



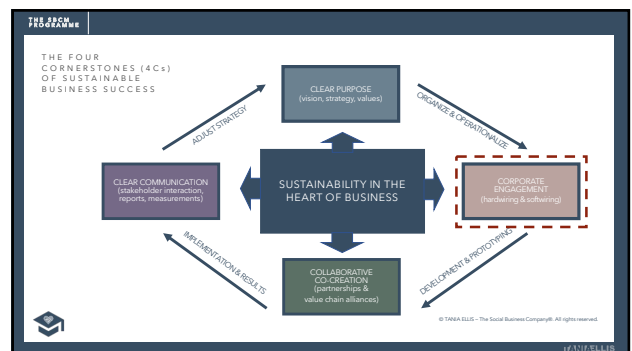
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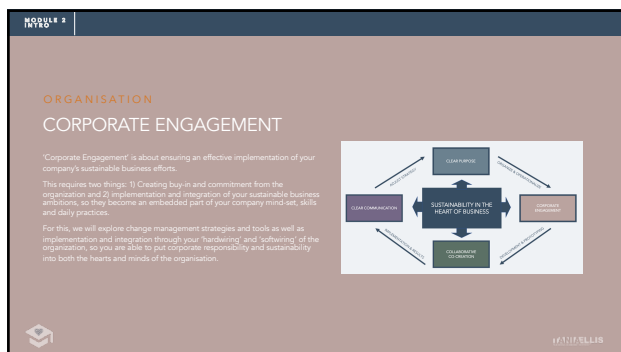
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MODULE 2
INTRO

REAL-LIFE CASE



Danish Agro

ANN-KATRINE S. FRIIS, HEAD OF SUSTAINABILITY & ESG

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KEY LEARNINGS

WHAT YOU WILL LEARN...

- WHY ✓ Identify internal change drivers & barriers
- WHAT ✓ "Push" and "pull" change strategies
- HOW ✓ Key "hard" and "soft" engagement approaches
- ✓ How to create a cohesive internal engagement plan
- WHO ✓ Understand your own role & tasks as a sustainable change agent

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MODULE 2
INTRO

OVERVIEW

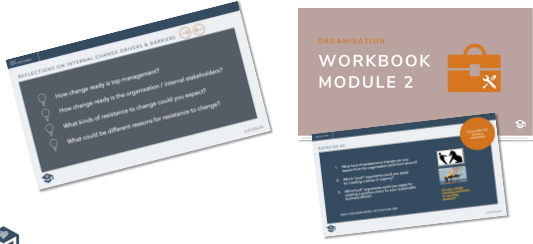


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REFLECTIONS & EXERCISES



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MODULE 2 | PART 1
SUSTAINABLE CHANGE MANAGEMENT

INTERNAL CHANGE DRIVERS & BARRIERS



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LEARN MORE | DO BETTER

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MODULE 2 | PART 1 - SUSTAINABLE CHANGE MANAGEMENT

INTERNAL CHANGE DRIVERS & BARRIERS

WHY

Building responsibility and sustainability into the heart of a business and organization is not only about strategy. It also requires a new business mindset (attitude) as well as new practices (actions).

In order to create a strong change management plan, it is important to understand how change ready the organization is - and to identify the internal barriers to change.

Purpose:
Identify change readiness, stakeholder power and potential resistance to change in order to understand what kind of change is required to ensure internal commitment and buy-in.

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KEY LEARNINGS

WHAT YOU WILL LEARN... → ←

HOW

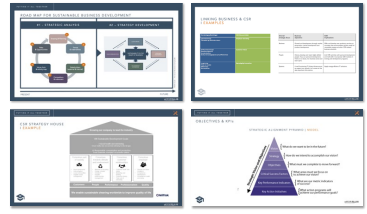
- ✓ How to analyze your organisation's change readiness
- ✓ How to map internal stakeholder power
- ✓ Understand resistance forms and their underlying reasons
- ✓ Overview of internal buy-in & implementation risks
- ✓ How to address these risks through structural and/or cultural change

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MODULE 2 **PART 1 – SUSTAINABLE CHANGE MANAGEMENT** **INTERNAL CHANGE DRIVERS & BARRIERS** **CHANGE STRATEGIES** **LEADERSHIP**

FROM CLEAR PURPOSE TO CORPORATE ENGAGEMENT



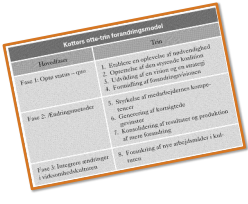
 

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MODULE 2 **PART 1 – SUSTAINABLE CHANGE MANAGEMENT** **INTERNAL CHANGE DRIVERS & BARRIERS** **CHANGE STRATEGIES** **LEADERSHIP**

NEW SOLUTIONS REQUIRE INTERNAL CHANGE

FORANDRINGSHJULET

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MODULE 2 **PART 1 – SUSTAINABLE CHANGE MANAGEMENT** **INTERNAL CHANGE DRIVERS & BARRIERS** **CHANGE STRATEGIES** **LEADERSHIP**

NEW SOLUTIONS REQUIRE INTERNAL CHANGE

THE BIG opportunity



LEWIN'S 3 CHANGE STEPS



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NEW SOLUTIONS REQUIRE INTERNAL CHANGE

ADKAR CHANGE MODEL



- A** Awareness: Making employees aware of the need for the change and its benefits
- D** Desire: Encouraging the desire in employees to participate in the change
- K** Knowledge: Sharing knowledge on the mechanics of change
- A** Ability: helping employees acquire the prerequisite skills and behaviors
- R** Reinforcement: Anchoring the change in the organization

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THE CHANGE MANAGEMENT PROCESS
ACTION STEPS FOR INTERNAL CHANGE, IMPLEMENTATION & INTEGRATION

CHANGE PHASES	ADKAR (PROCS)	LEWIN'S 3 CHANGE STEPS	KOTTER'S 8 STEPS TO CHANGE
PHASE 0 - ANALYZE Change drivers & barriers	-	-	-
PHASE 1 - PREPARE Create climate for change	AWARENESS of the need for change + DESIRE to participate and support	UNFREEZE	1. Create a sense of urgency 2. Build a strong coalition 3. Form a strategic vision
PHASE 2 - IMPLEMENT Engage & enable change within the organization	KNOWLEDGE on how to change ABILITY to implement desired skills and behaviours	CHANGE	4. Communicate the vision 5. Empower others to act on the vision* 6. Generate short-term wins
PHASE 3 - INTEGRATE Consolidate & sustain change	REINFORCEMENT to sustain the change	FREEZE	7. Consolidate improvement / sustain acceleration 8. Institute change

