

Get a grip of your

CAREER

a guide to competence
and career development



Preface

A company is no better than its collective competence. Your and your colleagues' knowledge, experience and ability to translate these competencies are therefore completely fundamental to Scania's success. At the same time, technological development is faster than ever. In order to be at the forefront, we need to constantly build new knowledge and develop at the speed of the business we are operating in.

Under what conditions do you learn best? What suits you and your organisation? How can we learn from each other? How can we free up time for competence development? How do we stay continuously relevant in terms of competence? To become an even stronger learning organisation, these are questions we together need to answer.

The handbook from The Union for University Graduates at Scania is an initiative entirely in that direction. Let yourself be inspired, because your skills are important for Scania's future.



Christian Levin
President and CEO,
Scania



Jeanna Tällberg
Executive Vice President
People & Culture, Scania



Get a grip of your career

- a guide to competence and career development

Hi!

How do you feel about the word competence development? Does it sound positive or just demanding?

Career and competence development is a strong priority for The Union for University Graduates at Scania (Akademikerföreningen på Scania, AF). In AF's member survey on competence development, 65% of the respondents felt that they did not put enough time into developing their skills, to maintain attractiveness in the labour market. Of these 65%, 47% stated that it wasn't possible to find the time for competence development given their job situation. 21% stated that they did not know within which area they should develop their competence.

That there should be time and support for learning during working hours is given. Both the company and the individual gain from it. In addition, competence development can be fun, inspiring and motivating. But it requires the right prerequisites.

Which form of learning that suits best is individual and today there is a large range of training available both internally and externally, not at least digitally. The challenge is mainly to find the time. To create prerequisites for continuous competence development, employers, and employees need to cooperate. We need to encourage competence-enhancing activities, help to free up time and learn from each other.

In this guide you can read about why competence development is needed and get tips on how to get started. I hope it will give you inspiration, motivation and ideas!



Lisa Lorentzon

Union for University Graduates at Scania



Akademikerföreningen på Scania
www.saco.se/scania

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Competence development



"We live in a changing world where the business' need for competence is constantly changing"

Anders Williamsson
Head of
TRATON Group IO

Competence development

Competence development has received more attention recently, often with focus on the risks of not keeping up. But what is competence development and why is it important?



What it is

Continuous learning and development have always been a key to success, and the opportunities are now greater than ever. A big part of the learning takes place in our daily work, where we learn from and together with each other.

Learning culture means that there is an encouraging and appreciative attitude, values and habits that enable learning and not performance only. Curiosity, experimenting, reflecting, seeking new perspectives, sharing and learning from both success and failures are obvious parts of a learning culture. It consists of the organisation's values, processes and practical work which in turn influences and encourages to continuously increase the level of knowledge. It thereby contributes to increased competence and performance in the organisation.

Growth mindset means that you have a belief that intelligence is something that can be influenced, and that the brain works like a muscle which can be developed. You believe that your attitude and effort determine your abilities. Your goal is not only to perform well but also to continuously learn new things. You therefore see failures and criticism as opportunities for learning, and you seek and welcome these as they arise.

Competence development in relation to career

Apart from the importance of competence development in the existing workplace, it is also important when it's time to apply for a new job. Continuous competence development increases the likelihood that your skills are relevant and demanded on the labour market.

Why it's important

Higher profit development through a culture of continuous competence development.

Innovation that gives conditions for the company to anticipate and respond to changes, and to develop its employees.

Competitive and attractive as an employer.

Rapid technological development and increased globalisation mean that your competence becomes your employer's most important asset for innovation. In Sweden, we need new and more skills to ensure that our companies can compete internationally. The more competence development you get, the better you become at problem solving, finding new ways to simplify and improve, as well as to see new business opportunities.

Driving forces

Employability - Competence development is extremely important for all professionals. You increase your chances of keeping your current job, but also your chances to take the next step in your career. In short: you increase your attractiveness in the labour market.

