

JOTUN BUILDS EXTRAORDINARY LEADERSHIP ACROSS GLOBAL MARKETS

How Jotun transformed its organization and culture to achieve lasting improvement in business outcomes and profitability.

THE CHALLENGE

As a Norwegian family-owned global paints and coatings company, Jotun has always been guided by its core values of Loyalty, Boldness, Care, and Respect. As they expanded into more than 100 countries, leadership capability became central to sustaining that success. They needed a consistent, data-driven approach to strengthen both results orientation and people leadership—and to prepare emerging leaders earlier in their careers.

THE SOLUTION

In partnership with Arcadia Consulting and Zenger Folkman, Jotun launched a multi-tiered leadership academy integrating *The Extraordinary Leader™ 360-degree Assessment*. The program empowered leaders to focus on their most powerful strengths rather than simply fixing weaknesses. Each participant received personalized, data-backed insights across 19 competencies, along with development guides and structured feedback sessions.

Senior sponsorship was critical—Jotun’s CEO and top executives complete the 360 assessment every 18–24 months, modeling continuous growth. The program now reaches multiple career stages through test–retest assessments, helping leadership development become a lasting habit.

THE RESULTS

Jotun’s leadership transformation has been both measurable and cultural. Leadership effectiveness **scores improved from the 33rd to the 50th percentile**. The proportion of leaders with two or more standout strengths (≥ 75 th percentile) rose from 18% to 35%—a **52% increase in leadership capability**. These gains translated into stronger employee engagement, better collaboration, and sustained business growth.

As Alistair Skellern describes it, “When employees experience extraordinary leadership, they won’t tolerate less. Expectations rise—and that’s when transformation becomes self-sustaining.”

Jotun’s leadership principles now span the entire employee lifecycle—from hiring and promotion to succession planning. With leadership excellence embedded in culture, the company achieved record-high sales and earnings in 2025, even amid global uncertainty.

AT A GLANCE

The Challenge

- As Jotun expanded worldwide, leadership effectiveness lagged behind industry benchmarks. Leaders needed to translate the company’s strong values into behaviors that could sustain growth and strengthen its culture.

The Solution

- Partnering with Arcadia Consulting and Zenger Folkman, Jotun launched *The Extraordinary Leader* program—using 360-degree feedback and a strengths-based approach to build leadership capability at every level.

The Results

- Leadership effectiveness rose** from the 33rd to the 50th percentile.
- The number of leaders with standout strengths **nearly doubled**.
- Jotun achieved **record performance and profit growth** while reinforcing its people-first culture.



“When you help people see their potential and invest in what makes them great, they don’t just lead better—they transform the culture. That’s what we’ve seen at Jotun.”

Alistair Skellern, Partner at Arcadia Consulting