

Velkommen til Sustainable Business Change Manager



THE SOCIAL BUSINESS ACADEMY

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1



2

MODULE 2 | INTRO

CORPORATE ENGAGEMENT



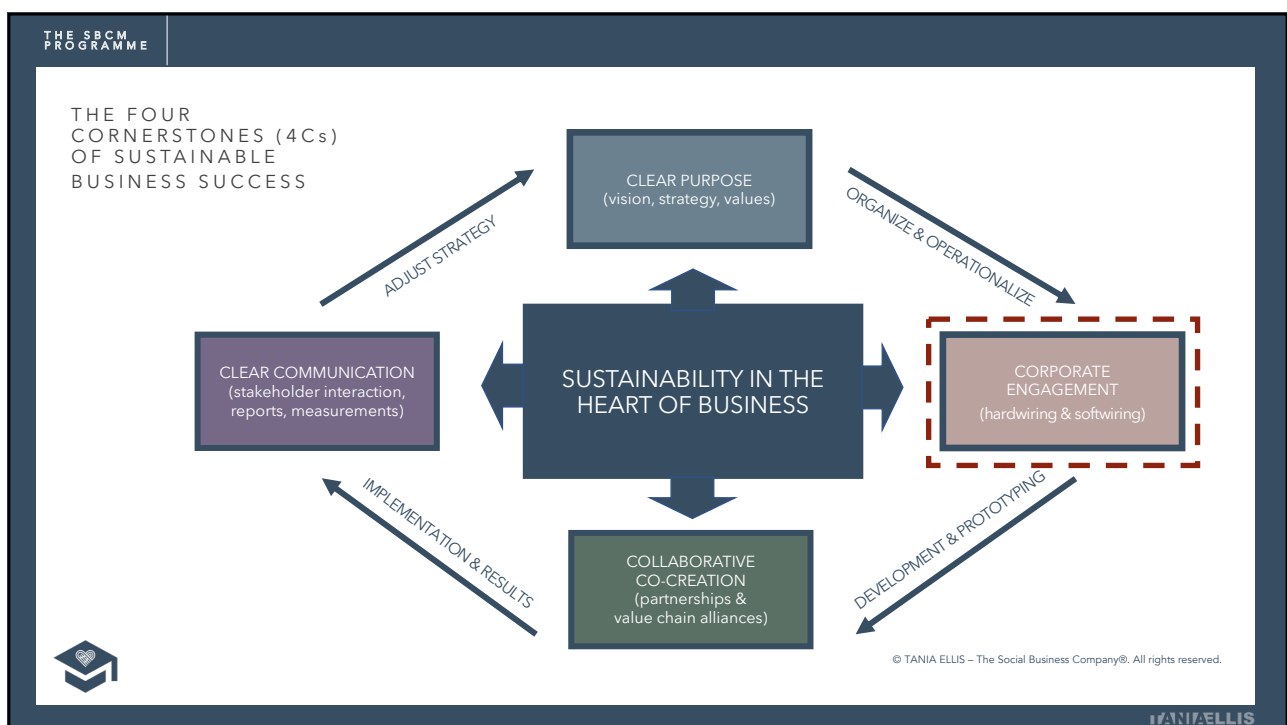
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3



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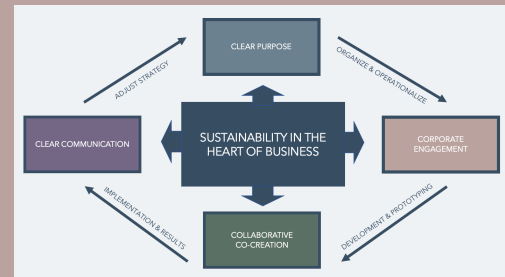
ORGANISATION

CORPORATE ENGAGEMENT

'Corporate Engagement' is about ensuring an effective implementation of your company's sustainable business efforts.

This requires two things: 1) Creating buy-in and commitment from the organization and 2) implementation and integration of your sustainable business ambitions, so they become an embedded part of your company mind-set, skills and daily practices.

For this, we will explore change management strategies and tools as well as implementation and integration through your 'hardwiring' and 'softwiring' of the organization, so you are able to put corporate responsibility and sustainability into both the hearts and minds of the organisation.