Experience Meaningfulness and Motivation - Regular competence development and motivation go hand in hand. By attending lectures, training courses, workshops and seminars where you absorb new knowledge, gain new insights and also get the chance to share ideas and visions with colleagues in the industry, you gain new energy which is also often contagious.

Who is responsible?

The employer - Many companies are completely dependent on having employees with the right skills. At the same time, many professions of technology development and digitisation change. This requires good conditions for competence development in order to secure the companies' competitiveness.

The employee - Competence development is of course equally important for the individual as for the employer. Through competence development, the individual's long-term employability is strengthened, and better conditions for a good working life are provided. Employers and employees thus have a common interest and responsibility for a well-functioning competence development.

Q&A to management

Jeanna Tällberg

Head of People & Culture



Foto: Dan Boman 2022, Scania

Anders Williamsson

Head of TRATON Group IO



Foto: Dan Boman 2022, Scania

Why is competence development important?

Because our employees are the most important resources we have when it comes to taking on and cope with our future challenges. The world is changing fast now, Scania must change at the same pace, which means that we, all employees, also have to develop ourselves together with the business & the company.

There are several dimensions in this question. If I start with the operational perspective, we live in a changing world where the operations' constant need for competence shifts. Seen from the individual's perspective, it is about both keeping the relative competitiveness against others on the labour market.

What skills do you see an increased need for ahead?

The list of what skills we need to develop could be long. But my view is that the personal competencies will be crucial, e.g. the ability and desire to learn new things, work agile, live our values.

I see an increased need for software competence. In this highest changing and transformative world, I see an even bigger need for people who can see "the big picture" and at the same time take this down to more tangible activities.

How do we enable competence development in everyday life?

I believe in the importance of creating a learning culture – i.e. to understand our responsibility for our own continuous competence development. We as leaders also need to create the conditions for this, by expressing a clear expectation. Ask what employees have learned this week and what they plan to learn next week.

I have always been promoting that the main competence development must take place in everyday life - "learn by doing" or "learn as you go". The combination of learning, trying new things and drawing conclusions from what you have done creates the best development.

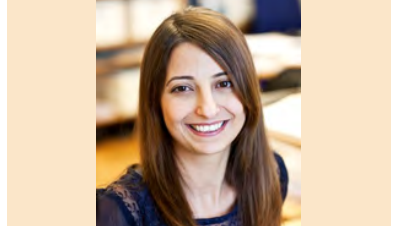
Nina Falkstrand

Head of Scania Academy



Hanine Carlberg

Head of P&C Enabling Functions



Why is competence development important?

Because it is an absolute necessity if we are to be able to reach our goal of becoming a leader in sustainable transport solutions. We need to attract, develop and retain employees in an attractive and developing environment. And for that, competence development is a prerequisite.

For the individual, it's about remaining relevant on the labour market, in the current and future role. For the company, it's a matter of long-term survival. Without competent employees the organization will lose competitiveness and the ability to achieve its goals.

What skills do you see an increased need for ahead?

Probably more than I can list - but everything from software developers to service technicians, from experts in electrification to CNC operators. We always need dedicated managers and leaders, and specialists in finance, HR, IT and more.

The ability to learn I think is more important than any individual competence. The will and the curiosity must be there, as well as the understanding of the importance of continuous learning. And to keep the competence fresh and relevant.

How do we enable competence development in everyday life?

By everyone taking responsibility for their own competence development. And by managers who understand, give support and coaching to encourage each one's own development in everyday life. And use follow-ups to ensure the plan is realized.

It is a combination of efforts, but an important aspect is to integrate learning into everyday life. Learning can be different things, e.g. reading an article and discuss with a colleague, take a course on LinkedIn or watch a film via LXP. Another important aspect is to get to know your own learning style.

