Key note speaker:

Anna Nilsson-Ehle

Managing collaboration

IMP 2025

Learning from the past - interacting for the future

Multi-stakeholder achivements through collaboration

Anna Nilsson-Ehle

Ladder of complexity

safe, affordable, accessible and sustainable transport systems for all

VISION ZERO
TOGETHER WE SAVE LIVES

Safe traffic

Zero:
CO2, harmful emissions, noice

Improved health, flow, efficency

Safe vehicle

Safe infrastructure

Safe behaviour

	Pre-crash	Crash	Post-crash
Driver			
Roadway			
Vehicle			

Haddons matris

Assumptions and questions

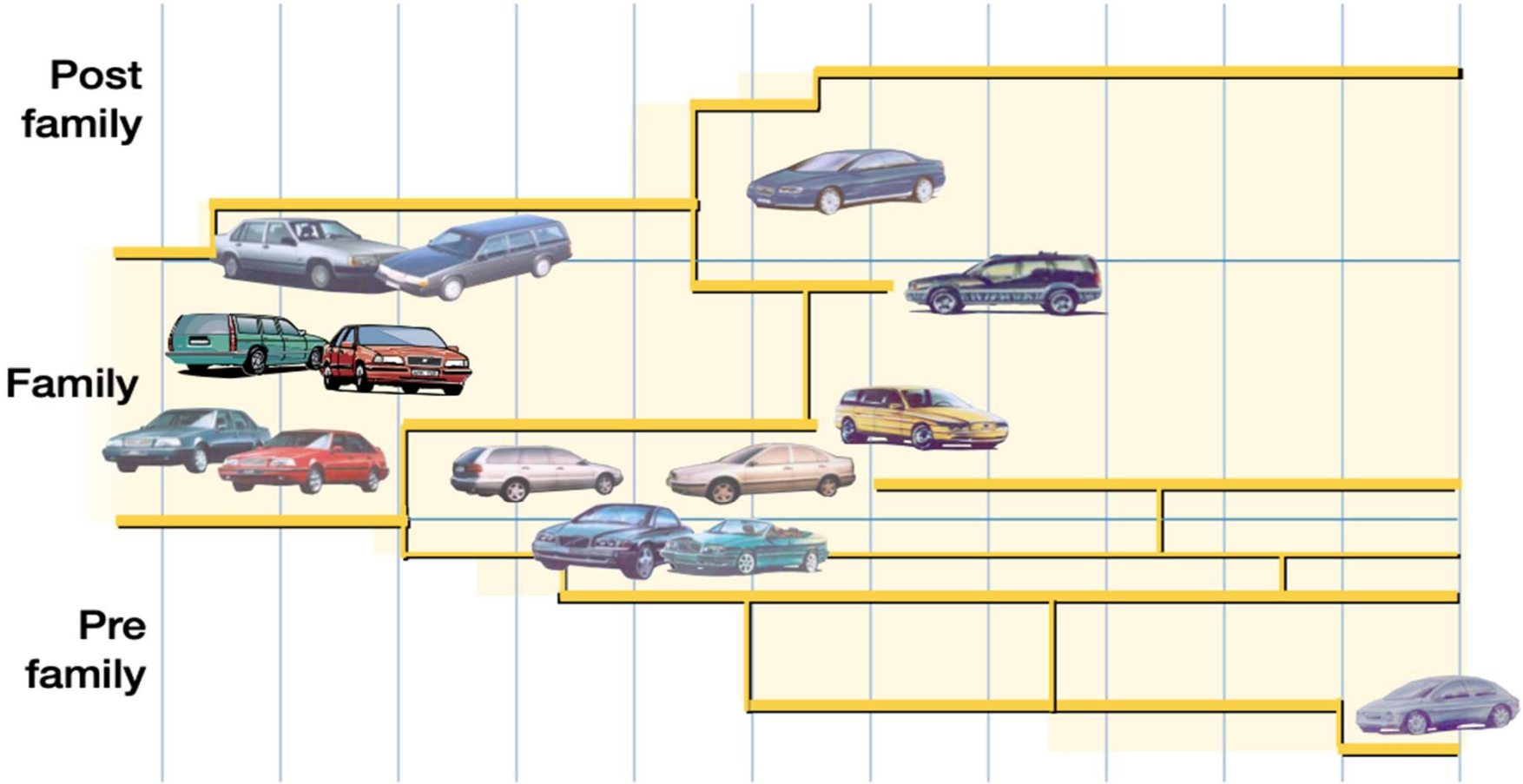
Systems collaboration is about stakeholders (or systems of systems) but still performed by individuals

Thus

It is plausible that teams of stakeholders are behaving as teams of individuals.
Is introducing AI tools and agents changing this?

