



3rd Edition

# **MANAGING THE IKEA WAY**

A working model for change, culture and leadership.

**Staffan Jeppsson**

The person who oversaw IKEA culture and concept,  
shadowing IKEA's founder and CEO.

## A Letter from Staffan Jeppsson

There are those who believe that IKEA was built on decent quality furniture at good price levels. There is an ounce of truth to that, but IKEA was built, above all, on values, Ingvar Kamprad's values interpreted into leadership.

Leveraging my 30 years at IKEA, several of them working directly for the visionary IKEA's Founder, Ingvar Kamprad, I've built this program to empower you to cultivate authentic leadership and a strong organizational culture.

We will unlock the DNA of IKEA's success, dive deep into the world of Swedish leadership and Ingvar Kamprad's lasting impact on the company's culture, values, spirit and legal framework. Then we'll dissect IKEA's concept-driven brand, decentralized decision-making, and Kamprad's leadership philosophy, revealing how these elements contribute to exceptional store performance, coworker satisfaction, and a positive customer experience.

Then will turn to practical leadership applications, exploring the IKEA approach to feedback and coaching. Executives will work with the 4-room model - a framework for growth and development that supports problem-solving and empower leaders to guide teams through transitions and inspire progress. The day concludes with "My Conscious Leadership." In this session I will share my 12 principles of leadership and discuss Geert Hofstede's model of cultural differences.

The program's ambition is that IKEA's grounded and value-driven approach could help you to refine your own authentic leadership.

Sincerely,

*Staffan Jeppsson*

## Program 29th April 2025

Imagine walking through the grand halls of the Convento de Cristo in the city of Tomar in Portugal, a site where history whispers from every stone, and being greeted by none other than Staffan. On 29th April, you will join 30 other executives for an unparalleled meeting where Staffan will reveal the inner workings of IKEA principles—right in the heart of this UNESCO World Heritage place.

16:30 - 21:00 | [Meet and greet and medieval dinner](#)

Staffan Jeppsson will kick things off with a comprehensive preview of the next two days, laying the groundwork for engaging discussions. Everyone will be guided through thoughtful questions to build connections. As night falls, we'll enjoy a medieval dinner - a perfect end to a day of first meet and great.



# Program 30th April 2025

## 09:00 - 12:00 | [IKEA Culture, Spirit, Values and Leadership](#)

This session will delve into the core values and leadership principles that have shaped IKEA into a global icon. We'll explore IKEA's unique Swedish history, its foundational "Testament of a Furniture Dealer", and the guiding vision of Ingvar Kamprad. Participants will gain insights into the IKEA Concept—a blend of simplicity, sustainability, and customer focus. We will also learn about IKEA's legal structure and the company's approach to decentralized decision-making. Looking ahead, we'll also discuss IKEA's future, examining how its values and leadership will continue to drive growth and innovation in a rapidly changing market.

Topics covered: Swedishness; Swedish leadership; IKEA history and roots; What is IKEA?; Basic ideas behind IKEA concept; The Testament of a furniture dealer; IKEA Values; Sustainability policy; Purpose with the legal set-up; Ingvar Kamprad's leadership; Some words about the future.

## 12:00 - 13:00 | [Breakout exercise: Explore your spirit, culture and Values](#)

## 13:00 - 14:30 | [Lunch](#)

A lunch crafted with the finest local ingredients, lovingly prepared by our dedicated Chef

## 14:30 - 16:30 | [IKEA Concept development, monitoring and identity](#)

We will discuss what defines the IKEA Concept from the customers perspective and from the coworker's perspective and how conceptual matters are followed up.

Topics covered: IKEA's Brand values; The IKEA Retail Concept Description; About conceptual mandatories; How to evaluate a store's performance, coworker's satisfaction, leadership performance and customer perception of IKEA; 'In the footsteps of Ingvar Kamprad' (store visit)

## 16:30 - 17:30 | [Breakout exercise: Concept, identity and monitoring methods](#)

## 18:00 - 22:00 | [Cocktail Backyard Grill](#)

Enjoy locally sourced ingredients and a curated selection of meats and vegetables, while connecting to all participants

# Program 1st May 2025

## 09:00 - 10:00 | Mental Sustainability for Executives

This session is a teaser of a useful method for how to concentrate as well as for how to mentally relax.