Career development



"I've never understood this thing about an upward career ladder. I think it's a climbing wall"

Anna Buckhøj
Learning Lead at Scania Academy

Different career types

There are different ways to advance in the professional life. Making a career doesn't necessarily mean climbing the ranks. An exciting career path can also mean climbing sideways, immerse yourself in a subject or make a complete change of working field or professional role.

Specialisation - For those who are interested in a specific subject and want to delve into it during their career, specialisation can be a way to go. At Scania, becoming an expert in a certain technical field is called following the "technical career", or the "T-career".

Broadening - Broadening can be inspiring and give an ability to see the full picture. To tie together experiences from different areas to become strong in another.

Reskilling - Reskilling is about acquiring the skills required for a new professional role. This can be done both inside and outside a company, if new skills are needed within the company or if the employee wants to change career.

Managerial career - The managerial track often appears as an example where development takes place through an increased degree of responsibility and influence on strategic decisions within the business. At Scania, the managerial track has both a clear structure and a series of specific training courses and career steps.

Mobility - Moving between different countries and disciplines brings new experiences. It is a way to increase and expand your competence, which in turn can benefit your career.



Tips from Niklas:

- Try to work in an area that you find fun and exciting. Then you will be more motivated, and it will be easier to succeed.
- Try to find a workplace with good colleagues and a good manager.
- Don't be afraid of change and take advantage of opportunities showing up.



Questions to

Niklas Wiberg

Cybersecurity architect at Product Cybersecurity within R&D

Hi Niklas!

What has your career path looked like?

I've never had any long-term plans in that sense, but rather been lucky to be in the right place at the right time. My way to Scania was a bit motley, but a common thread has always been an interest in technology and data security. When I was a child, I wanted to become an astronaut and in high school I barely knew what university was. I thought it seemed fun to work with mobile phones in one way or another, because they were so new back then. That is what made me study electrical engineering at KTH.

I studied at KTH during the dot-com boom. Programmers were highly wanted and well paid. I worked with programming at a company in parallel with my studies. It was fun and exciting to enter a real company. Getting to join and do things! After my studies, I mostly worked as a system developer and system architect, in various industries. I came to Scania in 2010 to work with software development, mainly to support

software update of our vehicles.

I have worked as both developer, architect and team leader, but since 2015 I have been working with cyber security for our products. It is a large area because you need to understand both the technology in depth and its context in products and services. It is an important field where I can contribute, keep learning and be challenged. It's very motivating. I am also motivated by identifying needs early and finding solutions together with others.

Do you have any thoughts about your next step?

Yes, I would like to work more strategically.

When do you learn best?

I enjoy searching for information and working on my own, but also meeting people with similar roles in our and other industries. This can be, for example, through various collaborative forums, seminars and research conferences. That combination suits me well!



Tips from Julia:

- Dare to ask others!
- Learn together with others.
- Be curious and open to doing things in a new way.
- Planning and proactivity are crucial.
- Be the driving force in your own competence development.



Questions to

Julia Eliasson

Manager Pre-sales, sales and business development at Scania Academy

Hi Julia!

You seem to have managed a lot in your career so far. Do you want to tell us about your path?

Yes, I took a Master of Engineering Industrial Economics at Linköping Technical University and started a trainee program at Volvo. After my internship abroad my wish was to work half-time in two different departments to make them cooperate better. I ended up in one of the departments, but in the interface between them both.

After that, I wanted to start working more commercially. I joined Purchasing at Scania and later the Project Office. The years at the Project Office gave me an overview of the company and taught me a lot about collaboration.

After that I took on my first managerial position which was in engine development. Since then, I have worked for TRATON as an assistant with a focus on collaboration between the companies and now I am at Scania Academy. I wanted to explore the interface between Sales & Marketing and Commercial Operations and

thought Scania Academy was perfect for that.

What were your career thoughts when you were young?

I was very career-driven with the goal of climbing upwards. Now I am mostly driven by making a difference, to work towards a noticeable result.

When do you learn best?

When I get a challenging assignment. I'm driven by resistance, innovation, creativity and having fully delegated responsibility.