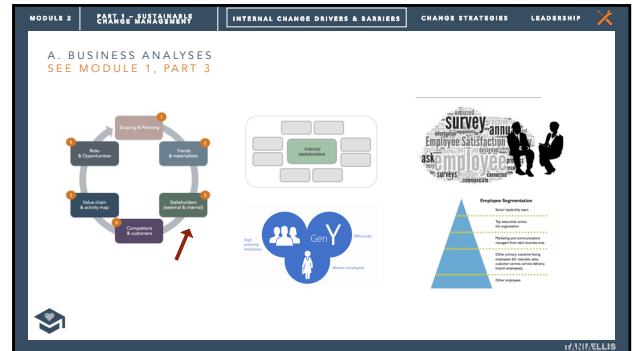
*Enlist a volunteer army → enable action by removing barriers & more...

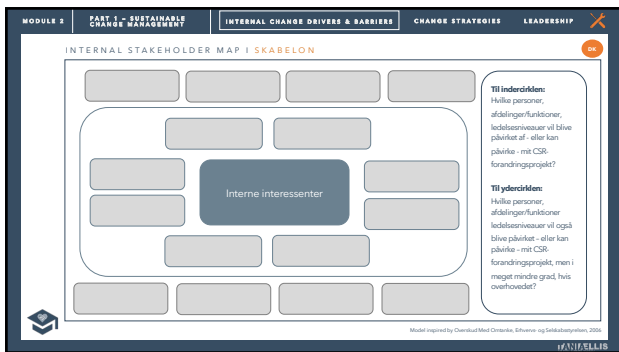
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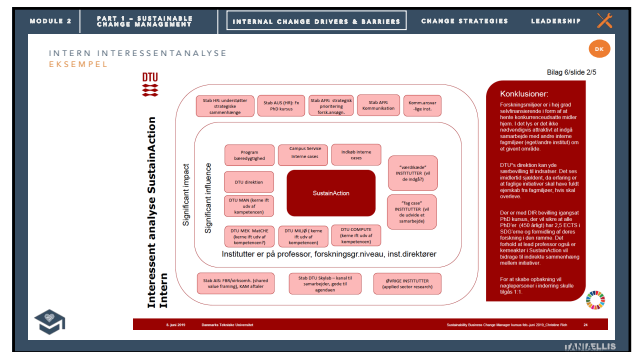
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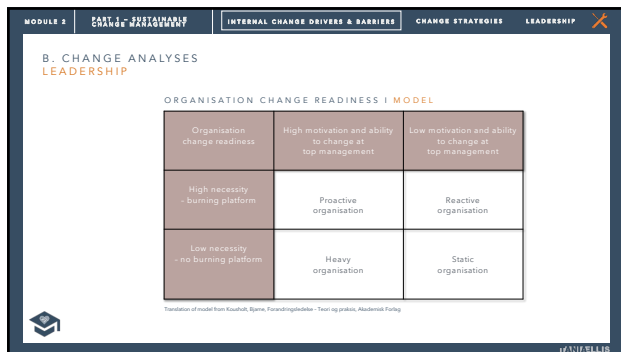
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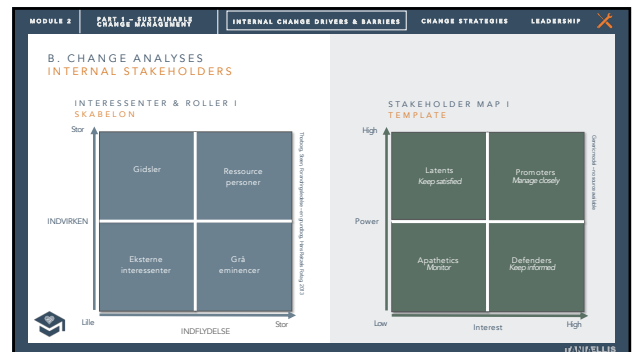
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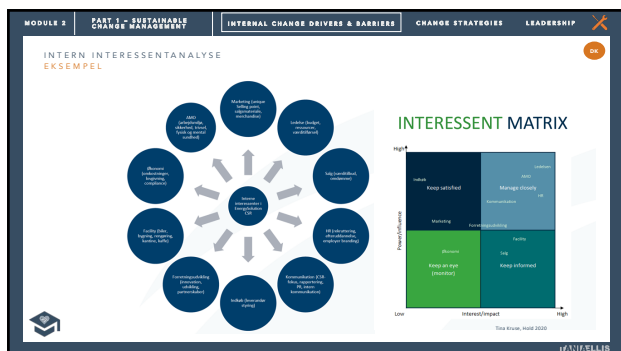
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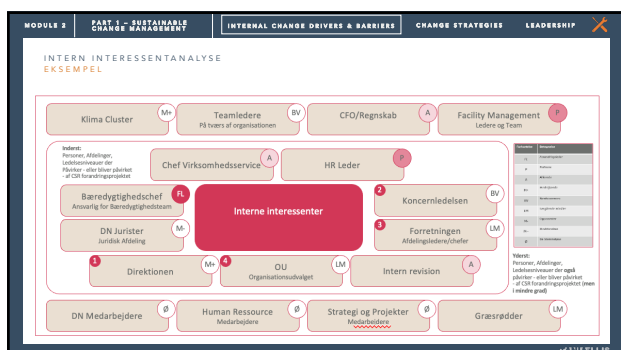
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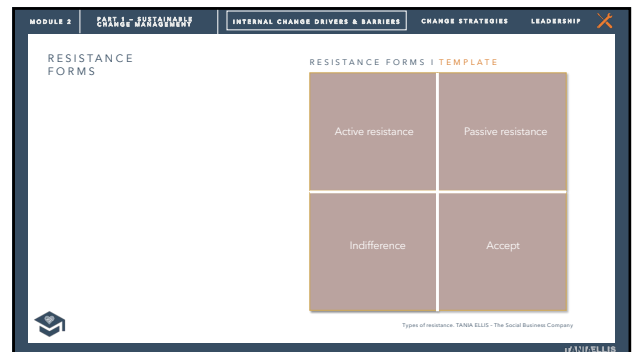
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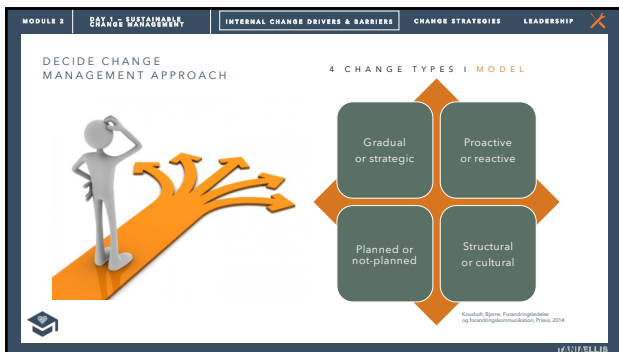
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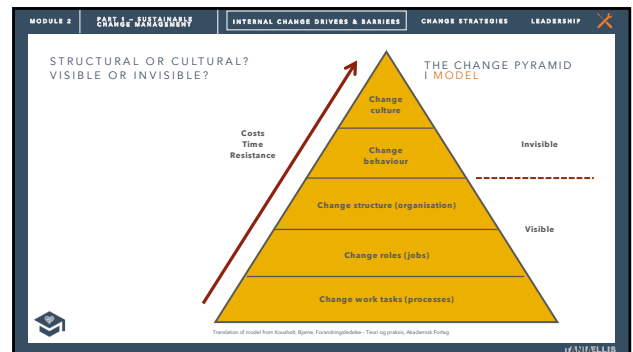
