SERVICES & PRODUCTS

2025

OUR HISTORY

What could your organization achieve if your strategy was understood, accepted, and supported by engaged co-workers actively working on the right things, in the right way?

This is the question we started asking ourselves back in the 80s and 90s. From our perspective, existing leadership styles had reached their limit. Clearer instructions, increased pressure, higher targets, and more frequent follow-up meetings wouldn't support the workforce in the same way they had 70-100 years ago. It was time for something new.

Drawing from our experiences in university, business, and professional sports, we began reflecting on the kind of leadership that would enable us to perform at our best. In other words, we started building our concept from the individual perspective, rather than the organizational. We asked ourselves: If this is how I need to be led to perform at my best, how should the organization's leadership and culture look to support that?

Over the past three decades, Core of Development (COD) has continued to refine and develop this idea. We realized that leadership, or any kind of organizational development, is a craftmanship, and like any craftmanship, it requires an appropriate toolkit. Our clients gain access to this toolkit and the opportunity to practice the craft itself through the training in the workshops we now call Module 1 and Module 2.

Through our work with customers in more than 50 countries, we've confirmed that leadership alone doesn't determine results. It is undoubtedly essential to have a well-defined strategy in place to guide an organization in the right direction. However, we also believe that having a precise strategy alone does not guarantee success. With research showing that 90% of organizations fail to execute their strategies successfully[1], it became clear to us that the focus must shift to improving execution.
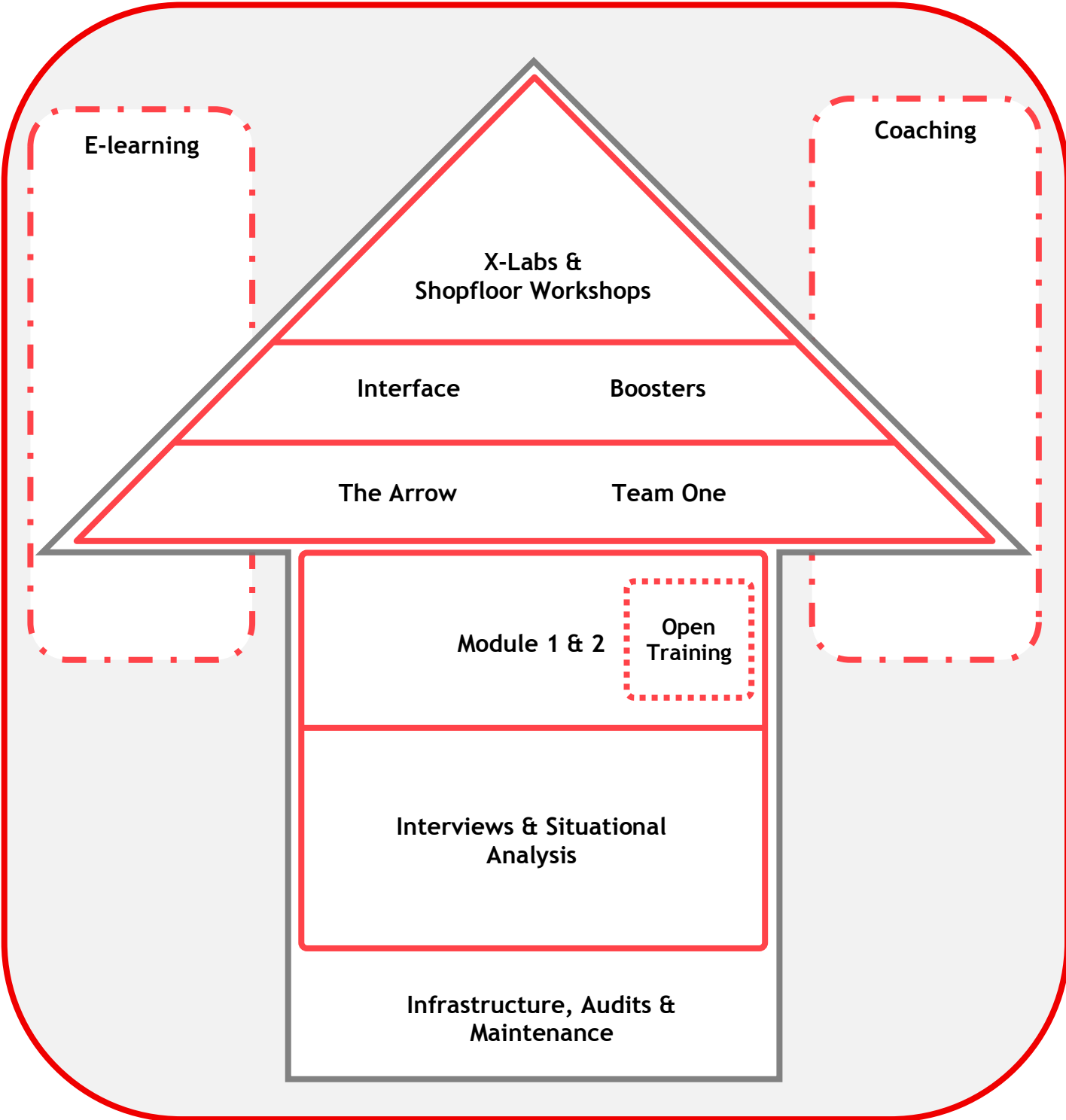
COD began supporting organizations in their strategic development with a process we call "the Arrow". We realized that the most overlooked, yet arguably the most important, factor in a strategy's success is ensuring that people understand their role in its execution. The COD Arrow addresses this by ensuring acceptance, engagement, and ownership of the strategic process within each team.