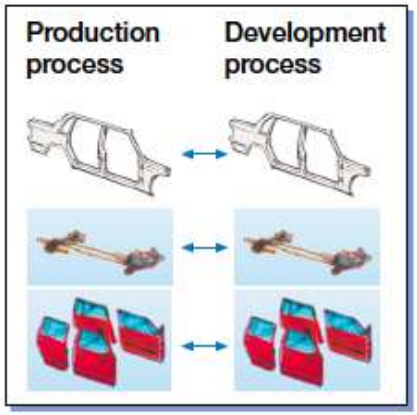
Systems collaboration must adress the multitude of stakeholders.
Is there a systems analogy to the top executives of an organisation?

A new Customer Product Strategy



There are 3 main components to the module team concept

Development based on production modules



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Development by cross-functional teams

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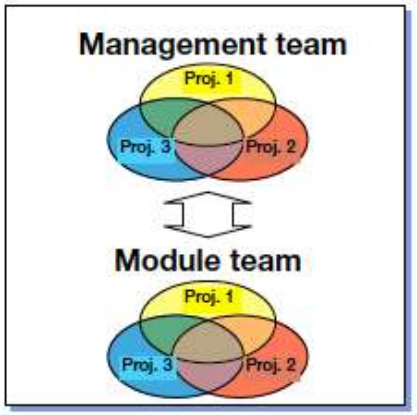
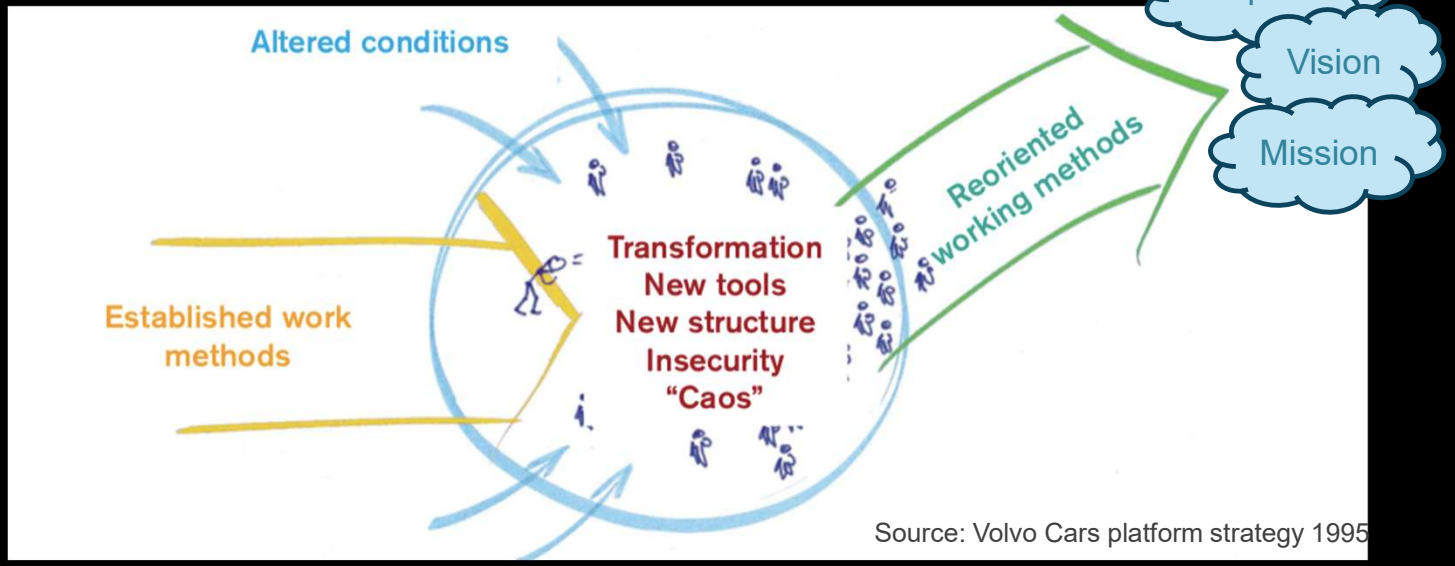
Common leadership for all projects on one platform