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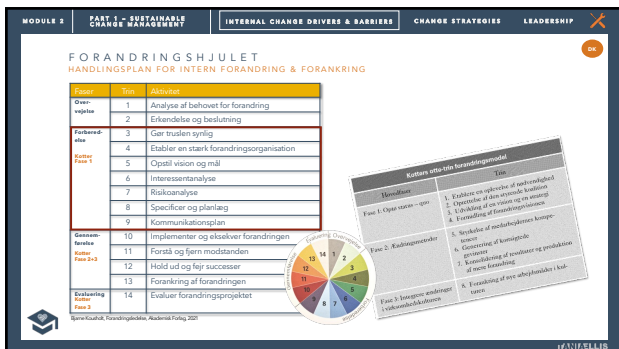
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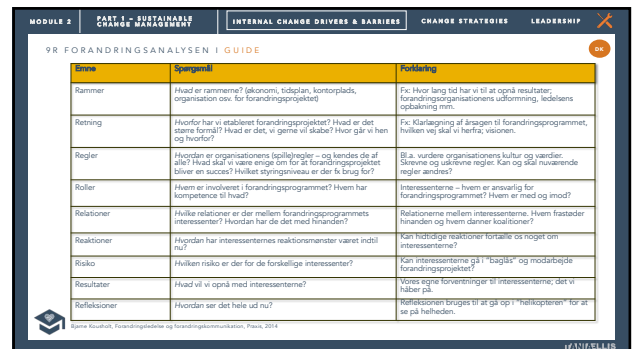
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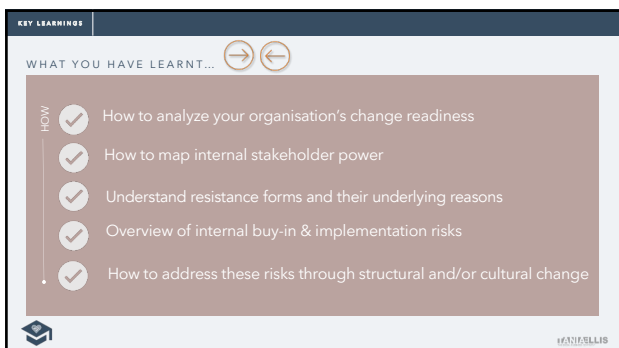
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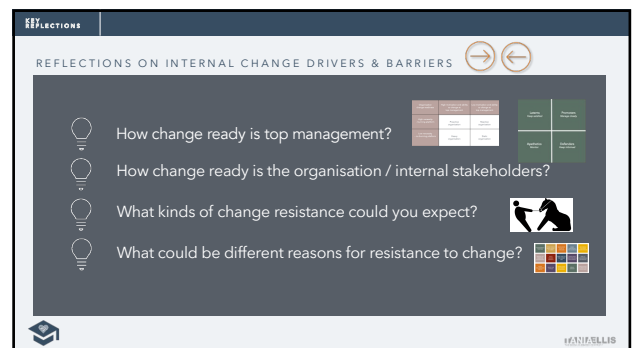
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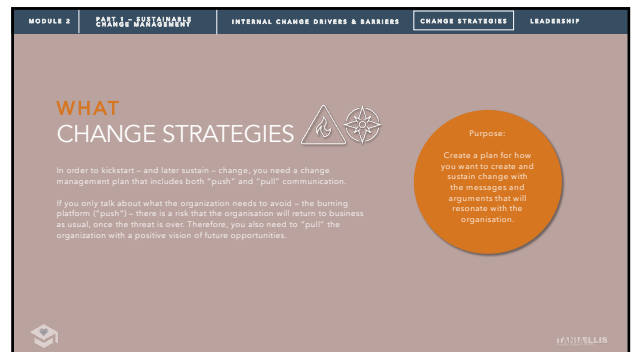
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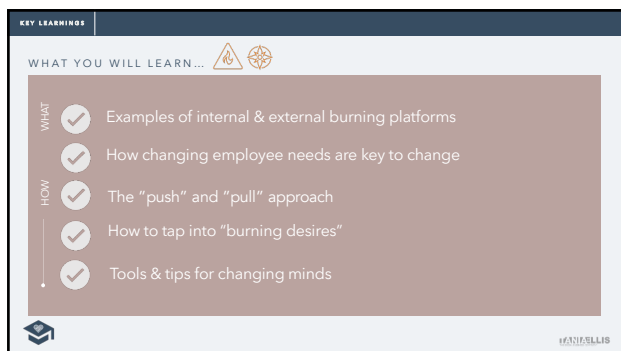
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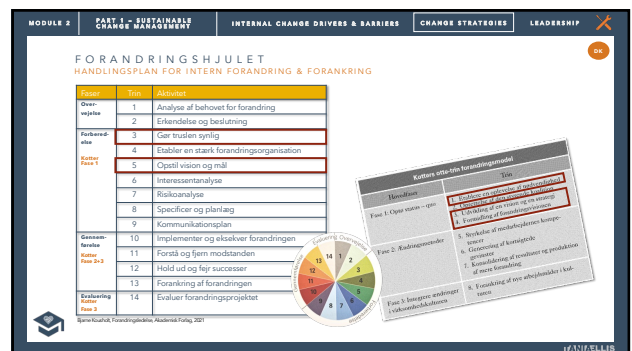
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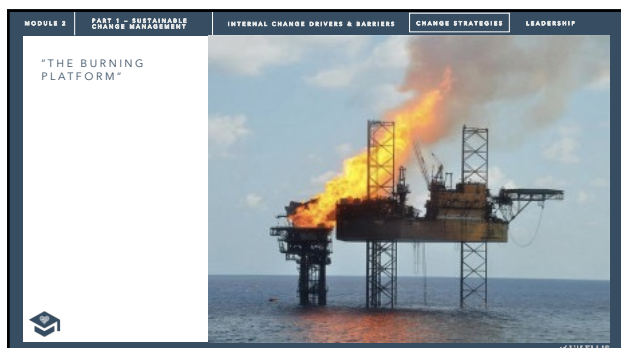
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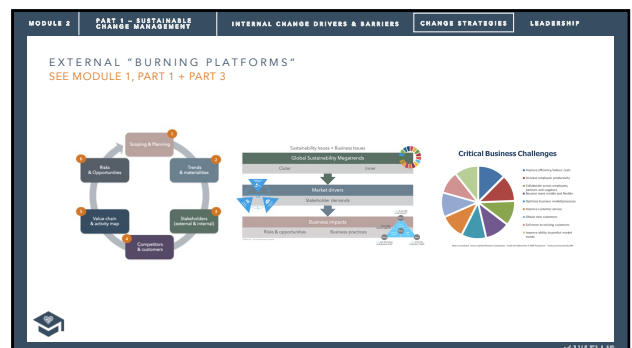
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INTERNAL "BURNING PLATFORMS"
SEE MODULE 1, PART 1 (MARKET TREND #3) PERSONAL SUSTAINABILITY