Finding time for competence development is not always easy.

How do you manage?

My attitude is that the normal situation should be that I have time for competence development in my everyday life. It's mostly about deciding, convincing yourself, making a booking in the calendar and just doing it. It is also important to build competence development into the team's everyday life, to find a structure for it. Learning together is very valuable!



Tips from Alexander:

- Dare to try something new!
- Don't be afraid of challenging yourself.
- Make yourself heard and seen - then there is a greater chance that new possibilities will appear.
- Ask for help!
- Life takes turns when you least expect it. Just follow along.



Questions to

Alexander Wasberg

Front-end developer at Corporate Relations within Scania IT

Hi Alexander!

Who are you and how did you end up at Scania?

I grew up in Lilla Edet and moved with my wife to Södertälje when she got a job. I didn't know what I wanted to be when I was younger and when it was time to choose, I chose an education to become a sea captain at Chalmers University of Technology. My grandfather was a sailor when he was younger, and I have always loved the sea deeply. I worked as a sailor and officer cadet after my graduation. When we moved to Södertälje, I got a job as an assembler at the Engine assembly at Scania.

How come you changed your path to front-end developer?

After a while at the Engine assembly, I had been given increased responsibility and I had basically learned the whole department. I felt I needed to do something new and found the reskilling program. It sounded fun and I thought “I go for it!”. I submitted my application and was one of twelve selected. We had a good teacher and already in the first week I felt that “this is going to be great fun!”.

The program was supposed to last for three months, but it became six due to layoffs during Corona. I spent some time on this during my free time as well because it was so much fun. When the program ended, I got a job as a front-end developer in a group at Scania IT. Front-end includes everything a user sees and interacts with on a website, mobile screen or similar.

You seem to have a drive to learn new things! When do you learn at your best and what are your driving forces?

Yes, I enjoy learning new things and solving problems. I am goal oriented and prefer to work towards a deadline, even when I have to learn something new.

During the learning process, I would like to have someone to ask. In my group, we work a lot with so-called pair programming. It's a good way to transfer knowledge to each other and to solve problems together. An important driving force for me is to feel that I am useful. Otherwise, the motivation goes down.



Tips from Catharina:

- Take personal responsibility for your career and development.
- Work in areas that are the company's core business.
- It is instructive to work in coordinating functions and staff roles, but don't stay too long.



Questions to

Catharina Modahl Nilsson

Head of GPM at TRATON GROUP

Hi Catharina!

How has your career path been?

When I started studying at KTH, I didn't know what I wanted to be and therefore I chose a broad education. Before I started my studies, I wanted to become an airline pilot, but the choice instead fell on aeronautical engineering, which later changed its name to vehicle engineering. After my studies, I started as a trainee at Scania. It gave me the opportunity to see several different areas.

The path to where I am now, as CTO at TRATON, has gone through a number of different areas and positions. From testing engineer at engine development via assignments at the Swedish Consulate in Los Angeles with a focus on environmental technology, back in Sweden as testing engineer. Furthermore, head of aftertreatment within engine development, project manager, strategic product planning on the market side, started up the Executive Board at Scania and then R&D assignments within TRATON. At this time, I changed track by a new position outside of TRATON as Executive Vice President for R&D at Permobil.

One summer I received a phone call asking if I would consider coming back to TRATON. It felt like coming home again.

In addition to my managerial career, I have also held various board assignments within universities and business.

You have had many roles, what has guided your choices?

When I look back, I have always chosen what felt fun and exciting. It has never been a specific position or role that has been the reason for my choices. I want to work with people and at the same time be involved in influencing and having responsibility for an area of technology. I feel that the managerial role gives me these opportunities.

Do you have thoughts on next step?

I think I will stay where I am for a long time. I will continue to do what I find fun.

When do you learn best?