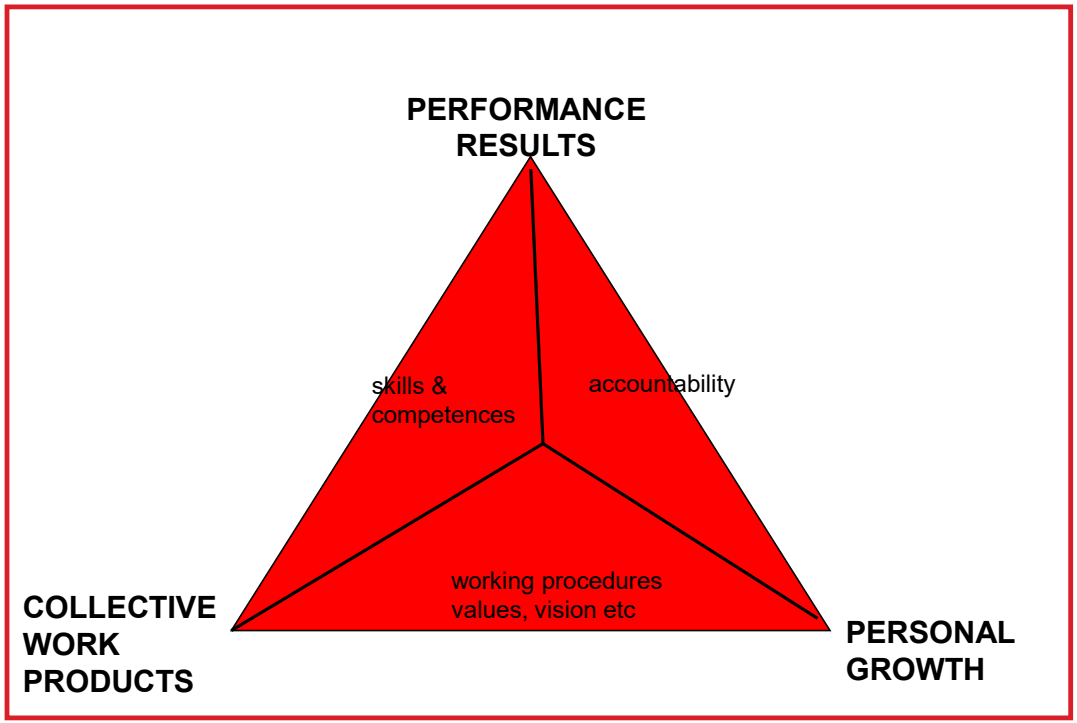


Cross-functional teamwork, IT, Office environment



Source: Volvo Cars platform strategy 1995

Team basics



Katzenbach John.R. and Smith Douglas.K., The Wisdom of Teams

