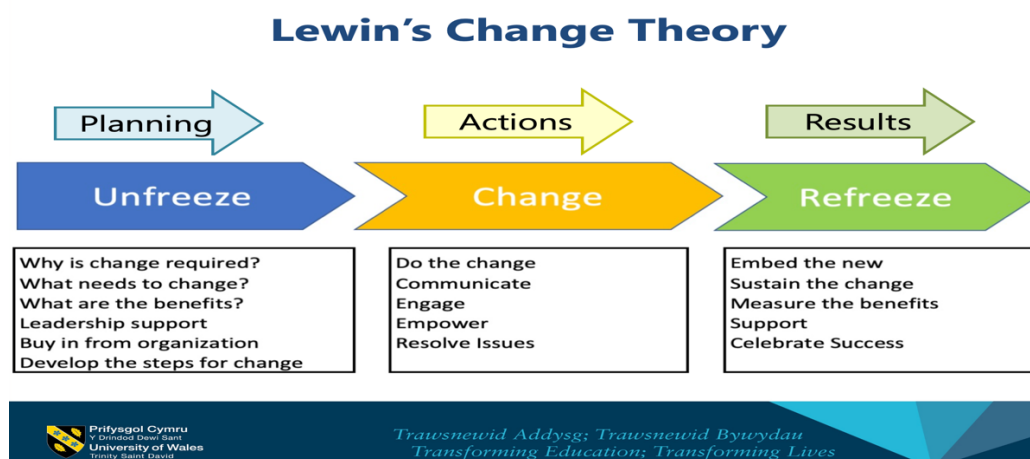


Diagram: week 7 model (Lewin, K. 1958,)

Lewin's change theory model is a framework that portrays three stages that people can go through when experiencing change. Unfreezing, Changing and Refreezing. "Kurt Lewin, a physicist and social scientist, developed the model in the 1940s." ("Lewin's change theory model and how it can assist businesses - Indeed") According to Lewin "you must first melt the ice to make it amenable to change (unfreeze). ("Kurt Lewin Model of change – the intact one") Then you must mould the iced water into the shape you want (change) and finally, you must solidify the new shape (refreeze)."

Lewin change model can be used:

- **Organisational changes:** For example when changes to the structure or to the operations of the business, when downsizing, restructuring or implementing a new system.
- **Cultural changes:** This has to do with organisational beliefs, values and vision. This aspect of change is difficult because of people's mindsets.

- **Technological Change:** Implementing this change is vital because technology is evolving, so the organisation has to implement the latest technology to stay competitive. For example, updating the hardware and software and adapting to new technology, artificial intelligence or robotics.
- **Environmental Changes:** These are external changes that can affect the activities of the organisation if not taken into account, for example, new legislation or changes in the industry, which can mean the business having to change its products, services or process. (Ukraine war creating lack of food supply in some parts of Europe)

Evaluating the stages

Step 1: Unfreeze

This stage initiates the employees that change is needed and that they need to disembody the old status to rebuild a new system of operating.

The importance of this is to inform the employee that the present way of operating is not working by pointing out how sales are failing, bad customer reviews, and financial decline. (*Lewin, 1958*)

Steps to 'Melt the ice' of the unfreeze.

- We can use stakeholder Analysis and Stakeholder Management to point out and gain an understanding of the top key employees within the organisation.
- Make it as an essential step
- Make them want the change in the 21st century.
- Using the company vision and strategy as the signal.
- Communicate the company's vision to the change needed.
- Initiate a way for them to see 'why the change is needed.
- Accommodate employee feelings and communicate to them relating to their concerns.

Step 2: Change

At this stage employees are aware that change is needed and begin to mull over it and see that change can be good for the company. As given on Mind Tools Change Curve gives an explicit transition in a changing environment.

For the employees to accept the change and work with it they have to know what is in it for them.

For change to occur, time and communication are vital for a successful change; communicating the change and the plan and allowing time to understand the transition.

The employees must understand how the change will affect and benefit them. Inspire them by allowing them to take part in the process where possible for example, having a group leader report day-to-day activity. Make it into some game whereby they will win to empower them to want more of the change.

Step 3: Refreeze

This is where the employees have accepted the new ways of working and the company is ready for refreeze. Making sure that the new ways are used all the time and they are put to use in the everyday activities. Having this in place, the employees will feel confident and comfortable with the new ways of working.

The refreezing stage is important because this is the point we allow the process to sink into the system. Part of this is to celebrate the wins from change, which ensures the employees find closure to the enduring process they have gone through. It will also assure them that future change will be possible. (*Lewin, 1958*)

Some steps to implement the change.