For me, building competence development as a natural part of the job has worked best. To take on new challenges and dare to try unknown ground. I also think that it has been valuable to have a dialogue with my manager about what I want and wish to get better at. **19**



Tips from Ehsan:

- There are many ways to learn new things - find your ways.
- Be flexible.
- Have an ongoing dialogue with your manager about your competence development.
- Just because you start on one track doesn't mean you have to stick to it. You can change your mind!
- Set goals and work towards them!



Questions to

Ehsan Fatourehchi

Development engineer/calculation, Engine Development at R&D

Hi Ehsan!

Would you like to tell us about your journey to Sweden and Scania?

Sure! I grew up in Iran and when I was a child, I already had the idea of becoming an engineer. That feeling grew stronger the older I got and when I was going to choose a university education, studying engineering was the given choice. I studied and got my MSc degree in mechanical engineering.

Early after the education, I got a job at a gas company. I worked there for about a year and a half, which gave me a lot of valuable experience in project work. I quit the company when an offer for a PhD position in tribology in England appeared. This also gave me a lot of experience, including doing research together with people with different backgrounds.

When my wife got a PhD position in Luleå, I moved with her and started looking for a job here in Sweden. My combined experience got me a job in Scania's engine development department. That was in October 2018.

What a journey you have had! What have you learned?

I have learned a lot. For example, that the future is not predetermined, it can be changed, and that sometimes a certain risk-taking is required to achieve success.

What are your driving forces?

I don't like to sit still and do repetitive tasks and I like to learn new things, to extend my knowledge.

How do you find time for competence development? Do you have any tips?

For me, competence development happens a lot in everyday life. I learn while I troubleshoot. It is also very educational to work in projects together with others. When it comes to learning a new language, Swedish in my case, my tip is to set aside some time for study every day. I believe more in "a little every day" than "a lot, but rarely".

Get started!

"The dream would be to...."



"Write down what you want to learn, how you want to learn it and your learning goals"

Swedish Public Employment Service and Google

Make a plan!

Most of us have already realised that we need to increase our learning. Both because it's fun to develop, but also to continue to be attractive on the labour market. By prioritising time for competence development and starting to think of learning in new ways, you increase your chances of having a career you're happy with. In the following pages, you will get tips on how to get started with your everyday learning and get a grip of your career.

Decide what you want to learn

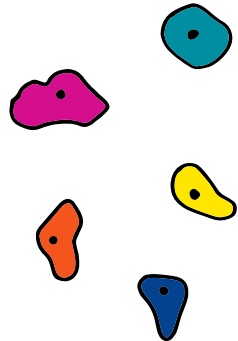
Which competence you need depends on what is demanded by the company and within your profession. Consider whether you want to broaden your current skills or change career. Keep in mind that soft skills such as problem solving, communication, collaboration, flexibility, creativity and critical thinking are increasingly attractive in working life. Also in the future competences in science and engineering will be in demand.

Find your best way of learning

To succeed in learning new things and getting better every week, month and year - seeing the purpose, thinking it's fun and wanting it enough are basic prerequisites. Think about how you learn in the best way. Getting a mentor, walking side by side with someone, trying out a different workplace, learning through feedback from your manager or colleagues, or taking online courses (perhaps together with a colleague to make it more fun) are some examples of different ways of learning.

Find your own career path

It is good to regularly reflect on what is important to you, in order to find the next steps and challenges ahead. Think about your driving forces, and what is important for you to enjoy and feel good at work. What does a good career mean to you? A good match between the workplace, the position, tasks and your personality create good conditions for you to enjoy and succeed!





Tips from Anna:

- Don't look for what you can or should do. Look for what you enjoy doing.
- Think in two steps when considering entering a new role or assignment. What new doors could be opened by this step? And what can that eventually lead to?



Questions to

Anna Buckhøj

Learning Lead at Scania Academy

Hi Anna!

Tell us about your professional background and what your career path has looked like.