## 10:00 - 11:30 | Feedback and Coaching the IKEA Way to the 4-room Model

This session will introduce the IKEA approach to feedback and coaching, rooted in openness, respect, and continuous improvement. We'll explore the 4-Room Model, a powerful framework for navigating change and problem-solving, fostering innovation, and supporting personal growth. It may empower leaders to guide teams through transitions and inspire progress.

Topics covered: Brief "feedback and coaching", then participants will gain insight into the 4-room model and how to use it.

## 11:30 - 12:00 | Breakout exercise: Working with the 4-room model

## 12:00 - 13:00 | Interactive session: Legendary Letters

Staffan will address the "Legendary Letters" - a useful compilation of lessons from IKEA's founder Ingvar Kamrad. Background, purpose and anecdotes.

## 13:00 - 14:30 | Lunch

A lunch crafted with the finest local ingredients, lovingly prepared by our dedicated Chef

## 14:30 - 15:30 | My Conscious Leadership

I'll share twelve personal principles that have shaped my approach to leadership during 30 years in IKEA, emphasizing integrity, empathy, and purpose.

## 15:30 - 16:00 | Breakout exercise: leadership style

## 16:00 - 17:00 | Managing Cultural Differences

Managing cultural differences is one of IKEA's advantages, with 476 stores in 63 different countries. I have worked and lived in Sweden, Canada, France, Belgium, Denmark and went all over the globe visiting stores with Ingvar Kamrad. We are going into Geert Hofstede's study on cultural differences, providing valuable insights into how cultural dynamics influence leadership styles and workplace interactions.

Subtopics: The ambition is to present one (there are several) tool for better understanding of cultural differences.

## 17:00 - 18:00 | Closing Q&A

## Date

29, 30th April & 1st May 2025

## Audience

CEOs, COOs, Founders, CCOs, Head of Retail

## Local

Meet & Greet:

Convento de Cristo, Tomar, Portugal

Masterclass:

Herdade Caçabrava, Tomar, Portugal

## Admittance

4800€ +VAT

vat 0% for international companies

vat 23% for portuguese companies

## Package

Meet & Greet 29th April 2025

2 Day Course 30th April & 1st May 2025

Slide Deck + Workbook

Hotel & Food Included

Backyard Grill Experience

Signed Certificate

Airport & Hotel Transfer

## Contact

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## Testimonials From 2nd Edition of Managing Retreat

### **Global CEO, Manutan Group**

Engagement at this personal level with everyone is extremely valuable. It's clear to me how [instructor] does it and I'm quite confident that I can cascade it into our organization.

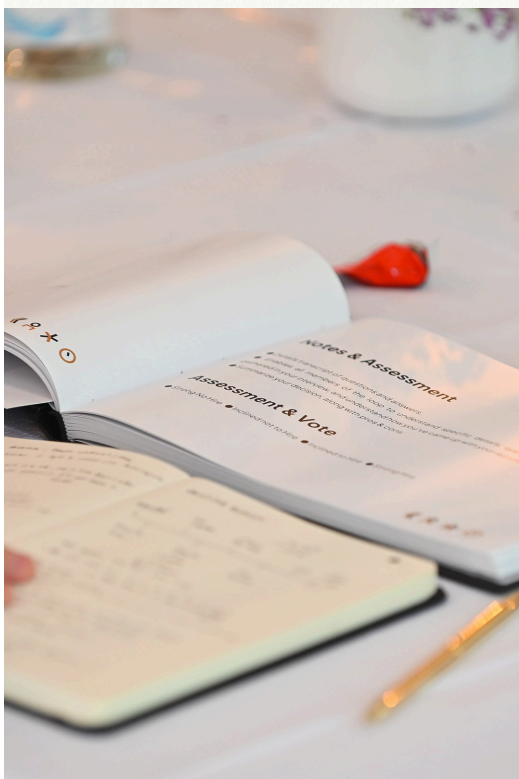
### **Managing Director, Rangel Logistics**

I learned new management techniques and was also inspired with these new techniques to import and adapt them in my organization.

### **CFO, Sonae Arauco**

The attention to detail and professionalism were exceptional, making the experience informative, practical, and enjoyable. The high-quality program reflected a deep understanding of best management practices.