ORGANISATION | CORPORATE ENGAGEMENT

PART 1

WHY-WHAT

SUSTAINABLE BUSINESS
CHANGE MANAGEMENT

Internal change
drivers & barriers

Change strategies

Change leadership

PART 2

HOW

SUSTAINABILITY IN HEART
OF THE ORGANISATION

Hardwiring:
Preparation & practice

Softwiring:
Preparation & practice

Overall corporate
engagement planning

PART 3

WHO

THE SUSTAINABLE BUSINESS
CHANGE MANAGER

The change agents
& intrapreneurship

Real-life case



MODULE 2
INTRO

REAL-LIFE CASE




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

MODULE 2 OVERVIEW

WHY	M2 PART 1	INTERNAL CHANGE DRIVERS & BARRIERS	→ ←	✓ paradigms ✓ internal stakeholders ✓ change resistance	✓ risks ✓ burning platform
WHAT	M2 PART 1	CHANGE STRATEGIES	⚠	✓ push ✓ burning platform	
WHAT	M2 PART 1	LEADERSHIP	★		
HOW	M2 PART 2	HARDWIRING PREPARATIONS	🔌	✓	
HOW	M2 PART 2	SOFTWAREWIRING PREPARATIONS	📋	✓ culture ✓ fem	

MODULE 2 OVERVIEW

HARDWIRING IN PRACTICE

SOFTWAREWIRING IN PRACTICE

9

MODULE 2

INTRO

REFLECTIONS & EXERCISES

REFLECTIONS ON INTERNAL CHANGE DRIVERS & BARRIERS

How change ready is top management?

How change ready is the organisation / internal stakeholders?

What kinds of resistance to change could you expect?

What could be different reasons for resistance to change?

ORGANISATION

WORKBOOK

MODULE 2

EXERCISE #2

1. What kind of resistance to change can you expect from the organisation (and from whom)?

2. Which "push" arguments could you apply for creating a sense of urgency?

3. Which "pull" arguments could you apply for creating a positive vision for your sustainable business efforts?

10

5

MODULE 2 | PART 1

SUSTAINABLE CHANGE MANAGEMENT

INTERNAL CHANGE DRIVERS & BARRIERS



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MODULE 2

PART 1 – SUSTAINABLE CHANGE MANAGEMENT

INTERNAL CHANGE DRIVERS & BARRIERS

CHANGE STRATEGIES

LEADERSHIP

WHY

INTERNAL CHANGE DRIVERS & BARRIERS




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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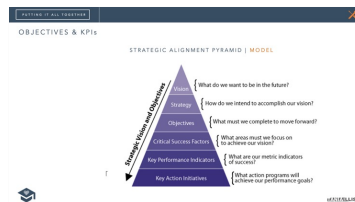
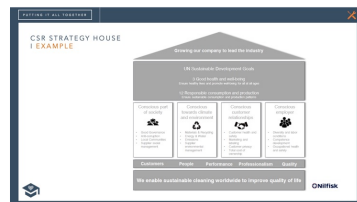
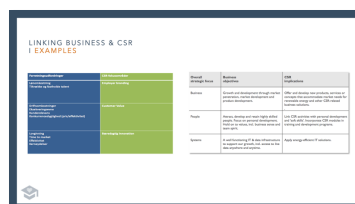
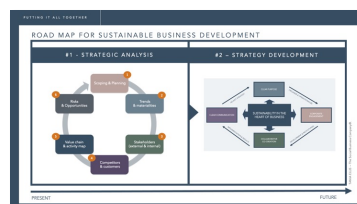
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CHANGE MANAGEMENT

INTERNAL CHANGE DRIVERS & BARRIERS

CHANGE STRATEGIES

LEADERSHIP

FROM CLEAR PURPOSE TO
CORPORATE ENGAGEMENT

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NEW SOLUTIONS REQUIRE INTERNAL CHANGE

FORANDRINGSHJULET

Kotters otte-trin forandringsmodel

Hovedfaser	Trin
Fase 1: Optø status – quo	1. Etablere en oplevelse af nødvendighed 2. Oprettelse af den styrende koalition 3. Udvikling af en vision og en strategi 4. Formidling af forandringsvisionen
Fase 2: Ændringsmetoder	5. Styrkelse af medarbejdernes kompetencer 6. Generering af kortsigtede gevinster 7. Konsolidering af resultater og produktion af mere forandring
Fase 3: Integrere ændringer i virksomhedskulturen	8. Forankring af nye arbejds måder i kulturen

15

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NEW SOLUTIONS REQUIRE INTERNAL CHANGE

#module2
#change_management #curriculum

8 steps TO ACCELERATE CHANGE IN YOUR ORGANIZATION

LEWIN'S 3 CHANGE STEPS

UNFREEZE → CHANGE → REFREEZE

Graphic from www.chioldership.org

16

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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 mannerism 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 (PROSCI)	LEWIN'S 3 CHANGE STEPS	KOTTER'S 8 STEPS TO CHANGE
PHASE 0 - ANALYZE <i>Change drivers & barriers</i>	-	-	-
PHASE 1 - PREPARE <i>Create climate for change</i>	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 <i>Engage & enable change within the organisation</i>	DESIRE to participate and support the change 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 <i>Consolidate & sustain change</i>	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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CHANGE MANAGEMENT

