

DEDICATED TO MAKING A DIFFERENCE

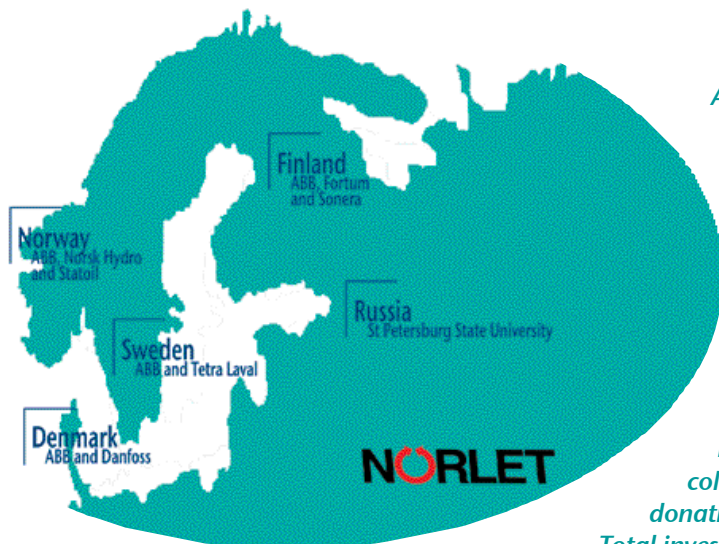


NORLET

*Making a difference
through education and training*



World Business Council for
Sustainable Development



As part of its mission, the WBCSD provides business leadership as a catalyst for change toward sustainable development and sustainable growth around the world.

The WBCSD has been strengthening management capacity within businesses around the world since its inception. Starting in 1995, the WBCSD embarked on a new role hosting the best management training available in Russia and the Baltics.

The program was fifty percent financed by the Danish, Finnish, Norwegian and Swedish governments and carried out in collaboration with Nordic business schools, with comparable donations of in-kind time made by the participating Nordic companies. Total investment in the project was USD 11 million.

WHAT IS NORLET?

The Nordic-Russian Leadership Executive Training (NORLET) was a business training program for Russian companies with Nordic market orientation or involvement in joint ventures with Nordic companies. The program provided Russian managers with both classroom lectures and individual training in Western companies.

The Program began in 1995 led by a consortium of Nordic companies that included ABB, Danfoss, Fortum (Neste), Norsk Hydro, Statoil, Sonera and Tetra Laval, who financed fifty percent of the project. These WBCSD members identified the need for and potential profit in improving management styles across all ranks and at all levels of the value chain in Russian businesses.

Their counterparts in Russia, CIS countries, and the Baltics realized that their own development was critical to the future of their businesses and economies. Together they embarked on a journey to strengthen the skills of everyone involved and develop partnerships with each other.

NORLET'S GOAL

The objectives of NORLET were to:

- > Provide participants with a practical and personalized learning experience
- > Increase shared knowledge and understanding between Nordic and Russian companies
- > Analyze and apply international business theories and practices in Russian companies
- > Introduce tools to improve business efficiency
- > Diversify and increase business interactions between the Nordic businesses and their counterparts
- > Provide a platform and a model for future learning

WHAT DID NORLET DO?

NORLET trained 400 managers from Russia, CIS countries and the Baltic countries. From 1996 to 2000, training seminars were run by leading Nordic business schools in Copenhagen, Helsinki and Bergen and

delivered in cooperation with the School of Management at St. Petersburg State University. Active teaching support from employees of participating Nordic companies added an important extra dimension to the experience.

WHAT MAKES THIS PROJECT SO DIFFERENT?

NORLET's success was its foundation in the concrete experiences of Western industry practices. Participants were provided with practical insights on successful management and growth strategies.

The NORLET program applied the principles of sustainable development aiming to create a balance between environmental, social, and financial objectives when operating and restructuring a company.

The program taught the participants to apply international standards and recommendations, increasing not only the stability of their companies but also the interest of foreign investors.

MAKING IT WORK

NORLET training was distinctive and unique in that it was based on both building a business relationship, and advanced management training. Training was customized to meet individual participant needs and every participant was connected to a mentor (a manager from a participating company) whose task was both to advise and guide individual project work. The work program was heavily based on teamwork and active learning covering business theories, practices and overall efficiency. Participants were expected to complete the NORLET training within one year.

The NORLET program was designed to provide the participants with:

- > A **TOOLBOX** of methods, guidelines & processes of business management
- > **MENTORING** from the participating Nordic companies to guide the student

“For me, NORLET was a great experience. The lectures, teaching materials, slides, examples, videos, cases, team work and textbooks prepared for the training were outstanding. Before NORLET, I had never experienced such an interesting educational program. I have adopted these methods for my own courses at Saint Petersburg University.”