As a young person, I didn't really know what I wanted to do. I was very into theatre, but was told that "it is very difficult to make a living from it". But when I found how theatre can be used educationally and discovered that I enjoyed learning and watching others learn and develop, I got the pieces together.

I studied behavioural science, economics and organisation, and then got a job at Ericsson. There, I realised even more that I liked working with people's learning and development. Since then, the common thread for most of my professional life, has been working with leadership development, team and organisational development, culture and change work.

When Scania advertised my current position, to work with learning, it attracted me.

What are your driving forces?

Curiosity and a strong will to

develop because it's fun. I've never really believed in the description of an upward career ladder to follow. You can go here and there, up and down and sideways, so I think of it more like a climbing wall with many possible paths to take. I am driven by developing and doing new exciting things. I have always looked far ahead to be able to early guess what may become important in the future, be ready for it and make sure that companies and people are at the forefront.

How do you manage to find time for competence development?

I learn best when I pay attention to something, and I often do so in social contacts with other people. Deadlines make me focused.

When possible, I choose work assignments where I have to learn new things. Over the years, I have become more driven by desire than by duty. Today I can opt out or sometimes even ignore certain things if possible. I am always looking for contexts and tasks where I need learn new things.

Tips for succeeding with competence development in everyday life

Reflect on what is needed both now and in the long term, and above all - how you want to develop!

Identify people you can learn from, or together with. If you can find people who are facing similar competence journeys as you, there is a good chance that you can learn together based on common goals and experiences.

Network is the new classroom! - Do as in private life - search online.

Internally at Scania - WeLearn, LXP, Learning portals, Teams groups. Look for colleagues to learn from, ask questions.

The outside world - Search via Youtube, TED talks, LinkedIn, schools with online courses, industry magazines, newsletters, webinars, study visits, interviews.

Reading job advertisements can also be a way to see which skills are needed in the future.

Reflex/
Vacancies



How do I learn in the best way?

Prioritise learning and let curiosity lead your way! - Take time in “the flow of work” and set aside time to focus on learning. For some, it helps to set goals for what you want to understand more about, and when you want to achieve it.

Create a social context where you learn, e.g. meetings and workshops with learning as a purpose. Or a group where you make a habit of sharing relevant content (articles, videos, podcasts etc) with each other.

Think about your learning style - Do you want to listen, read, make, draw or discuss?

Perishable competences & Durable competences - There is both competence linked to factual knowledge, with a shorter lifespan due to constant changes, and durable competence linked to the ability to think creatively, for example.

Show interest in new tasks, projects or forums where you can be challenged and gain new perspectives and skills.

Get started with your everyday learning

1. Start with something fun - If you choose a subject that you are especially interested in, it will be easier to create a learning routine.

2. Schedule time for your learning - Just like with physical training to become a reality and a part of your everyday life, learning needs to be prioritised and planned for. Therefore, set aside time in the calendar.

3. Regardless of industry - invest in digital competence - Regardless of the industry you work in, improving your digital competence is a good investment. Digital technology will be an important part of almost all occupations in the future.

4. Explore online courses - There is a wide range of open courses on the internet in a variety of areas. Some take place at a fixed time, others you can take at your own pace. Some are teacher-led and others are based on self-study.

5. Find your learning style - Do you prefer to absorb information by listening, watching or reading? Explore which form suits you best and prioritise it in your learning.

Take the test "VARK" to find out what suits you best:



6. Create a learning plan - Write down what you want to learn, how you want to learn it and your learning goals.

7. Start small - increase gradually - If you set aside one hour per week for learning, it's a good idea to divide the hour into four 15-minute sessions at the beginning. It helps you establish the new habit.

*From the guide "Get started with lifelong learning!"
by Swedish Public Employment Service and Google:*



Learning at Scania

good places to start

We Learn is the entry point to Scania's learning landscape. Here you find **Learning Portals, LXP, LinkedIn Learning, MyCompass** etc. Also, read about how you can develop yourself and your team, tips on how to develop a learning culture and good habits for more effective learning in everyday life.