Over the years, we've discovered new ways to support our customers. All built on the principles learned in Module 1 & 2 and the Arrow. Much of what we say might seem like common sense—and it is. Our belief is that a few basic principles and methods, when used in the right way, can be monumental in achieving results. If above all else, these methods respect a company's most valuable asset: its people.

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[1] Robert Kaplan: The Balanced Scorecard: Translating Strategy Into Action

SERVICES & PRODUCTS: OVERVIEW

All COD services are based on a thorough understanding of the core concept. The core concept, covered in *"Module 1 & 2"* forms the framework for all other COD workshops. Programs such as *"Team One"*, *"Boosters"*, *"Interface Workshops"* and *"X-Labs"* can however be offered standalone for a more targeted approach. Services and Products are offered "COD" branded; however, they can be provided as a white label upon request.

E-learning

Coaching

X-Labs &
Shopfloor Workshops

Interface   Boosters

The Arrow   Team One

Module 1 & 2   Open Training

Interviews & Situational Analysis

Infrastructure, Audits & Maintenance

MODULE 1&2

Module 1 (two days)

- Theory and methods
- Applying theories
- Practice and hands-on training of basic methods

We recommend around 4-6 weeks between Module 1 and 2 to allow the participants to try out the methods in their work to identify successes, questions, and improvement areas.

Module 2 (two days)

- Recap theory and methods
- Practice and redesign existing meetings and conversations
- Creating "My Plan" for implementation

Module 1&2 lays the groundwork for understanding the COD principles and methods. These learning modules focus on dealing with challenges by empowering people, using open questions, and executing common agreements to ensure that each team works with the right thing, in the right way.

In the Module 1 workshop, participants will learn how to secure efficient team decision-making in meetings, execution through coaching, and practical empowering leadership. Throughout the training, we will apply the COD methods to real life situations, and practice alternative meeting and coaching models. By understanding and learning how to use the COD concept, participants will ensure that their team's work is more productive, efficient, and involving.

In the Module 2 workshop, participants will continue their learning process by redesigning their existing meetings and coaching to include COD methods. Participants will create a proactive plan for how this can be done and identify the support they need to implement it successfully.

Participants will leave the Module 1 & 2 training with concrete tools to accelerate their team's performance, backed up by COD templates and material. The insights and knowledge gained throughout the team-building workshops will facilitate more efficient meetings and one-on-one conversations. Along with the mindset practiced in the training, the participants will be ready to implement their personal improvement plan immediately.

For further information, availability, and pricing, please contact info@coreofdevelopment.com or your COD contact person.

THE ARROW

The Arrow is a workshop based on the COD principles to secure your team member's understanding, involvement and acceptance of strategic decisions. The goal with the Arrow is both to involve participants in the company's overall strategic direction, and to adapt it to their team in a way that makes sense. The Arrow will secure movement and momentum towards a future direction with small incremental steps in a transparent meeting and task management system. The outcome of the workshop is an understood team direction, scheduled next meetings, and a strategic action plan.