INTERNAL CHANGE DRIVERS & BARRIERS

CHANGE STRATEGIES

LEADERSHIP

DK

FORANDRINGSHJULET

HANDLINGSPLAN FOR INTERN FORANDRING & FORANKRING

Faser	Trin	Aktivitet
Overvejelse	1	Analyse af behovet for forandring
	2	Erkendelse og beslutning
Forberedelse Kotter Fase 1	3	Gør truslen synlig
	4	Etabler en stærk forandringsorganisation
	5	Opstil vision og mål
	6	Interessentanalyse
	7	Risikoanalyse
	8	Specificer og planlæg
	9	Kommunikationsplan
Gennemførelse Kotter Fase 2+3	10	Implementer og eksekver forandringen
	11	Forstå og fjern modstanden
	12	Hold ud og fejlr successer
	13	Forankring af forandringen
Evaluering Kotter Fase 3	14	Evaluer forandringsprojektet

a) Til forretnings/CSR **strategi** (Clear Purpose)

b) Til forandringsstrategi/**kultur** ændring (Corp. Engagement)

Kotter's otte-trin forandringsmodel

Hovedfaser	Trin
Fase 1: Opto status – quo	1. Etablere en oplevelse af nødvendighed 2. Oprettelse af den styrende koalition 3. Udvikling af en vision og en strategi 4. Formidling af forandringsvisionen
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Fase 3: Integrere ændringer i virksomhedskulturen	8. Forankring af nye arbejds måder i kulturen

Overvejelse (Steps 1-2)
Forberedelse (Steps 3-9)
Gennemførelse (Steps 10-14)

Bjarne Kousholt, Forandringsledelse, Akademisk Forlag, 2021

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PART 1 – SUSTAINABLE CHANGE MANAGEMENT

INTERNAL CHANGE DRIVERS & BARRIERS

CHANGE STRATEGIES

LEADERSHIP

INTERNAL STAKEHOLDER MAP | SKABELON

Interne interessenter

Til indercirklen:
Hvilke personer, afdelinger/funktioner, ledelsesniveauer vil blive påvirket af - eller kan påvirke - mit CSR-forandringsprojekt?

Til ydercirklen:
Hvilke personer, afdelinger/funktioner, ledelsesniveauer vil også blive påvirket - eller kan påvirke - mit CSR-forandringsprojekt, men i meget mindre grad, hvis overhovedet?

Model inspired by Overskud Med Omtanke, Erhvervs- og Selskabsstyrelsen, 2006

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21

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INTERNAL CHANGE DRIVERS & BARRIERS

CHANGE STRATEGIES

LEADERSHIP

INTERN INTERESSENTANALYSE EKSEMPEL

DTU

Interest analysis SustainAction Intern

Stab HR: understøtter strategiske sammenhænge

Stab AUS (HR): Fx PhD kursus

Stab AFR: strategisk prioritering forsk.ansøgn.

Stab AFR: Kommunikation

Komm.ansvar-lige inst.

Program bæredygtighed

Campus Service

Indkøb interne cases

DTU direktion

DTU MAN (kerne ift udv af kompetencen)

DTU MEK Matche (kerne ift udv af kompetencen?)

DTU MILJØ (kerne ift udv af kompetencen)

DTU COMPUTE (kerne ift udv af kompetencen)

Stab AIS: FBR/virkosmh. (shared value framing), KAM aftaler

Stab DTU Skylab – kanal til samarbejder, gode til agendaen

ØVRIGE INSTITUTTER (applied sector research)

SustainAction

"værdikæde" INSTITUTTER (vil de indgå?)

"fag case" INSTITUTTER (vil de udvide et samarbejde)

Significant influence

Significant impact

Institutter er på professor, forskningsgr.niveau, inst.direktører

Konklusioner:
Forskningsmiljøer er i høj grad selvfinansierende i form af at hente konkurrenceudsatte midler hjem. I det lys er det ikke nødvendigvis attraktivt at indgå samarbejde med andre interne fagmiljøer (eget/andre institut) om et givent område.

DTUs direktion kan yde særbevilling til indsatser. Det ses imidlertid sjældent, da erfaring er at faglige initiativer skal have fuldt ejerskab fra fagmiljøer, hvis skal overleve.

Der er med DIR bevilling igangsat PhD kursus, der vil sikre at alle PhD'ere (450 årgang) har 2,5 ECTS i SDG'erne og formidling af deres forskning i den ramme. Det forhold at lead professor også er kerneaktør i SustainAction vil bidrage til indirekte sammenhæng mellem initiativer.