## Photos From 2nd Edition of Managing Retreat

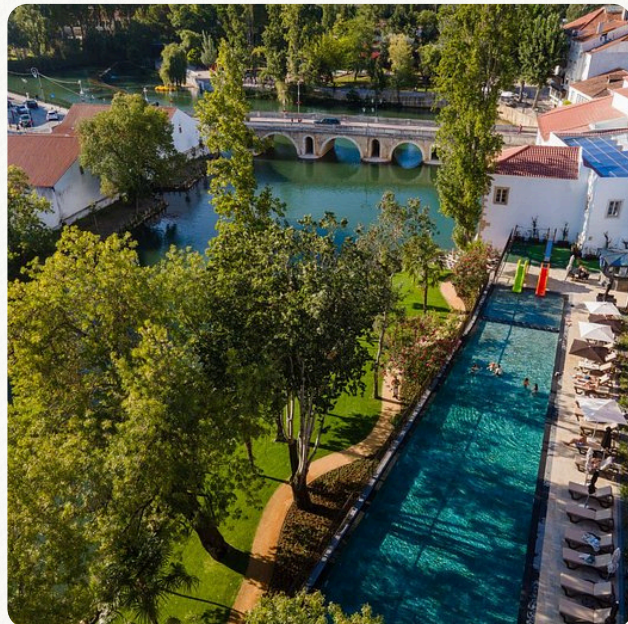




## Accommodation

### Vila Galé Tomar Hotel

Indulge in a stay at the Vila Galé Hotel charm. Nestled in a serene setting, your accommodations offer a perfect blend of elegance and tranquility, providing a restful retreat after each day's enriching experiences. Enjoy luxurious amenities and breathtaking views, ensuring a truly memorable stay.



## Backyard Grill

Immerse yourself in our Backyard Grill Experience, where premium cuts of meat are expertly grilled to perfection, and lively music sets a vibrant backdrop for engaging conversations. This relaxed, informal setting invites you to savor delicious flavors while deepening connections and reflecting on the day's insights.



## Managing The IKEA Way Workbook

Receive a high-quality printed manual, meticulously crafted to capture all the methodologies and strategies shared throughout the masterclass. This valuable resource will serve as your guide, helping you implement the principles long after the retreat concludes.

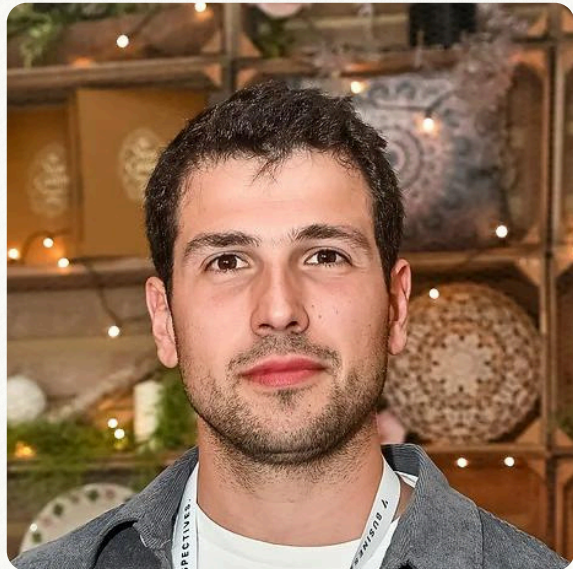


## Airport Transfer

Experience seamless airport transfer with our dedicated team, who will ensure a smooth and comfortable journey to Tomar. From the moment you arrive, relax as we take care of every detail, guiding you effortlessly to Tomar, so you can focus on the incredible experiences that await.