The diagram illustrates the shift from traditional job psychology (Self-education, Recognition, Social needs, Security, Physical needs) to modern job psychology. It also features 'The 4th P' model, which includes Purpose & Passion, Profit, and Pleasure. A Venn diagram shows the intersection of 'WHAT THE WORLD NEEDS', 'WHAT YOU ARE GOOD AT', and 'WHAT YOU ARE PASSIONATE ABOUT'.

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CHANGING EMPLOYEE NEEDS & EXPECTATIONS

This slide features a collage of images related to employee needs and expectations. It includes Deloitte's 2023 Net Positive Employee Barometer, a person climbing a mountain, and a group of people working together.

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CHANGING EMPLOYEE NEEDS & EXPECTATIONS

Deloitte. 2024 Gen Z and Millennial Survey

Living and working with purpose in a transforming world

The 13th edition of Deloitte's Gen Z and Millennial Survey connected with nearly 23,000 respondents across 44 countries to track their experiences and expectations at work and in the world more broadly.

Respondents are cautiously optimistic about the economy and their personal finances, but uncertainty remains.

Environmental sustainability drives career decisions and consumer behaviors.

Purpose influences workplace satisfaction.

As workplace factors contribute to stress levels, employers should stay focused on workplace mental health.

Work/life balance and flexibility remain paramount.

Positive perceptions of GenAI increase with more hands-on experience, but so do workplace concerns.

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"IKIGAI"

IKIGAI

A Japanese concept meaning a reason for being

The IKIGAI diagram consists of four overlapping circles: 'What we LOVE' (top), 'What we are GOOD AT' (left), 'What we can be PAID FOR' (bottom), and 'What the world NEEDS' (right). The central intersection is labeled 'IKIGAI'. Surrounding the circles are phrases like 'Satisfaction but feeling of no positive impact on the world', 'Delight and fun but without pay', 'What the world NEEDS', 'Our VOCATION', 'What we can be PAID FOR', 'Our PROFESSION', 'Our PASSION', and 'What we are GOOD AT'.

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THE GREAT RESIGNATION

Attrition OR Attraction?

The Great Attrition

On the Great Attrition? A record number of employees are quitting their jobs. In the Great Attrition, employees are leaving their jobs. In the Great Attrition, employees are leaving their jobs. In the Great Attrition, employees are leaving their jobs.

40% of employees say they are likely to leave in the next 6 months.

64% of employees say they are likely to leave in the next 6 months.

38% of employees say they are likely to leave in the next 6 months.

52% of employees say they are likely to leave in the next 6 months.

51% of employees say they are likely to leave in the next 6 months.

A reduction in the number of employees or participants that occurs when people leave because they resign, retire, etc.

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SCARCE EMPLOYEE RESOURCES

Lederne

Godt hver anden leder: Svært at finde medarbejdere i 2020

59 procent af de private ledere forventes, at det bliver et problem at skaffe arbejdskraft i 2020. Især rekruttering af faglærte bliver en udfordring, viser en stor spørgeskemaundersøgelse blandt Lederne medlemmer.

DANSK ERHVERV

Mangel på kvalificeret arbejdskraft er en barriere for vækst

DI BUSINESS

Unge vil have ledere med holdninger – og handling bag ordene

En topledelse med klare holdninger i samfundets botten kan have stor betydning for unges valg af arbejdsplads. Det viser nye tal fra Dansk Industri, der har set nærmere på, hvad der skal til for at tiltrække og fastholde unge medarbejdere i virksomhederne.