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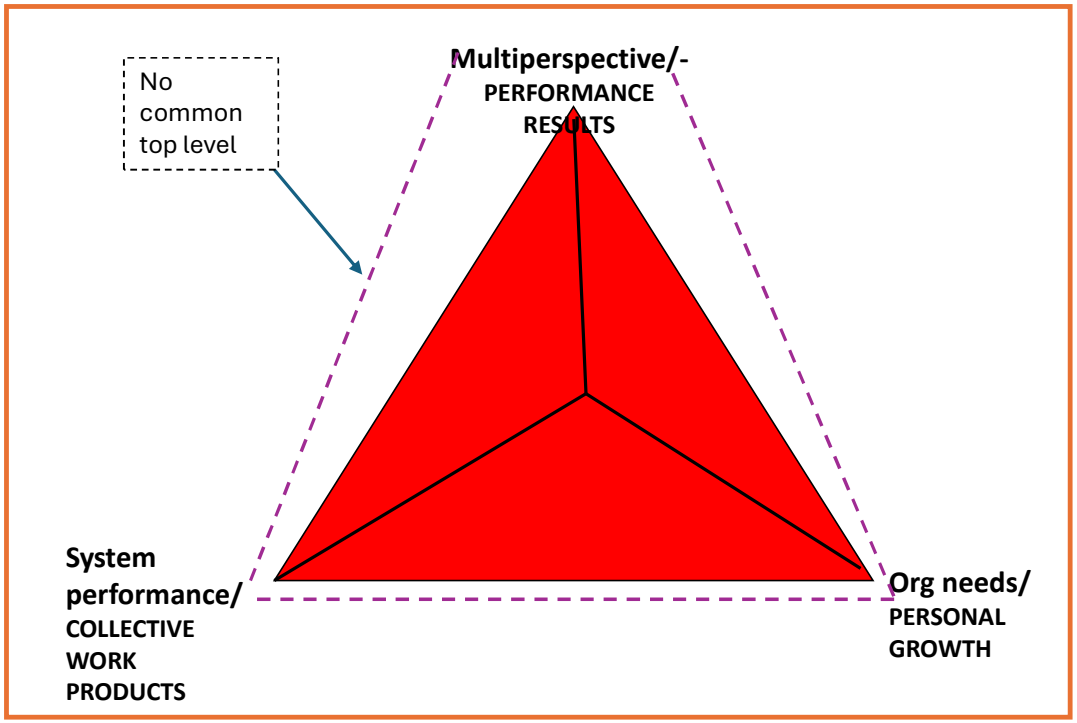
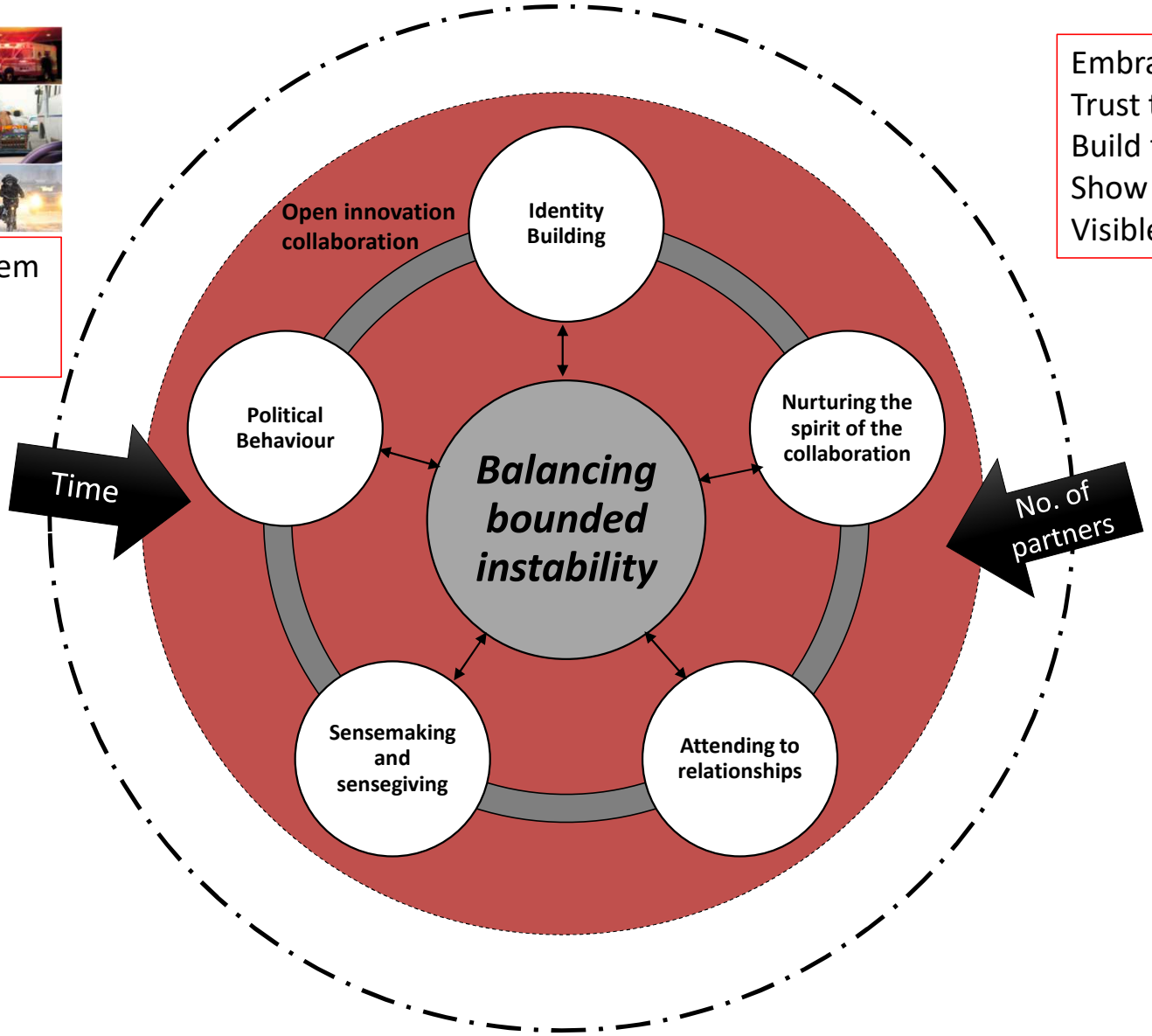
Team basics for multi-stakeholder collaborations