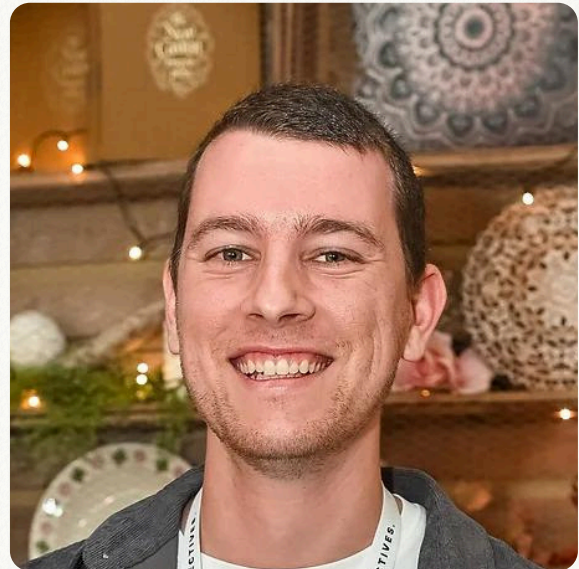


## Arc Business Retreats Comittee



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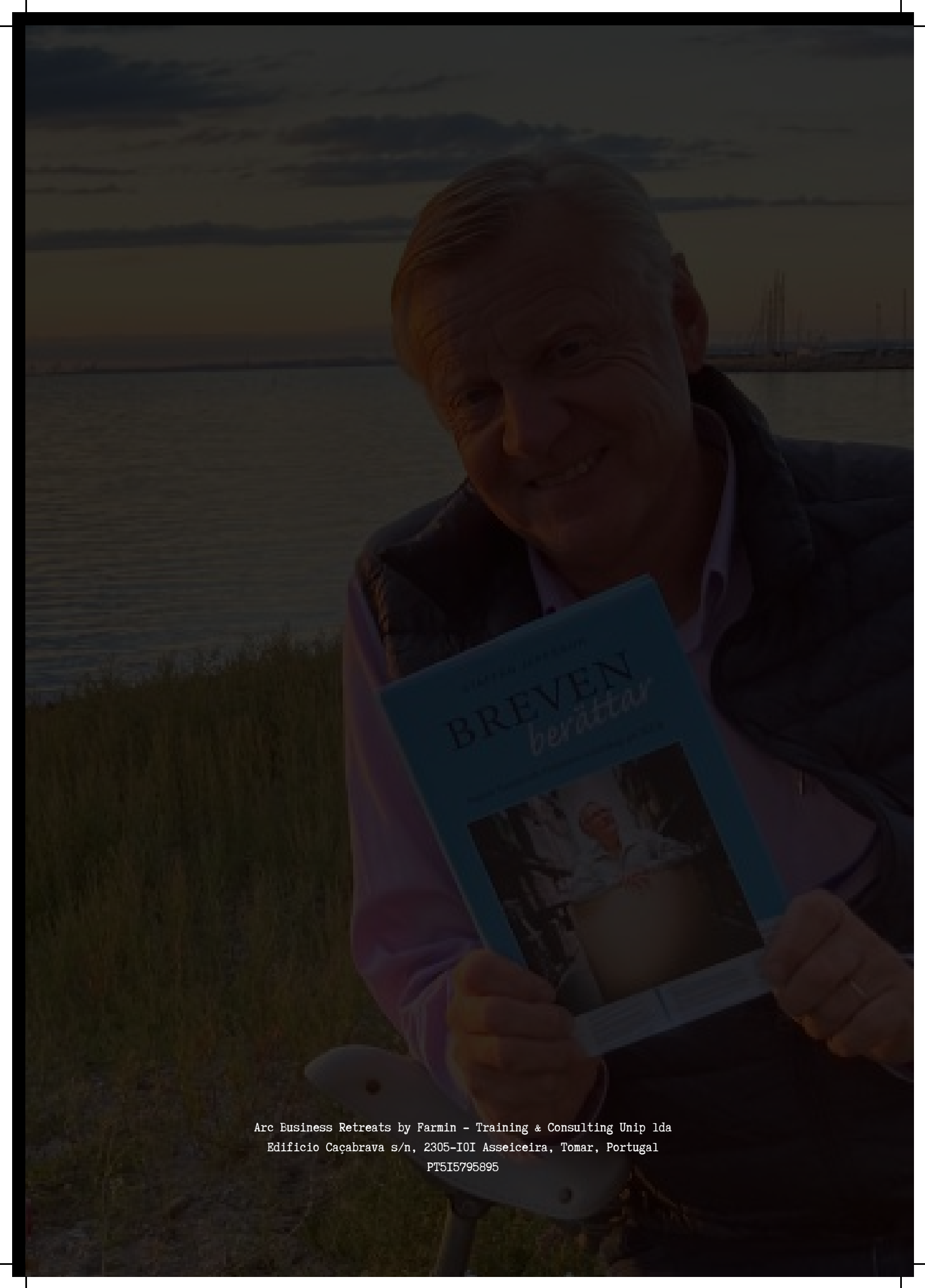
**Liz Muller**

Advisor and Former SVP at Starbucks



**Paula Arriscado**

Advisor and CHRO at Salvador Caetano  
(Toyota)



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