

Best Practice

Are you **Ready?**

for courage as

**success** factor

for teams and  
organizations?

AUDI AG & eigenland® develop the Are you ready? box on the topic of courage in co-creation, in order to bring teams into action quickly and to strengthen courageous behavior.

## 01 Initial situation

- › The topic of courage is an established part of the corporate culture at AUDI AG.
- › In order to make the topic of courage a tangible experience for all employees in the organization, the corporate culture team is focusing on creating new offers and formats and thereby embedding courageous behavior in the organization in the long term.
- › The three columns that make up a strong culture of courage - a positive „error culture“, an open feedback culture and an innovative action culture - are to be specifically promoted and embedded through concrete exercises and experiences.

## 02 Goal

- › Increasing the awareness and mindset of all employees for the topic of courage.
- › Setting first impulses to activate the employees to further deal with the topic of courage and to continuously learn more.
- › Encouraging and enabling employees through internal communication and offers to behave more courageously in their daily work.
- › Supporting innovative growth by discussing challenges and giving and receiving feedback as an important part of the courage box.
- › Encouraging employees to reflect on their own behavior patterns in everyday work in order to develop potential quicker and easier.
- › Strengthening the trust of team members by getting to know each other better and thereby promoting team spirit.

## 03 Approach

- › Research and brainstorming on the implementation of the topic of courage throughout the entire organization.
- › Development of measures and tools for successful implementation.
- › Start of the co-creation process AUDI AG & eigenland® for the development of an interactive tool for personality and team development.
- › Joint workshop for the development of the user personas and the objective of the courage box.
- › Interactive development process in two phases (rough and detailed concept).
- › Creation of a haptic, directly applicable prototype.
- › Eight-week pilot phase with three teams including adjustment of the prototype.
- › Finalization of the courage box for the roll-out of the Are You Ready? boxes on the topic of courage with 50 teams.

# AUDI AG:

The Audi Group with its brands Audi, Ducati and Lamborghini, is one of the most successful manufacturers of automobiles and motorcycles in the premium segment. It is represented in more than 100 markets worldwide and produces at 19 locations in twelve countries.

Wholly-owned subsidiaries of AUDI AG include Audi Sport GmbH (Neckars, Germany), Lamborghini S.p.A. (Sant'Agata Bolognese/Italy) and Ducati Motor Holding S.p.A. (Bologna/Italy). In 2020, the Audi Group sold around 1.693 million Audi brand cars, 7,430 Lamborghini brand sports cars and 48,042 Ducati motorcycles to customers. With new models, innovative mobility offers and attractive services, AUDI AG is becoming a provider of sustainable, individual premium mobility.

- > **Industry: Automotive manufacturer**
- > **19 production sites in twelve countries**
- > **approx. 87,000 employees worldwide**
- > **brands: Audi, Ducati and Lamborghini**

➔ [www.audi.de](http://www.audi.de)





## Courage – The first steps towards a culture of courage

Trying new things, trying out new things and learning new things – with the implementation of a culture of courage, AUDI AG has set itself the goal of strengthening the awareness and mindset of all employees on the topic of courage and thereby encouraging more courageous behavior. After all, only those who try new things learn new things. By reflecting on the own patterns of action, potentials should be unfolded faster and easier and thereby innovative growth is promoted.

The kick-off for the start of the journey of courage came with the realization that, in addition to numerous existing offers and initiatives, an instrument was needed to live the values of appreciation, openness, responsibility and integrity at AUDI AG even more strongly and to embed them in the organization. The answer was quickly found: More courage is needed! But what exactly does courage mean? And what are courageous behaviors? What does this mean for AUDI AG? And how can the potential for courage in the organization be increased?

**The AUDI AG Corporate Culture Team has set itself the goal of defining the term courage for AUDI AG and establishing it tangibly in the organization in harmony with a positive „error culture“ and an open feedback culture..**

The topic of courage is very diverse and means something different to every one of us. „Courageous behavior does not only show itself in big and difficult decisions, as often it is the little things that drive us forward and generate creative ideas“, knows Petra Brandl, Corporate Culture AUDI AG. This is why employees should be encouraged and enabled through internal communication and new offers to increase their own courage potential in their everyday work. Each employee should be met at his or her own level of courage.

»When we looked at the fields of action in our corporate culture, we asked ourselves what – in addition to many existing initiatives and offers – could support us even more in living our values of openness, responsibility, appreciation and integrity even better/easier.