By creating the context together and formulating the need for change, team members will learn how to translate the overall company strategy to their own work. Based on the strategic direction, participants will create year-long focus areas, identify medium-term initiatives to overcome challenges, and define short term actions to make continuous progress.

Participants will leave the Arrow workshop with the tools to accelerate their team's strategic contribution, backed up by COD templates and material. The insights and knowledge gained throughout the workshops will create an involving and proactive way of working, built on each team's strengths. Due to the nature of the strategic group work, the Arrow workshops by design contain a strong team-building aspect.

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OPEN TRAINING

Open Training (two days)

- Condensed theory and methods
- Theory application
- Practice and hands-on training of COD Meetings and Coaching
- Creating "My Plan" for implementation
- Individual training outside of the own organization

Core of Development's methods are built to fully involve people in a transparent and systematic way of working. The core concept covered in the Open Training revolves around dealing with challenges in an empowering way using open questions, and execution based on common agreements to ensure that each team works with the right thing, in the right way.

In the Open Training, participants will learn how to secure efficient decision-making in meetings, execution through coaching, and practical empowering leadership. Throughout the training, we will apply the COD methods to real life situations, and practice alternative meeting and coaching models. By understanding and learning how to use the COD concept, participants will ensure that their teamwork is more productive, efficient, and involving. The Open Training wraps up the participants' learning by focusing on how to implement COD meetings and coaching in their daily work. Participants will also have the opportunity to create a proactive plan for how to realize this, and to identify potential support needed for a successful implementation, ready to be shared with their own organization. Additionally, participants will have the opportunity to network with professionals in various industries.

Participants will leave the Open Trainings with concrete methods to accelerate their team's performance, backed up by COD material. The insights and knowledge gained throughout the training will serve as a base to build more efficient meetings and one-on-one conversations. Together with the mindset practiced in the training, the participants will be, upon completion of the training, ready to start implementing their personal improvement plan.

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INTERFACE WORKSHOP

Interface Workshop (two days)

- Basic intro to COD theory and methods
- Hands on workshops to secure alignment and agree on success factors for collaboration
- Create a joint proactive plan for execution towards common goals
- Define impactful focus areas, initiatives, and actions

The Interface Workshop sets the stage to improve the working relationship between two strategic departments. The workshop explores synergies and lay the foundation for a trusting and collaborative culture.

The workshop prevents silos by taking a holistic view and focusing on mutual agreements. The cross-functional participation enables relationship-building and networking through involvement, with both departments taking on equal responsibility.

The goal with the Interface Workshop is not only to involve participants in setting the respective parties' common collaboration, but to adapt it to a joint proactive plan. Therefore, its key takeaway is the concrete actions that both teams agree to in order to accelerate execution and to gain the effects from collaboration. The COD Interface workshop enables movement and momentum towards a future direction by small incremental tasks supported by a transparent and solid infrastructure.

The insights and knowledge gained throughout interactive workshops will foster an involving and proactive way of working, built on each team's strengths. Participants will leave the Interface Workshop with concrete plans and tools to accelerate collaboration, backed up by COD templates and material.

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TEAM ONE

Team One (two days)

- Basic intro to COD theory and methods
- Team Direction workshops: Hands on workshops to secure team direction, with strong focus on implementation
- Team culture
  - Lencioni mapping of team
  - Trust and transparency exercises
  - Team Agreement
- Decide as team how to secure collaboration with critical interfaces

Team One is an intensive workshop based on the COD principles, to sow the seeds of accelerating a high performing team. Some of the decisions include deciding upon the way of working, strategic direction, interface collaboration, expectations on one another as well as crucial practicalities including meeting standards, meeting structure and cadence.

The Team One focuses on building a solid team culture based on the fundaments of trust and transparency, the existing potential in team dynamics as well as agreements on the team's way of working and attitudes. The team will also set up a so called "ID", describing how to be transparent and trustful, decide and agree upon a structure, defining standard meetings agendas, the cadence of meetings, and how decisions are supported by documentation and progress review. Relations get established, trust arises, and the full power of collaboration can be noted because of breaking down silos by a common way of working together. The Team One creates movement towards a future team culture supported by work with small, concrete tasks utilizing a transparent and solid infrastructure.