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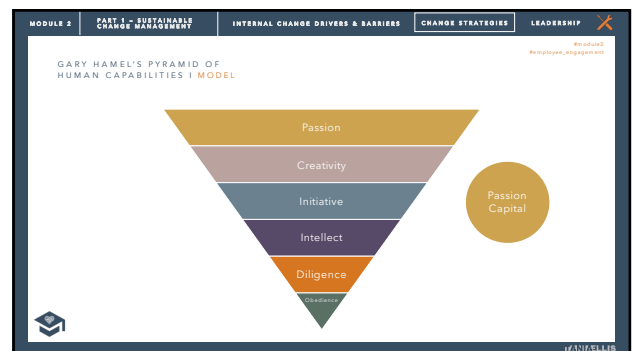


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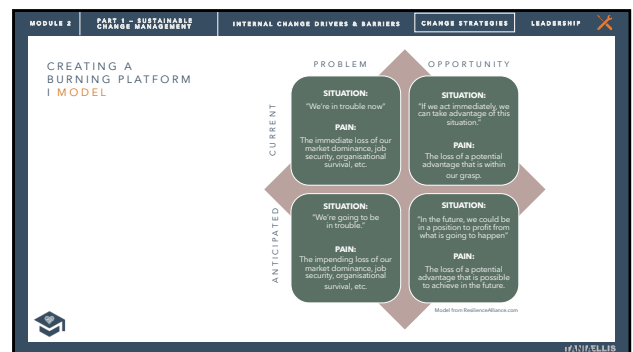
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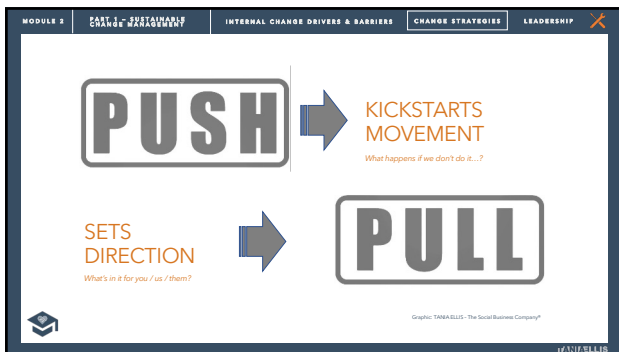
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Do you create burning platforms or burning desires?

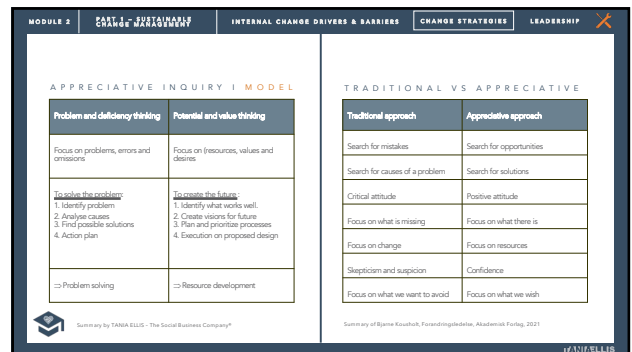
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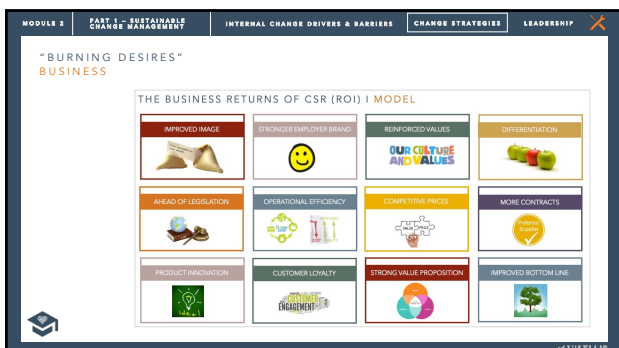
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FAKTORER DER KAN JENDRE HOLDNING I GUIDE

FORNUFT	ANALYSE	RESONANS	REPRESENTATIVE OMKØRVNINGER
Denne indgangsvinkel er ofte udfordret af mennesker, der ikke har lyst til at være med. Det er vigtigt, at man har forståelse og empati for dem, der ikke er med, og at man kan hjælpe dem med at komme med.	Regnet på identifikation af relevante data, dataindsamling, analyse og bearbejdning af data. Det er vigtigt at have en klar forståelse af, hvad man vil opnå, og at man har de nødvendige ressourcer til at gøre det.	Et menneske vil gerne være med, hvis det betyder, at de kan gøre noget godt for sig selv eller for andre. Det er vigtigt at have en klar forståelse af, hvad man vil opnå, og at man har de nødvendige ressourcer til at gøre det.	Det er vigtigt at have en klar forståelse af, hvad man vil opnå, og at man har de nødvendige ressourcer til at gøre det.
RESSOURCER & BEDELING	VIKSELIGE BEDELING	MAKT & POLITIK	
En vigtig faktor er, at man har de nødvendige ressourcer til at gøre det. Det er vigtigt at have en klar forståelse af, hvad man vil opnå, og at man har de nødvendige ressourcer til at gøre det.	Denne faktor handler om, at man har de nødvendige ressourcer til at gøre det. Det er vigtigt at have en klar forståelse af, hvad man vil opnå, og at man har de nødvendige ressourcer til at gøre det.	Det er vigtigt at have en klar forståelse af, hvad man vil opnå, og at man har de nødvendige ressourcer til at gøre det.	

Konkret, Børn, Forældre og Børn og Kommunikation, Akademisk Forlag, 2014

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RESISTANCE LEVELS & HANDLING I GUIDE

Levels of resistance	How to create support
Level 1 "I don't get it" Intellectual	- Information - facts, figures, ideas - Explain WHY before HOW - Use language they understand - Use variety of communications channels
Level 2 "I don't like it" Emotional	- What's in it for them - Engage them in process - Be honest about downsides - Build trust and confidence
Level 3 "I don't like you" Personal	- Mea Culpa - take responsibility - Keep commitments - Spend time together - Allow yourself to be influenced, consider worthwhile ideas

Source: Rick Maurer / Arden, www.rickmaurer.com

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CHANGE MANAGEMENT GONE WRONG...

Finansminister varslar "pædagogisk" i ny indkøbsstrategi. "Det er ikke nødvendigt den vare, der er billig, når man køber den ind, der også er det klogeste valg"

Regeringen skifter fokus på grønne indkøb. "Vi har lyttet til mange vegantaler" - Vi har lyttet til mange vegantaler, og det er ikke nødvendigt den vare, der er billig, når man køber den ind, der også er det klogeste valg"

Det er jo den største tilbageblikning, siden Napoleon trak sig tilbage fra Waterloo, når regeringen nu indser, at det selvfølgelig ikke er et politisk ansvar at bestemme, hvad folk skal have på folkeskufferten. Så jeg synes, det er døjt, at finansministeren er kommet ned fra den høje vegetariske hest.

- Morten Messerschmidt (DR)

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A REAL-LIFE EXAMPLE...