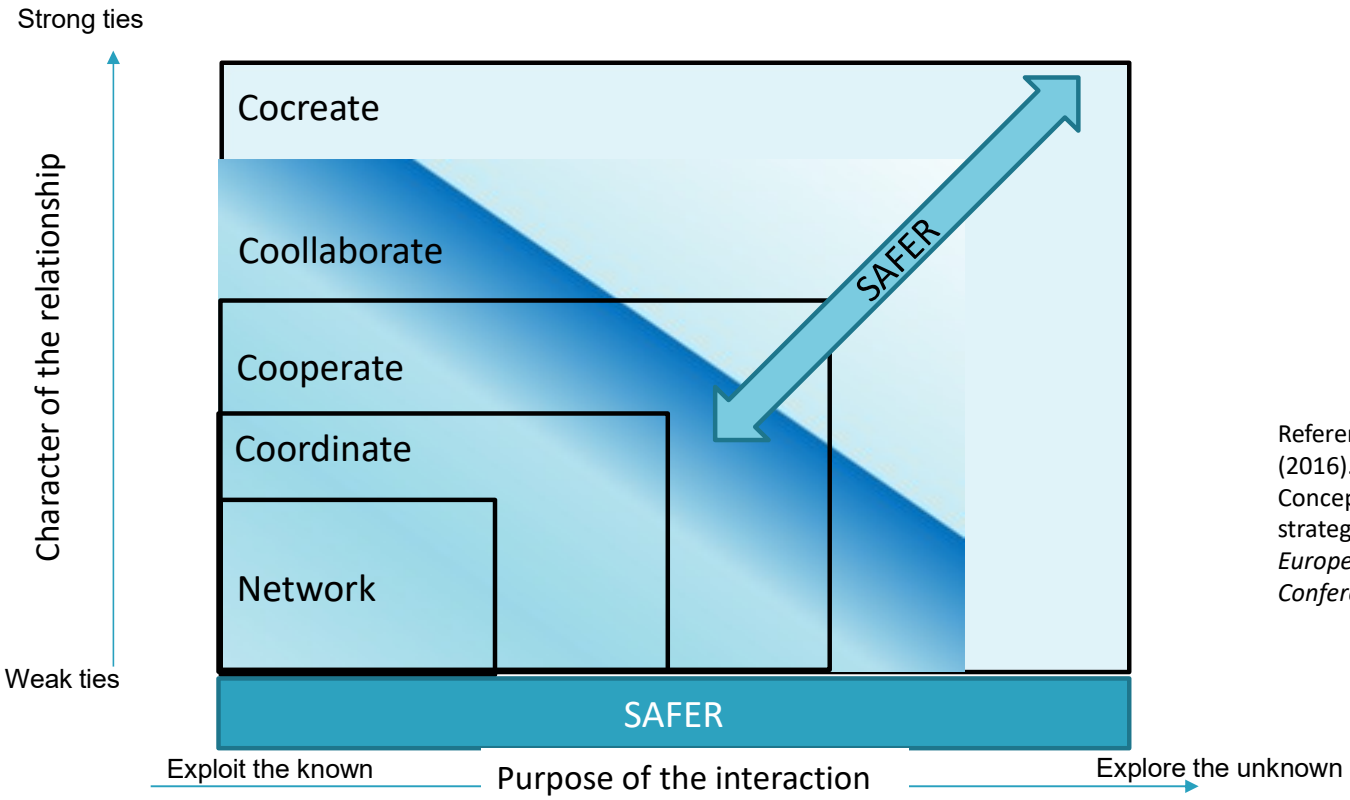
Katzenbach John.R. and Smith Douglas.K., The Wisdom of Teams

A uniting idea on system transformation – a mission



Embrace complexity
Trust the process
Build trust
Show the direction
Visible experimentation