- Finding what supports the change.
- Removing what would slow down the change.
- Be sure to get the line manager's support.
- Create a way for people to get a reward.
- Put in a feedback system.
- Follow the company structure as possible.
- Communicate what is happening and support as needed.

Advantages of Lewin's Change Theory Model

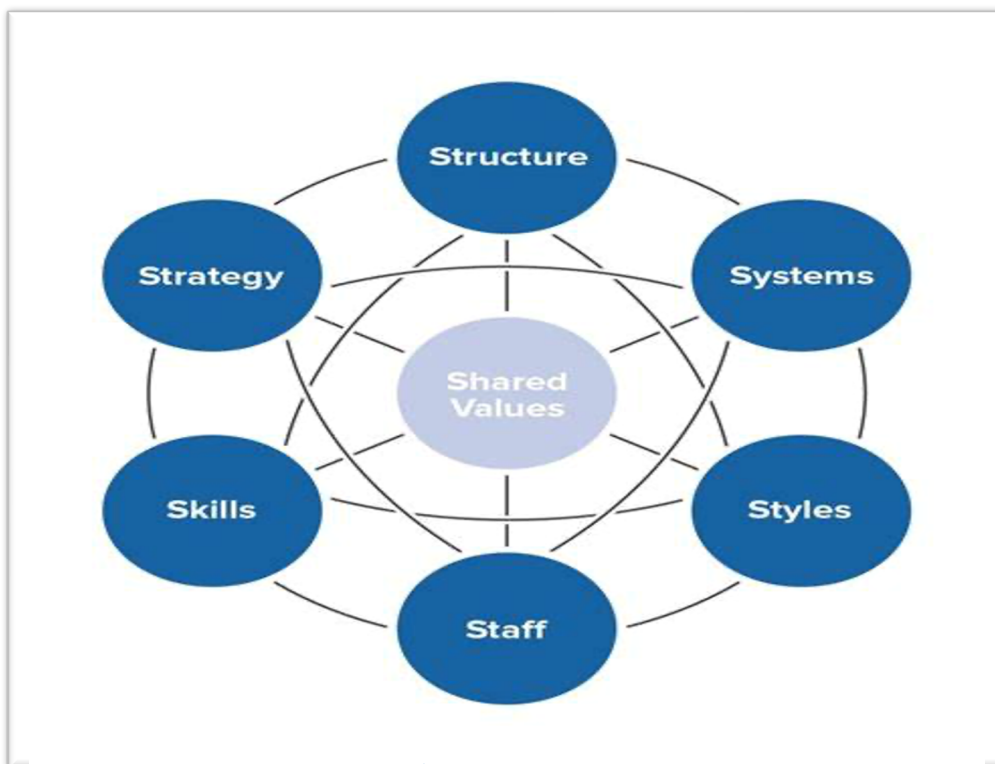
- It can demonstrate to employers how people react to change. When employers understand people's reactions to change, they can better support the employees. ("Lewin's change theory model and how it can assist businesses - Indeed")
- It helps businesses identify strategies for better implementation of the change model.
- It gives the importance of communication and employee involvement in the change process.
- It helps to evaluate the change management if the employees have moved through the stages.
- Communicate clearly what the change plan is, and explain the benefits to the employees and how it will affect them so they can be ready.

Disadvantages of the Lewin Change Theory Model

- Not communicating enough to the employee what the change plan is.
- The thought is that everyone will accept the change because it is for the good of the company but not everyone thinks that way. They will want to know how it will benefit them.
- They are comfortable with the way things are and will resist change.
- Some employees cannot see beyond the present and will disagree that the change will benefit the employee as a whole.
- It requires a great deal of time and effort.

McKinsey 7-S Model

- This was developed in the 1970s by Tom Peters and Robert Waterman, they were former consultants at McKinsey & Company. They established the seven internal factors an organisation needs to be successful.



[Models: The McKinsey 7S Framework | Sergio Careda](#) by Unknown Author is licensed under CC BY-SA

When this model can be applied:

This model can be used when the performance of an organisation needs to be improved and a proposed approach has to be implemented.
It can be used to analyse the effect of future changes or when there is a change of management.

The Seven Elements of McKinsey

The Hard Elements

- **Strategy** – this has to do with the organisational plan for building and maintaining a competitive advantage over competitors.
- **Structure** – this is how the organisation is organised (the departments and the divisions, the teams and the flow lines, who reports to whom)
- **Systems**- the way the activity is run daily and how the staff get the job done.