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THE CHANGE ARGUMENTATION PLAN I TEMPLATE

Resistance form	Resistance reason	Who/ Where in org.	Push arguments	Push data / cases / artifacts	Pull arguments	Pull data / cases / artifacts

The Change Argumentation Plan, TANIA ELLIS - "The Social Business Company"

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THE CHANGE ARGUMENTATION PLAN I EKSEMPEL

Modstands form	Modstands årsag	Modstands hvem / hvor i org.	Push argumenter (modstands platform)	Push data/cases/artifacts	Pull argumenter (tilstand)	Pull data/cases/artifacts
Modstand af grønne indkøb (i ny indkøbsstrategi)	Modstand af grønne indkøb (i ny indkøbsstrategi)	Modstand af grønne indkøb (i ny indkøbsstrategi)	Modstand af grønne indkøb (i ny indkøbsstrategi)	Modstand af grønne indkøb (i ny indkøbsstrategi)	Modstand af grønne indkøb (i ny indkøbsstrategi)	Modstand af grønne indkøb (i ny indkøbsstrategi)
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Ulla Worslev, 2020 Cohort

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EXAMPLES OF ARTIFACTS THAT CAN REINFORCE CHANGE COMMUNICATION

WORLD SUSTAINABILITY AWARD

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EXAMPLES OF ARTIFACTS THAT CAN REINFORCE CHANGE COMMUNICATION

Affaldssortering! En artefakt?

Præsentation på Modul 2, Kristine Vigren, Marslet, 2022

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ARTIFACTS I CASE

Vi sorterer affaldet! - nyhedsbrev

Opfølgning - resultater + konkrete eksempler til nudging

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CREATING INTERNAL BUY-IN I EXAMPLE

Vi skal have ledelsen med

- Primo 2022: Ansvarlighed i Arp-Hansen Hotel Group
- Januar 2023: Ansættelse af bæredygtighedskonsulent under Procurement
- April 2023: Beslutning om ny ESG-strategi
- September 2023: Strukturændring. Ny ESG-afdeling etableres
- Oktober 2023: To nye ESG-konsulenter tiltræder
- Oktober 2023: 3 ESG-workshops for alle afdelingschefer. Udkast til ny vision, mission og KPI'er præsenteres og drøftes med personalet
- Parallelt med DMA, klimaregnskaber, KPI'er

En proces for sikring af mandat

- Få styr på behovet - Hvad er udfordringerne og de gode argumenter?
- Etabler "kroge" for forandring - plant tanken og gør argumenterne tilgængelige
- Skab allerede - identificer ambassadørerne
- Data og benchmarking - det bedste udgangspunkt for dialog, også når det ikke er komplet
- Mandat - gør det nemt for topledelsen at tage stilling

Source: Præsentation på ØSCW Atlantic webinar ved Lea T. Kristgaard, Arp-Hansen Hotel Group

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MANDAT FRA TOPLEDELSEN I GUIDE

Skabelon for afsejning af topledelsesmandat:

- Indstilling - 1-2 linjer
- Baggrund
- Løsning
- Bilagsoversigt
- Alt andet i bilag
- Maks 2 sider
- Gør det nemt for ledelsen at tage stilling

Source: Lea T. Kristgaard, Chief For Bæredygtighed, Arp-Hansen Hotel Group

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CHANGE MANAGER "HACKS"

5 WAYS TO GET ON CS

Sarah Reiffing Diekmann - 1st Project Manager at ØSCW Danish Ethical Trading Initiative

A little hack, which I picked up from a sustainability manager in a medium sized company. Ally with HR and the ones responsible for employing - and make sure that sustainability is explicitly mentioned in the job description for each and every employee, preferably as a point-specific task. This sets expectations for participation in sustainability work from the beginning of the employment.

Tania Ellis - CEO, Special Advisor and Speaker at TANIA ELLIS - The So...

Inspired by your post Sarah Reiffing Diekmann, I just came to think of another hack: "the sustainability reporting hack" (or in Danish: "Årsrapport-finten"). It was a sustainability professional working for a major corporation, who once in a while used this little hack whenever she needed to get something on the agenda internally. "If we fit it into the annual sustainability report, it cannot be ignored, we're obliged to work on it!"

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CHANGE MANAGER "HACKS"

Mit manifest de første måneder...

THE SUSTAINABLE BUSINESS CHANGE AGENT

Hvorfor var det vigtigt?

- 1)-3) Dobbeltrettet: for at få viden ud i organisationen og for at få ambassadører/allierede
- 4) At forblive på sporet strategisk
- 5) At få ryddet opgaver af vejen

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THE CHANGE STARTS HERE...

Head + Heart

Most people aren't inspired by logic alone, but rather by the fundamental desire to contribute to a larger cause. If you can give greater meaning and purpose to your effort, extraordinary results are possible.

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KEY LEARNINGS

WHAT YOU HAVE LEARNT...

WHAT

- ✓ Examples of internal & external burning platforms
- ✓ How changing employee needs are key to change

HOW

- ✓ The "push" and "pull" approach
- ✓ How to tap into "burning desires"
- ✓ Tools & tips for changing minds

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REFLECTIONS

REFLECTIONS ON CHANGE STRATEGIES

- What are your company's burning platforms (internal & external)?
- If there are no burning platforms - how could you create one?
- What 'burning desire' could ignite hearts & minds of the org.?
- Which 'push' and 'pull' arguments could you apply?

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CHANGE LEADERSHIP

THE SOCIAL BUSINESS ACADEMY

LEARN MORE | DO BETTER

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WHAT CHANGE LEADERSHIP

To ensure successful sustainable business change, it is paramount that top management not only communicates **what** needs to change, but also **why**.

Leadership communication is key to creating internal change and building culture. Authentic and credible leadership communication is also key to reinforcing the company's responsibility and sustainability efforts.

Purpose:

Understand when and how management should be involved, and how leadership communication is key to sustainable change management.

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KEY LEARNINGS

WHAT YOU WILL LEARN ...