The team will leave the Team One with a battery of concrete and strategy aligned tasks to drive immediately upon completion of the workshop, aligned with strategic initiatives, focus areas and the overall company direction.

For further information, availability, and pricing, please contact info@coreofdevelopment.com or your COD contact person.

BOOSTER WORKSHOP

Booster (two days)

- Basic intro to COD theory and methods
- Hands on workshops to secure team direction (Arrow)
- Hands on workshops for securing collaboration (Interface)
- Hands on workshops to address special topic

As the name suggests, the purpose of a Booster Workshop is to address specific topics and underlying issues that are hindering a team's potential. Challenges can encompass any performance-reducing factors that can benefit from collective problem-solving. The Booster Workshop is a team-building event suitable for any type of team, whether functional or cross-functional, in a line organization or project-oriented setting. It is based on the COD principles and methods, ensuring full participant engagement. The main objective is to focus on solving a specific issue, where joint efforts foster strong bonds between participants.

The goal of the workshop is to set a clear direction together, following "the Arrow," and to establish collaboration through the elements of the "Interface Workshop." Trust and transparency exercises are also key components of the Booster, designed to directly address the team's challenges. The workshop drives movement toward a desired future state by breaking down tasks into small, actionable steps, supported by a transparent and reliable infrastructure.

During the Booster Workshop, participants will break down long-term goals into smaller, incremental work packages. They will collaboratively create focus areas, identify medium-term initiatives to overcome challenges, and define short-term actions to close gaps in the current situation.

Participants will leave the Booster Workshop with concrete plans and tools to accelerate their team's strategic contributions, supported by COD templates and materials. The insights and knowledge gained from the workshop will promote a proactive, engaging way of working, leveraging each team's strengths. Together, the participants will develop a comprehensive list of concrete, strategy-aligned tasks that can be immediately executed upon completion of the workshop, aligned with the organization's strategic initiatives and overall direction.

For more information, availability, and pricing, please contact info@coreofdevelopment.com or your COD contact person.

SHOP FLOOR UPGRADE

Shop Floor Upgrade (two days):

- Analysis and review of existing meetings in production
- Redesign of chosen meeting agendas to be made interactive and involving
- Practice of new agendas with leaders moderating them
- On-job introduction of new agendas in real meetings with the real production teams and leaders
- Audit and support to secure the new way of working

The Shop Floor Upgrade focuses on integrating COD's methods with traditional continuous improvement concepts. The goal of this module is to increase co-worker involvement in improvement work through various "Lean" programs. Additionally, the Shop Floor Upgrade equips both co-workers and leaders with practical leadership skills.

By incorporating empowering leadership and participatory methods into the existing frameworks of conventional "Lean" concepts, the Shop Floor Upgrade helps energize meetings and encourages production teams to adopt a solution-oriented approach, rather than merely focusing on KPIs.

Without altering the core structure of existing continuous improvement programs, the Shop Floor Upgrade aims to redesign elements of current agendas to include open-question-based work. The program supports the organization in fostering ownership, engagement, and energy during key activities such as morning stand-ups, Kaizen workshops, 5W2H, PDCA, Poka-Yoke, Gemba, and 5S. This approach improves co-worker engagement and accountability, boosts efficiency, and ensures that actions are taken to address the team's most critical challenges.

Participants will leave the Shop Floor Upgrade workshops as more confident leaders, able to involve their teams in generating ideas to solve problems. The insights gained will nurture a habit of empowering people to work on issues that are closest to them. The upgrade will also increase co-worker motivation and willingness to engage in improvement initiatives. The Shop Floor Upgrade is an essential tool for involving production staff and fostering a culture of teamwork, respect, engagement, and collaboration.

For further information, availability, and pricing, please contact info@coreofdevelopment.com or your COD contact person.