After an intensive analysis, we came up with the answer: It takes courage. We wanted to develop a tool with which the team could gain positive experiences of courage and thereby reduce their fears of behaving courageously. Together with the Eigenland team, we created something great in an interactive process. The courage box lifts teams to a new level of courage and motivates them to take action on their own.

During the pilot phase, we were already very pleased with the good feedback we received from the pilot participants..«



**Petra Brandl**, Corporate Culture, AUDI AG

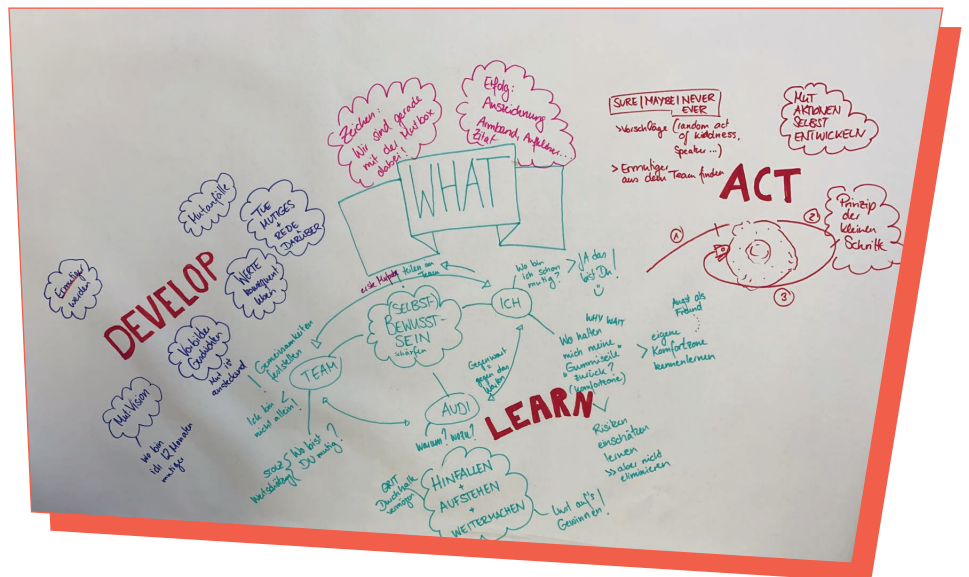


**Giovanna Musci-Verkerk**, Corporate Culture, Audi AG



**Laura Schneider**, Corporate Culture, AUDI AG

# Co-Creation Process AUDI AG & eigenland®



## It all started with a colored tablecloth

In order to achieve the goals mentioned and to implement the topic of courage throughout the organization, extensive research was done.

It quickly became clear that positive experiences are necessary and that employees need to feel that courageous behavior is practiced in the organization by people acting as role models. This led to the goal of embedding the topic of courage in the corporate culture.

During the next steps, it quickly became clear that a light, playful, and interactive tool was needed that would immediately bring people into action and encourage them to show more courageous behavior.

Therefore, AUDI AG started the co-creation process for the development of this tool based on the expertise, know-how and creativity of Eigenland GmbH.

The kick-off of the co-creation process started with a creative workshop. On a white tablecloth, user personas were developed together and the objectives were defined. The idea of the courage box to the creation of a first haptic, directly applicable prototype, originated in an interactive development process in two phases.

First, initial ideas were sketched in a rough concept based on a gamification model and then adapted into a tool. In a following detailed concept, the contents of the courage box were tested and improved with regard to their applicability in everyday work.

# Try something new in a fast, playful and effective way!



**After joint brainstorming sessions and inspiring workshops, the Are You Ready? box emerged as a result of the co-creation process.**

The Mutbox is an instrument for personality and team development, designed to bring teams into action quickly and to support them in trying out courageous behaviors in their everyday work.

A team of a maximum of six people meets once a week for 45 minutes over a period of ten weeks. In each meeting, one of the ten black envelopes from the courage box is opened, containing team and individual missions that build on each other and are playful.

Each meeting is structured in the same way: 20-minute homework reflection, 20-minute joint team mission, and 5-minute individual mission. The structured and creative process is similar to an escape room or exit game, is linked to the daily work routine and promotes a positive error culture, an open feedback culture and an innovative ‚doer‘ culture. Week after week, the teams reflect on and increase their own courage, strengthen team building and trust within the team. The courage box is deliberately playful, innovative and interactive, without overwhelming anyone.