Soft elements

- **Shared Values** - this shows the style of leadership used in the organisation.
- **Style** - this shows the style of leadership used in the organisation.
- **Staff** - the employees and their abilities
- **Skills** - what skills and competences the employees have (Organisational framework)

Section 3- Implementing Change Strategy at Volvo Cars Models

This section covers Implementing change management by applying Kotter's 8-step Model and applying Democratic Transformational, employee-centred leadership for the last part. '**Capability building at Volvo car by 2030**'

PROCESS FOCUS – Kotter's 8-Step Model

Step 1: Creating the Urgency for Change

This step initiates the change. For example, one of the top managers could start the change by trying to make people see that change is needed by having open and honest communication with the top leaders. They start talking about the proposed change “Capability- Building at Volvo Cars” then people will start thinking of wanting the change.

- Finding what could be a threat and creating a way to show what could happen in the future, how it would benefit every employee if they did not have to outsource a technician to do their job, that the funds could be added to their payroll.
- Observe opportunities that could be used; for example making them see that they can control the capability building themselves rather than outsourcing.
- Giving a good reason for people to start talking about the change.
- Asking for help from the customers, the stakeholders, and the industry to strengthen your discussion.

Step 2: Create a Powerful Coalition

This gets people to understand that change is needed; so find the key leaders in the organisation and create a team with people who lead with passion, different job titles, statuses, expertise, and political importance.

With this team formed you work as a team to continue to initiate the need for change and how it is important that the change occur.

- Get them to commit to working as a team and be honest with each other.
- Initiate a team of 6-8 people with the change coalition.
- Involve a mix of people from different divisions and departments of the company.

Step 3: Create a Vision for Change

With a clear vision “Capability- Building at Volvo Cars” everyone understands the vision and the need for change.

- Work out the values that are central to the change making capability building more effective.
- Create a short sentence which identifies what the future of the organisation would look like, for example, “Our people are our destiny and if we do not control the competency development then we will have problems in the long-term” as stated by (Bjorn Annwall, 2021)
- Outline a strategy to achieve that vision.
- Assign the team to email the employees to find who wants to go on the Capability Building team, stating what the requirements are and for how long the training would be; apply the Gantt Chart Life Cycle Approach.

- Be sure your change team can define the vision in a few words.
- Drill the vision speech until it is known without thinking.

Step 4: Communicate the Vision

Communicate the vision any chance one gets so that it is embedded in the minds of everyone and in everything that one does. This is done so that everyone will know it and act on it. Putting the vision and the plan on notice boards around different divisions and departments, sending out emails to everyone.

- Speak about the change vision all the time in the meetings.
- Openly and honestly speak to people about their concerns. Interview people and see how the change can benefit them.
- Addressing the vision to all parts of the activities includes training to performance review.
- Show how to be a good and honest leader.

Step 5: Remove obstacles.

At this point one wants to put in a structure for change which detects and knocks out resistance.

- Find and employ a change leader just to establish the change.
- Make sure the structure of the organisation is aligned with the change vision. This includes the job descriptions; the way work is done and the compensation system.
- Commend and reward people for making change happen.
- Educate and communicate because resistance occurs from a lack of information.
- Getting everyone's involvement as resistance is a reaction to a sense of exclusion for the process.
- The Kubler-Ross Change Curve Model can be used here if the team is running into a lot of resistance.

Step 6: Create Short-Term Win

- Identify and start a project with the change team.
- Choose a target that is not too expensive for example: to create the first "Capability - Building" Team of 10 people.
- Evaluate the potential advantages and disadvantages of the chosen target: the advantages would be that out of the 10, they would have at least 8 coming out with the expected vision. In the long run, the company would have the right capacity to lead and manage the company.
- The disadvantage will be few of them are not able to complete the process.
- Celebrate with the team who help to reach this target.

Step 7: Build on the Change

- After each success, find out what was done right and what was not done right and find ways to improve those points.
- Set a target and keep building on the energy given by your team.
- Here one can use the *Kaizen Continuous Improvement Approach*.
- Keep adopting new changes and keep informed of new information. (Kotter, 1995)

Step 8: Anchor the change in corporate culture.

- Spread the good news at every opportunity. The company newsletter can be adopted and posted on department notice boards.
- Adopt the new change ideas in the skills and requirements for new staff.
- Celebrate the team who helped in the change process.
- Keep improving by replacing the change leaders with new ones as they are well-established and move on to new projects.