COD X-LABS

COD X-Labs (two days):

- Analysis and review of existing way of working in the concerned area
- Individual interviews with key-people
- COD X-Lab workshops to create roadmaps with solid infrastructure
- Redesign of chosen meeting agendas to be interactive and involving
- Audit and support to secure the new way of working

The COD X-Lab workshops leverage COD principles to drive rapid improvement across a wide range of function-specific topics. Building on the foundational concept of the COD Arrow, the X-Lab workshops are customized to enhance key account management, launch sales programs to grow market share, introduce new products, improve supply chain management and procurement processes, or support M&A activities.

The goal of the COD X-Lab is to secure ownership of the most critical aspects of these processes and ensure the involvement of all team members, thereby energizing the creation and execution of function-specific roadmaps.
To improve engagement, accountability, and team efficiency, the agendas for all interactions related to executing the roadmap are upgraded and aligned with COD methods. This ensures that all members are actively involved in solution-finding and decision-making. To ensure long-term success and address strategic challenges, the team will also define short-term actions to overcome obstacles and maintain momentum.

As a result of the COD X-Lab, the team or function will have developed high-quality, actionable plans aligned with their strategic direction for the short, medium, and long term—ready to be shared as best practices within the organization.

Participants will leave the workshops more confident and capable of involving their teams in identifying opportunities, addressing challenges, and solving common problems. The COD X-Lab is a powerful tool for uniting functional groups around a common objective. The workshops foster a culture of respect, engagement, willingness to contribute, and collaboration.

For further information, availability, and pricing, please contact info@coreofdevelopment.com or your COD contact person.

E-LEARNING

Core of Development's methods are designed to fully involve people in a transparent, systematic way of working. The COD E-Learning platform is built around the core concept and contains reading materials, videos, quizzes, and related online assets. It expands the organization's knowledge of COD methods and supports their continuous development. The E-learning platform accelerates strategy execution by offering solid support for standardization, the COD way of working, and best practice sharing.

The platform also facilitates ongoing learning for participants in Module 1 & 2 workshops and provides execution support for implementing COD-style meetings, coaching, and strategic work. Understanding and applying the COD concept ensures that participants can evolve their teamwork to become more productive, efficient, and inclusive.

By using the COD E-Learning platform, participants can start or continue their learning journey with the support of COD methods, templates, and quizzes. The focus of the platform is on implementing various aspects of COD methods, primarily meetings and coaching, into daily work routines.
The E-learning platform is customizable but typically includes the following components:

Learning Material

- Educational reading – COD theories and methods
- Educational videos

Templates & Quizzes

- Applying theory – quizzes
- Templates for meetings, coaching, and strategic work

Participants will gain access to the E-learning platform throughout their training with COD and can continue using it after workshops to keep the methods active. Alternatively, the extended team or wider organization can begin their learning journey through the platform. The tools and templates provide structure and support, helping participants accelerate their team's performance. The insights and knowledge gained or maintained throughout the online work will reinforce more efficient meetings, one-on-one conversations, and personal improvement plans.

For further information, availability, and pricing, please contact info@coreofdevelopment.com or your COD contact person.

INTERVIEWS AND SITUATIONAL ANALYSIS

COD interviews and the resulting situational analysis are often the entry points to any COD program. Unlike conventional interviews, the COD interview questions are intentionally broad to respect participants' views and perspectives as much as possible. The interview is designed to allow for individual reflection, making it qualitative in nature. All questions are open-ended, encouraging participants to respond based on their understanding of the situation.

The interview is developed jointly with the client to ensure that key improvement areas and the strategic direction are accurately reflected. The responses are aggregated, patterns are identified, and the findings are presented in a situational analysis report.

The goal of the interview and situational analysis is to provide an authentic, holistic view of the company's challenges, strengths, and opportunities within a few selected areas. Based on this analysis, the content of subsequent training and workshops is tailored to better align with the organization's needs. The analysis also serves as input for strategic and operational improvement initiatives, such as in the "Arrow" workshop.

Typical topics for the interview and situational analysis include:

- Individual market analysis
- Leadership and coworkership
- Understanding of company strategy and individual contributions
- Understanding of the company's competitive position
- Understanding of the financial situation
- Company and team culture
- Employee experience
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COD interviews are typically scheduled with a wide range of roles at various levels within the company. The aim is to capture a diverse sample to ensure the big picture is understood and to connect the dots across different perspectives. COD interviews are anonymous, and responses are depersonalized before being presented to maintain transparency and build trust with interviewees.

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