Nurturing spirit of collaboration

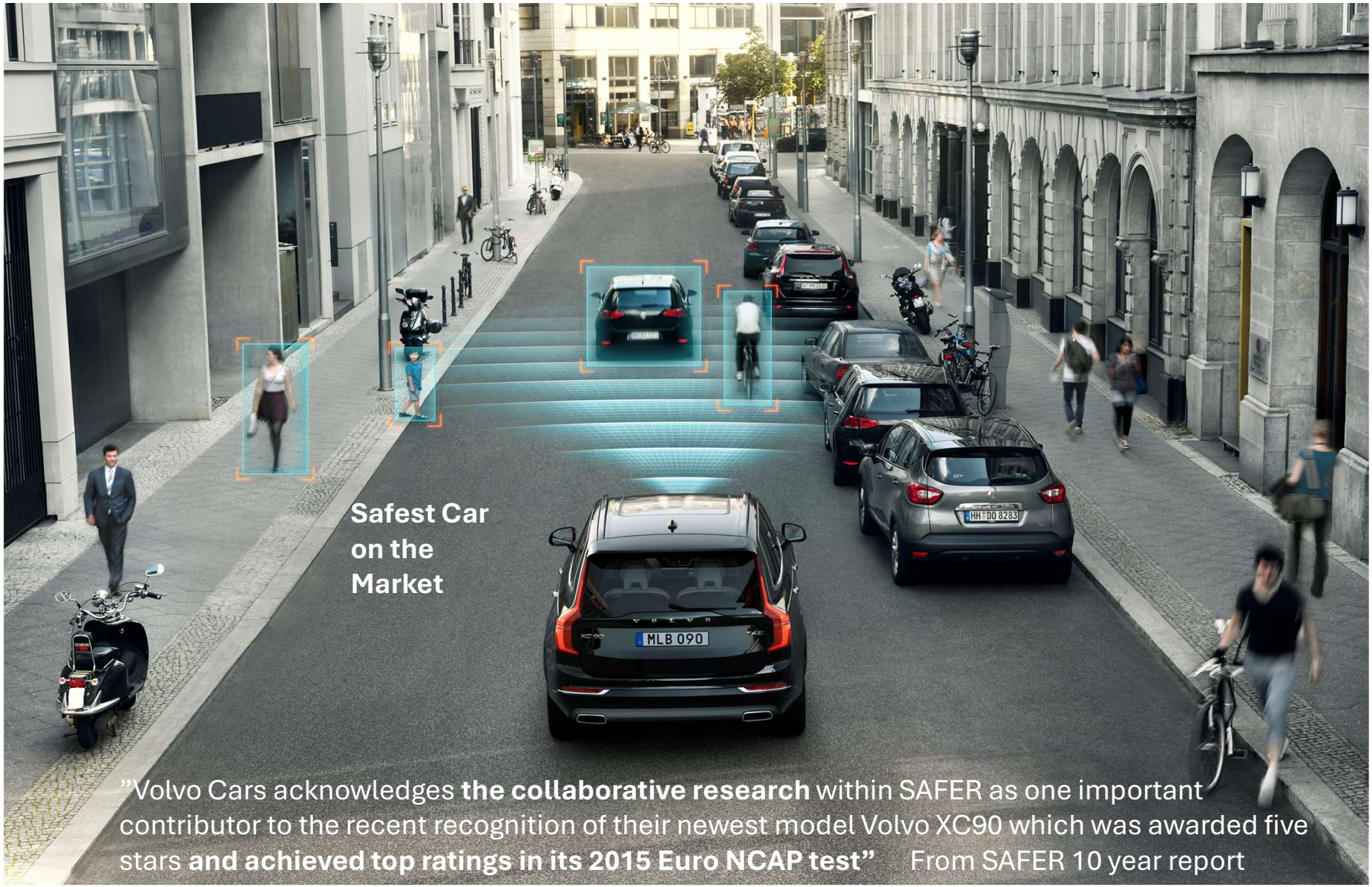


Reference: Ollila, S., & Yström, A. (2016). Anything goes? Conceptualizing different interaction strategies in open innovation. In *European Academy of Management Conference* in Paris France.

Key Factors for collaborative open innovation

- Common high-level vision and values
- A few high-level measurable targets (for the centre performance)
- Shared view of true needs
- Trust in the benefit of multidisciplinary, global collaboration
- Accept complexity
- Bold partners, non-prestigeous and persistent
- Dependency and desire to collaborate
- Integrity and respect for each other
- Identity – neutral and valued
- Embedded tensions

SAFER success stories



”Volvo Cars acknowledges **the collaborative research** within SAFER as one important contributor to the recent recognition of their newest model Volvo XC90 which was awarded five stars **and achieved top ratings in its 2015 Euro NCAP test”** From SAFER 10 year report

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In addition, a wide range of players are engaged through our round tables, projects and events