The Pros of John Kotter's Change Model

- It provides a straightforward vision.
- Its view towards gaining support from the top employees.
- It works well from the top-down organisational structure.
- Including them in the change process increases the company morale.

The cons of John Kotter's Change Model

- Not creating an urgency of the change will make some employees resist the change.
- The inability to build a team to create the change will make it hard to achieve one's goal.
- Not communicating enough creates confusion as to what is happening in the organisation.
- Not listening to the staff concerns and how the change can impact their life will create barriers to teamwork.
- Not including them in the change process (Kotter, 1995)

Conclusion and Recommendation

- The implementation of change management models is crucial for Volvo to capitalize on growth opportunities, technological advancement, and Government initiatives. The pandemic and Brexit caused uncertainty; the economy is facing numerous challenges, and many industries are struggling to adapt to the change. (CIPD, 2024)
-

How the challenges in Section 3 can be addressed?

- The challenges can be addressed by repeating step 4 to step 6; engaging and enabling the staff through communication, empowerment, and creating quick wins.
- Communicate the desired vision and mission and why the company should implement these. Challenges occur due to lack of understanding.
- Get them involved in the process of designing and implementing the change. Resistance occurs as a result of feeling excluded in the process.
- Provide emotional support to those who feel left out in the process, and give training or a team building seminar and one-on-one support when applicable. Resistance happens as a result of not knowing what would happen to them.
- An incentive can also be offered if at this point the change team is still getting strong opposition and undermining the process.

Recommendation:

- The short term: create the climate for the change if the goal is to complete the project in 3 months, then use a Time management set period when the first section should be complete say 2-3 weeks.
- Mid-term plan: Prepare and engage thereby enabling the organisation in the change process working with the team to make it happen each team achieving their part of the task. Timeline 2-3 weeks.
- The long-term plan would be implementing and sustaining the change, by the end of the given time seeing that the change has been established in all areas of the organisation. Putting in place ways to keep change to be implemented as the company expands by continuing talent hunting and recruiting young and agile leaders.

Why the recommendations are important.

A successful implementation of John Kotter's change strategy can have a significant impact on the culture of Volvo Cars. It is important to carefully consider the potential outcomes of the changes

made and how they may affect the company's values, beliefs and behaviours. By taking a recommended approach Volvo Cars can ensure that its culture remains strong, and aligned with its overall mission and goals which is capacity building within the organisation.

Probable negative consequences if the recommended change model is not implemented:

It is crucial to consider the possible negative outcomes of not implementing the recommended strategic change model. By failing to adopt it, the company might miss out on the benefits of a well-planned and executed change initiative which is to build a well-trained team to lead the next generation of the company. The reason for not taking the approach should be evaluated against the potential risk and the negative consequences of inaction so as to ensure the company avoids losing its competitive edge.

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Appendix

How to work with me in a team?

Name: Ebitimi O McQuade	Student Number: 2112488	Note: This card is to help you figure out how you work and behave.
My Type of Team Member: Team Driver (describe the key features of yourself) - I like to get my team started on a particular project and follow it up by looking at the process involved. - Managing everyone to do their task until the project is completed.	What I value: (Please write down what you value professionally & personally; and what you expect from others). - I value and respect others' talent, creativity and participation in the team, everyone needs to contribute their part to complete the project. - I also value good time management I like to get tasks done on time.	What people might often misunderstand me about: (List out things people may not know about me; misconceptions) - I might come across sometimes as being too forceful, but the point is to get the task done and accomplish a given task. - I could be slow also this is to understand the task and before starting a project.
What is the best way to communicate with me: (e.g. face-to-face, e-mail or visual/ online talk; at what time; your dos' and do not') The best way to communicate with me could be: - Face to Face when we can - Visual and email	How to work well with me: (how can my teammate help me when I am struggling or at my worst/best, sharing your weakness) - My team can help me by communicating to me via email or call me visually. - My weaknesses could slow to understand task. - Slow to start on a given project.	What I do not have patience for: (what do make you frustrated professionally) - I do not have patience for someone deviating from a given topic <u>or</u> discussion. - Someone not following the instructions, so they are not able to complete the task. - Inefficiency and ineffective

- The best times to communicate with me are during the day. My dos' and do not' - I like to read books, exercise, and study my coursework on time. My 'do not' - I do not like to watch too <u>TV</u> - I don't like to talk ill of others. - I do not like to be embarrassed in the presence of others.	Not having enough information, a given task which could slow me down.	
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Please go to this team member quiz link and find out what type of team member the result indicates:

<https://www.actioned.com/team-member-quiz/>

The result shows that your type is : Team Driver