WHAT

HOW

✓

The importance of a strategic vision or purpose

✓

The difference between leadership and management

✓

The role of personal and authentic leadership

✓

Leadership communication on different management levels

✓

Examples of leadership communication & leadership trends

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INTERNAL CHANGE DRIVERS & BARRIERS

CHANGE STRATEGIES

LEADERSHIP

THE CHANGE MANAGEMENT PROCESS

ACTION STEPS FOR INTERNAL CHANGE, IMPLEMENTATION & INTEGRATION

CHANGE PHASE	LEWINS 3 CHANGE STEPS	KOTTER'S 8 STEPS TO CHANGE
PHASE 0 - ANALYZE Change drivers & barriers	-	-
PHASE 1 - PREPARE Create climate for change	UNFREEZE	1. Create a sense of urgency 2. Build a strong coalition 3. Form a strategic vision
PHASE 2 - IMPLEMENT Engage & enable change within the organisation	CHANGE	4. Communicate the vision 5. Empower others to act on the vision* 6. Generate short-term wins 7. Consolidate improvement / Sustain acceleration
PHASE 3 - INTEGRATE Consolidate & sustain change	FREEZE	8. Institute change

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INTERNAL CHANGE DRIVERS & BARRIERS

CHANGE STRATEGIES

LEADERSHIP

FORANDRINGSHJULET

HANDLINGSPLAN FOR INTERN FORANDRING & FORANKRING

Faser	Trin	Advarsler
Opsætning	1	Analysér af behovet for forandring
	2	Erkendelse og beslutning
	3	Gør truslen tydelig
Forberedelse	4	Etabler en stærk forandringsorganisation
	5	Opret vision og mål
Udførelse	6	Interessentanalyse
	7	Risikoanalyse
	8	Specificer og planlæg
	9	Kommunikationsplan
Genstandtagelse	10	Implementer og evaluer forandringen
	11	Forstå og fjern modstanden
Kontrol	12	Hold ud og fejtr succeser
	13	Forankring af forandringen
Evaluering	14	Evaluér forandringsprojektet

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INTERNAL CHANGE DRIVERS & BARRIERS

CHANGE STRATEGIES

LEADERSHIP

THE TRANSITION JOURNEY

FROM BUSINESS-STRATEGIC CSR TO BUSINESS WITH A PURPOSE

OUR BUSINESS

OUR CHANCE

OUR PURPOSE

OUR SUSTAINABLE BUSINESS

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CORPORATE PURPOSE

why?

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CHANGE STRATEGIES

LEADERSHIP

"Legislation demands we declare our ghg emissions and our customers are asking about reduction plans, so we have to."
- Nobody claims this position in public

"We're launching ecomagination not because it's trendy or moral, but because it will accelerate our growth and make us more competitive."
- Jeffrey Immelt, General Electric

"It should come from the heart, but it's ok that it can still be good business"
- Mads Øvlisen, Novo Nordisk

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“Our deepest purpose as an organization is helping support the health, well-being, and healing of both people — customers, Team Members, and business organizations in general — and the planet.”

WHOLE FOODS MARKET

John Mackey, CEO

CONSCIOUS LEADERSHIP
CONSCIOUS CAPITALISM

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MANAGEMENT VS. LEADERSHIP

MANAGEMENT
is doing things right

LEADERSHIP
is doing the right things

Peter F. Drucker

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MANAGEMENT VS. LEADERSHIP

MANAGEMENT AND LEADERSHIP | MODEL

Management	Leadership
Planning & budgeting	Establishing direction – vision of future
Organizing and staffing	Aligning people – communicating direction
Controlling and problem-solving	Motivating and inspiring
Encouraging order and predictability	Encouraging change

Kouzes, Z., Posner, B. Z., & Posner, B. Z. (2002). Leadership Practices Inventory (LPI). San Francisco: Jossey-Bass.

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NEW LEADERSHIP DEMANDS

NEW LEADERSHIP DEMANDS | MODEL

MIND	HEART
HARD SKILLS	SOFT SKILLS
BUSINESS EDUCATION	MORAL EDUCATION
MANAGEMENT	LEADERSHIP
PROFESSIONALISM	PERSONALITY

New Leadership Demands, "NANA SLUG" - The Social Business Company®

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BUSINESS EDUCATION & MORAL EDUCATION

IMD

MBA OATH

RESPONSIBLE VALUE CREATION

A VOLUNTARY PLEDGE BY MBAs TO CREATE VALUE RESPONSIBLY AND ETHICALLY

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MANAGEMENT | LEADERSHIP

EFFECTIVENESS | GREATNESS

OVER 15 MILLION SOLD

THE 7 HABITS OF THE HIGHLY EFFECTIVE PEOPLE

Powerful Lessons in Personal Change

Stephen R. Covey

The 8th HABIT

From Effectiveness to Greatness

Stephen R. Covey

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HOLISTIC LEADERSHIP 1 MODEL

THE 8TH HABIT

The greatest and main leadership task:

To find one's own voice
- and inspire others to find theirs.

Source: Covey, Stephen, The 8th Habit: The 8th Habit: GRAPHIC: TANNA ELLIS - The Social Business Company

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LEADERSHIP FOR THE SUSTAINABILITY TRANSITION

Revised Leadership

Purposeful Leadership

WHY

- Individual Purpose
- Business Purpose
- Social & Environmental Purpose

HOW

- Integrity, Truthfulness & Passion
- Openness to Learning
- Accountability & Authenticity
- Capacity to collaborate
- Vision & Courage

WHAT

- Meaning
- Values
- Impact
- Contribution
- Legacy

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CEO ACTIVISM

Revised Leadership

Corporate Political Activism: What Corporate Responsibility Directors Need to Know

by Jani Leoni Wednesday, Apr 16th, 2018 CORPORATE RESPONSIBILITY

Why CEOs need to become activists in sustainability

WORLD ECONOMIC FORUM

The New CEO Activists

by Aaron H. Chatterjee and Michael W. Toffel

FROM THE JANUARY/FEBRUARY 2018 ISSUE

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AUTHENTIC LEADERSHIP

Revised Leadership

"I was in Forbes magazine listed as a billionaire, which really, really pissed me off... Hopefully this will influence a new form of capitalism that doesn't end up with a few rich people and a bunch of poor people... We are going to give away the maximum amount of money to people who are actively working on saving this planet."