# Start of the pilot phase



**In the summer of 2020, three teams started an 8-week pilot phase at AUDI AG. The pilot teams started their own courage journey and sharpened their own courage potential in the process.**

Within the pilot phase, the project team was frequently in the team meetings as a silent observer in order to collect qualitative and quantitative feedback and to fine-tune individual tasks from the courage box and the prototypes.

In addition, interviews and surveys were used to find out which tasks needed additional information or what participants were missing in order for the courage box to add even more value to the teams.

The feedback from the participants was already positive during the pilot phase. The participants found the courage box to be valuable, and praised the high fun factor and the strengthening of the team spirit.

Laura Schneider, Corporate Culture at AUDI AG, was part of the pilot team and reports on her experience::

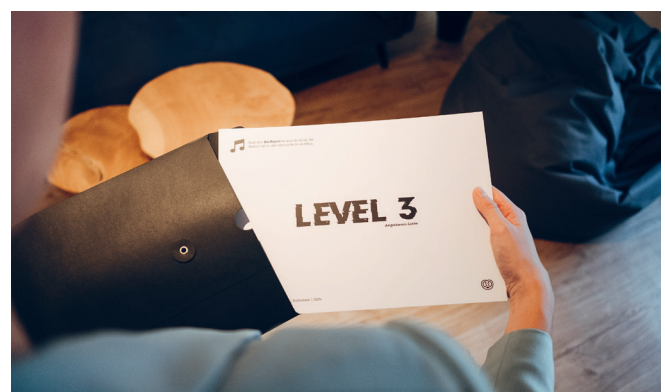
**„The courage box has been super useful for increasing my own courage level over time, reflecting on myself again and again, and thereby getting to know myself better in the various aspects of courage. At the same time, the courage box has strengthened team building. We grew together immensely during the assignment, we got to know each other better and then gradually expanded our courage potential.“**



After finalizing the prototype for the rollout, 50 teams started the courage journey in December 2020. An internal communication campaign on the topic of courage was used to draw attention to the courage box. What makes it special: The teams only know the key facts and not the exact contents of the courage box - because the courage box is kept secret.

Currently, teams from every business unit are participating, some of which are also on the courage journey together with their managers. This allows the topic of courage to be spread more quickly and very widely throughout the entire organization and to activate employees.

In order to provide all participants with the greatest benefit possible and to establish the topic of courage in the organization permanently, a variety of offers were created in addition to the courage box, such as courage impulse lectures or the event series „try.fail.learn.“ to inspire and activate all employees to deal with the topic of courage and to continue learning.





## 01 Initial situation

- > The topic of courage is an established part of the corporate culture at AUDI AG.
- > In order to make the topic of courage a tangible experience for all employees in the organization, the corporate

## 02 Goal

- > Increasing the awareness and mindset of all employees for the topic of courage.
- > Setting first impulses to activate the employees to further deal with the topic of courage and to continuously learn more.

## 03 Approach

- > Research and brainstorming on the implementation of the topic of courage throughout the entire organization.
- > Development of measures and tools for successful implementation.
- > Start of the co-creation process at Audi AG.

## 04 Results

- > Development of the Are You Ready? box on the topic of courage in co-creation by Audi AG & eigenland®.
- > High number of registrations for participation in the journey of courage. The maximum number of participants for the roll-out with 50 courage boxes was quickly achieved.
- > Release of new energy & motivation through the courage box for all participants.
- > Strengthening the trust of the team members by getting to know each other better.
- > Reflection on the own behavior patterns in the everyday work.
- > Enthusiastic participants.
- > Perception by other colleagues and teams that people are changing positively and that the courage box is making an impact.

**Innovative ‚doer‘ culture, positive ‚error culture‘ and open dialog culture – with the Are You Ready? Box – Edition Courage, employees and managers are empowered to independently reach the next level in these areas. Stepping out of their own comfort zone is fun for participants and strengthens trust among each other.**

Anna Ehret, Head of Corporate Culture, AUDI AG

# eigenland® moves people. Processes. Organizations. And you.

When and how you profit from eigenland® is in your  
in your hands. We would be happy to show you the  
different  
possibilities of using eigenland® in a live demo.

An easy start: [www.eigenland.de/...](http://www.eigenland.de/...)

## **Büro | Office Haltern am See**

Gantepoth 1  
45721 Haltern am See  
+49 23 64 50 52 -940  
[hallo@eigenland.de](mailto:hallo@eigenland.de)

## **Büro | Office München**

Augustenstraße 7  
80333 München  
+49 89 45 55 49 48