LXP - Scania Learning Experience Platform

1. Follow people who inspire you and take part of what they learn.
2. Create a group where you get into the habit of sharing relevant contents (articles, videos, podcasts, etc.) with each other.
3. Start using the "save for later" function for yourself when you come across something interesting but don't have time to re-search it right away. In that way, you can dive right into relevant content when it's time for your designated learning time.
4. Use the built-in features for goal setting and target tracking found in tools such as LXP and LinkedIn Learning.



Learning portals - Here you get access to up-to-date knowledge in areas such as Digital transformation, Electrification, The Scania Way and Leadership.



Social learning - Join different Teams groups e.g Inspiration Hub – NILE and Agile@Scania.



Questions to ask yourself

When you think about the direction of your career, the next step or changing jobs, maybe one of these models can be helpful.

Inward - Outward - Forward

Inward - The first step starts with yourself and what you want to work with. What are your values and driving forces? What competencies and skills do you have? What is the most fun thing that you do at work today? What are you best at? What do you want to do more of, and what don't you want to do?

Outward - The next step is to look outward. Do research, talk to others, work with your network and find out more about the market. What is required to reach your ideal job and who in your network can help you?

Forward - Lay out your strategy and make an action plan. Clarify what steps you need to take to reach your short-term and long-term goals. Is training required? Do you need to gain more experience in any field? Build your CV and your LinkedIn profile so that it matches your career goals.

(Model by career coach Charlotte Hågård)



NOPRA

A five-letter model for locating yourself, choosing your focus and finding a good course towards your goal.

Now - how is it now?

Outcome - where do you want?

Problems - what's stopping you?

Resources - what do you need?

Action - what do you need to do?

(Model by Kjell Enhager & Magnus Kull, www.coach2coach.se)

Tips and support

For you who are in the middle of working life and want to develop your skills through studies, there is **financial support** to apply for. With adjustment study support from CSN and TRR's supplementary study support, you can receive up to 80 percent of your salary while you study.

Review **your CV** once a year. It is good to have it updated if, for example, you want to apply for nomination training or a new position. Ask for support from your colleagues to identify your strengths etc. Or use, for example, Engineers of Sweden or Akavia's CV review services.

Find a **Mentor** (via, for example, Engineers of Sweden or Akavia) to reflect and find new methods and solutions for your personal development.

Cross talent network (CTN), a three-year program aimed at building a cross-functional network internationally within the company.

Read a book that inspires, for example:

- Range by David Epstein
- Drive by Daniel H. Pink
- Beginners by Tom Vanderbilt
- Den bildade ingenjören by Per Jacobsson
- Välj din ålder by John Mellkvist

Learn more here:



TRR



Reflex

Engineers of
Sweden

Akavia

Engineers of
Sweden

Akavia



Reflex



Get personal advice

You are a member of the Union for University Graduates, aren't you? If not – join us so that we can continue to pursue important issues together.

AF gathers graduates at Scania and has over 3300 members. As a member, you can contact us to get advice and support in working life, based on your personal situation.

We hope that you who have read this booklet have gained increased knowledge, inspiration and courage for change. We also hope that it can contribute to discussions between you and your colleagues. Together we can help each other develop.

Feel free to share it!



Join AF
www.saco.se/scania



Referenser:

- Swedish Public Employment Service and Google: *Get started with lifelong learning!*
- Charlotte Hågård: *Bli din egen coach!*
- Johan Skoglöf (Future Learning organization): *Få lärandet att hånda, (webinar)*
- GO MONDAY - <https://gomonday.se/>
- Kjell Enhager & Magnus Kull: NÖHRA - *coachande ledarskap i världsklass*
- Pär Lager: *Upskill och Reskill*
- Scania Group Policy 40 - Learning and Development
- The Scania Work Playbook - A culture of continuous learning
- TRR - <https://www.trr.se/>



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