(New York Times, 14 Sep 2022)

Forbes's founder, Ted Turner

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FROM COMPETENT TO WISE LEADERSHIP

Leadership Study

How Success Happens

Learning to be a Successful Business Leader

THE REPORT

FROM SMART TO WISE

ACTIVE AND LEADING WITH WISDOM

FROM SUSTAINABLE TO REGENERATIVE LEADERSHIP

REGENERATIVE LEADERSHIP

The role of leadership in regenerative capitalism

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SPIRITUALLY-BASED LEADERSHIP & COMPASSIONATE CAPITALISM

Revised Leadership

THE ERA OF COMPASSIONATE CAPITALISM

HENLEY BUSINESS SCHOOL, 2005

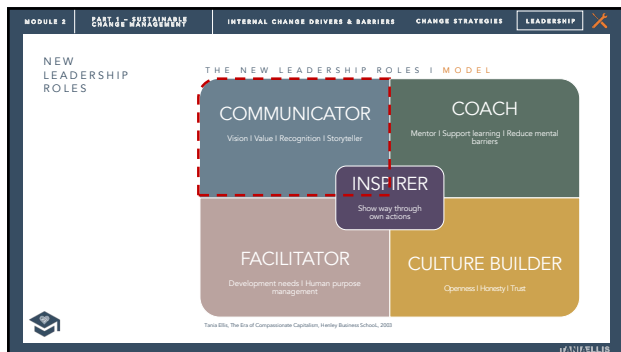
Changing values in business society means that the context of human experience is changing into a more spiritual quest for wholeness, meaning, identity, and happiness. This new era is characterized by a calling to find a balance between - and ultimately an integration of - science and spirituality into a greater whole.

Freemittens ledelsesmodel for vækst & velfærd

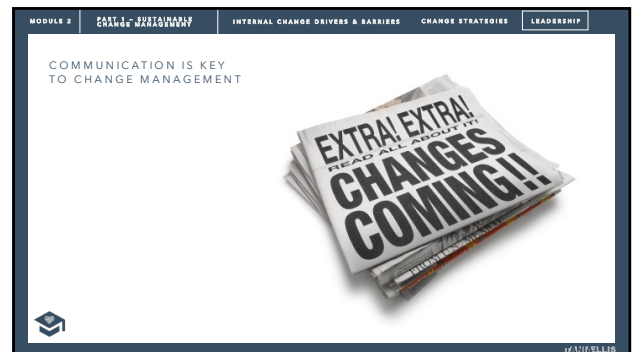
of Oslo City, København, December 1998

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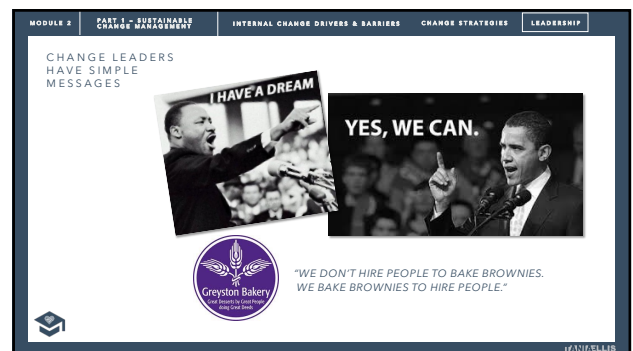
THE LEADERSHIP COMMUNICATION ROLES | GUIDE

CEO	Executives	Team leaders
To keep the company's core narrative alive	Clarify for each employee what her/his task is	To create security and clarity
To motivate	Evaluation of the employee's work	To ensure clear goals and resolve conflicts
To set the tone / level of decency	Show that the employee is appreciated	To ensure direction, evaluate, appropriate and communicate strategy and vision
To be the supreme leader of change	Evaluation of the department's / group's work	To ensure the overview
	Communicate the organization's vision and goals	To keep focus on the task and finalize properly
	Support	

Translation: Koushiki, Bjørne, Forandringsledelse og forandringskommunikation, 2014

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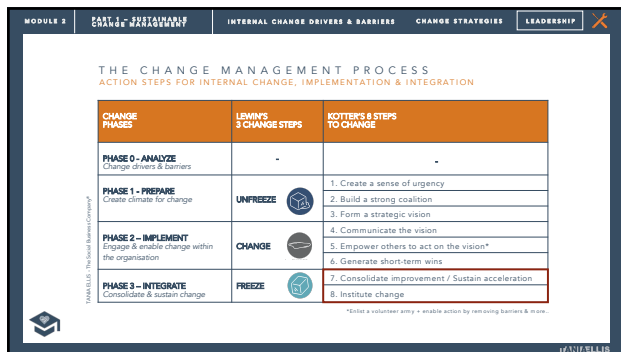
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ONGOING REINFORCEMENT



LEO Pharma
CEO's Interview
Simo · 5

When's the last time you had a chance to talk to your CEO?

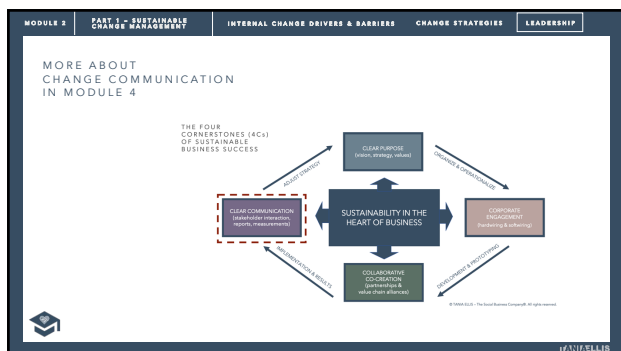
Every month, our CEO Catherine Mazzocco meets up with a small group of employees to answer their burning questions. This time, 6 colleagues coming from Denmark, Germany, Portugal, England, and China gathered in person and virtually to share their perspectives. The discussed topics included the market situation during the lockdown, our ever-growing portfolio, and the importance of having the 'right' enterprise mindset to reach our 2030 strategy.

At the end of the session, the participants left with a purpose to act as agents of change to better the organization. These get-togethers are also a great way to improve proximity, be part of an honest dialogue and engage with our CEO on a personal level.

#DermatologyBeyondTheSkin #PioneeringTogether

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KEY LEARNINGS

WHAT YOU HAVE LEARNT...

- WHAT
 - ✓ The importance of a strategic vision or purpose
 - ✓ The difference between leadership and management
 - ✓ The role of personal and authentic leadership
- HOW
 - ✓ Leadership communication on different management levels
 - ✓ Examples of leadership communication & leadership trends

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REFLECTIONS

REFLECTIONS ON CHANGE LEADERSHIP

- Which role does (top) management play in your business case?
- How is sustainability currently communicated by management?
- How should your change plan be communicated?
- By whom & when?

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