Alexandre Pogorletski
Russian Professor, Saint Petersburg University

- > An **INTERNSHIP** in a western company for hands on experience in a well managed western company
- > A **TRAINING** the trainers program
- > A wealth of **CONTACTS** in Nordic companies to strengthen business networks

1. Toolbox

NORLET empowered its participants by transferring basic skills and methodologies to help them work through their everyday tasks back at the company. The courses included a wide variety of subject areas, such as:

> Strategy	> Cultural differences
> Internationalization	> Finance
> Marketing	> Management accounting
> Process management	> Environment
> Modern manufacturing	> Ethics
> Organization, theory & structure	> Economic development in Russia
> Organizational culture	> Project reports
> Human Resources	> Presentation techniques
> Leadership	> Mentorship
> Change management	

2. Mentoring

Each participant was teamed with an experienced mentor. The mentors were selected from senior business people in Western companies with personal interests in Russia.

NORLET also provided special training opportunities for the mentors. A forum was created to exchange experiences, and learn about mentoring, as well as Russian business practices. Training material that outlined these experiences and practical guidance was also made available to the mentors.

During the four years of the NORLET training, more than 200 mentors took part in the program.

3. Internship

One important element of the program was internships at participating Nordic companies. These were included as a way to share best practice, and to show management theories at work in the western “real world”.

“People capable of operating in international companies that follow international business principles and strategies will be in key roles in the near future. Increased readiness to enter into international business will bring new business opportunities and stability.”

Igor Dudayev
NORLET Participant

4. Train The Trainers

A cornerstone of the Norlet Process was the “Train The Trainer” program for 20 Russian professors. This training, together with a visiting professorship at Nordic business schools, and assistance that they received in preparing their teaching material formed a sustainable base for future business training in the School of Management of St. Petersburg State University. Today, the School of Management is one of the leading business training institutions in Russia.

5. Contacts

One of the main goals of the program was to establish a network among participants in the program, as well as between all participating companies inside and outside of Russia. The network is a useful future base for continuous exchange of experience and an invaluable source of business contacts.

KEYS TO SUCCESS

NORLET was successful because it was designed and implemented in partnership between government, business, and academia.

The Nordic governments supplied substantial investment to run the seminar activities and internships. Business supplied funding, expertise and generous in-kind time in developing the extensive training materials, as well as providing the coaches in the form of mentors. Academia contributed the best training specialists in the field to lead the sessions.

A large effort was put into creating effective teamwork and integrating Russian cases and approaches into the courses, and both Western and Eastern examples were examined in the program. Importantly, each seminar was evaluated separately and input was subsequently fed back into the program to ensure constant evolution and effectiveness.

GOING FORWARD

NORLET remains a model of cooperation and success in building win-win relationships between business, academia, and countries, and has left a unique and innovative legacy at St. Petersburg State University.

Acknowledgements

The WBCSD would like to extend its appreciation to NORLET as well as the companies that spearheaded the initiative: ABB, Danfoss, Fortum (Neste), Norsk Hydro ASA, Statoil AS, Sonera and Tetra Laval – in particular project Chairman Kai Evensen of Norsk Hydro and project President Leif Wallinder of ABB. These companies demonstrated true leadership. Their guidance and expertise were critical to the success of the initiative.

We would also like to thank the Nordic business schools in Copenhagen, Helsinki and Bergen and the School of Management at the St. Petersburg State University in Russia.

About the WBCSD

The World Business Council for Sustainable Development (WBCSD) is a coalition of 160 international companies united by a shared commitment to sustainable development via the three pillars of economic growth, ecological balance and social progress. Our members are drawn from more than 30 countries and 20 major industrial sectors. We also benefit from a Global Network of 38 national and regional business councils and partner organizations involving more than 1,000 business leaders globally.

Our mission

To provide business leadership as a catalyst for change toward sustainable development, and to promote the role of eco-efficiency, innovation and corporate social responsibility.

Our aims

Our objectives and strategic directions, based on this dedication, include:

Business leadership – to be the leading business advocate on issues connected with sustainable development.

Policy development – to participate in policy development in order to create a framework that allows business to contribute effectively to sustainable development.

Best practice – to demonstrate business progress in environmental and resource management and corporate social responsibility and to share leading-edge practices among our members.

Global outreach – to contribute to a sustainable future for developing nations and nations in transition.

For further information

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