For at skabe opbakning vil nøglepersoner i inddragelse skulle tilgås 1.1.

Bilag 6/slide 2/5

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22

11

MODULE 2

PART 1 – SUSTAINABLE CHANGE MANAGEMENT

INTERNAL CHANGE DRIVERS & BARRIERS

CHANGE STRATEGIES

LEADERSHIP

EMPLOYEE SURVEY (knowledge & motivation) | EXAMPLE

#module1 #module2
#employee_surveys

MVOW sustainability journey survey 2020
(Kopier)

In MVOW our sustainability strategy focuses on three areas:
PEOPLE - Health & Safety, Diversity & Inclusion, Human Rights
PLANET - Green House Gas emissions, Energy consumption, Waste and
BUSINESS - Anti-bribery & corruption, Supplier Code of Conduct, Supply Chain
It is highly appreciated if you would answer the questions below.
It takes 2-5 minutes to complete, and all answers are anonymous.

1. Please select your current working area

☐ Global Supply Chain (GSCM)

☐ Technology (CTO)

☐ Operations (COO)

☐ Commercial organisation

☐ HR, Finance, Legal & Risk, QHSE & IT

☐ CEO office, Strategy, Program Management

2. Please select your corporate title

☐ CEO, Co-CEO, VP, SVP, Chief Project Manager

☐ Director, Senior Director, Senior Specialist, Senior Project Manager

☐ Specialist, Project Manager, Senior Manager

☐ Service Technician

☐ Administrative, Professional

☐ Skilled worker, Semi-skilled worker, Team Leader

☐ Do not know / other

3. How would you evaluate your knowledge about Sustainability in general?

No knowledge 1 2 3 4 5 high knowledge

4. How would you evaluate your knowledge about the MVOW Sustainability strategy?

No knowledge 1 2 3 4 5 high knowledge

5. How would you evaluate your knowledge about the MVOW Sustainability activities (CAO) area?

No knowledge 1 2 3 4 5 high knowledge

6. How would you rate your motivation for working with Sustainability as an integral part of your job at MVOW?

No motivation 1 2 3 4 5 high motivation

7. How is working with Sustainability (projects, targets, initiatives) integrated in your work?

No integration 1 2 3 4 5 high integration

8. What are your expectations towards MVOW's work with Sustainability?

No expectations 1 2 3 4 5 high expectations

9. How does MVOW live up to your expectations regarding Sustainability?

Not at all 1 2 3 4 5 All expectations are met

10. How would you like to be engaged in Sustainability activities in MVOW?

☐ Participating in a forum for MVOW employees working with Sustainability

☐ Participating in general Sustainability training

☐ Participating in a Sustainability forum, available for all employees, where ideas, initiatives and projects are shared mainly in WRITTEN form

☐ Participating in a Sustainability forum, where ideas, initiatives and projects are shared in VIRTUAL meetings

☐ Participating in a Sustainability trainer

☐ Via Town Hall meetings

☐ Reading the annual Sustainability rep

☐ Information from immediate manager

☐ A circulated monthly bulletin

☐ Being engaged in Sustainability projects

☐ Information on the Grid

☐ The possibility to perform voluntary v benefits society

☐ Other

Please answer the following questions if you...
to any degree, are working on a Sustainability initiative or project, or have a Sustainability target

11. Are your tasks and/or responsibilities within Sustainability clearly defined?

Not at all 1 2 3 4 5 Yes, they are clearly defined

12. Do you have the knowledge required to perform your tasks and/or responsibilities within Sustainability?

Not at all 1 2 3 4 5 Yes, I have the knowledge required

13. Are the processes for your work with Sustainability clearly defined?

Not at all 1 2 3 4 5 Yes, they are clearly defined

14. Are your Sustainability tasks and/or responsibilities a part of your current role description?

Not at all 1 2 3 4 5 Yes

Back Submit

Janni Tangen, 2020 Cohort

MODULE 2

PART 1 – SUSTAINABLE CHANGE MANAGEMENT

INTERNAL CHANGE DRIVERS & BARRIERS

CHANGE STRATEGIES

LEADERSHIP

FORANDRINGSHJULET

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Overvejelse

1 2 3 4 5 6 7 8 9 10 11 12 13 14

Evaluering

Gennemførelse

Bjarne Kousholt, Forandringsledelse, Akademisk Forlag, 2021

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B. CHANGE ANALYSES

LEADERSHIP

ORGANISATION CHANGE READINESS I MODEL

Organisation change readiness	High motivation and ability to change at top management	Low motivation and ability to change at top management
High necessity - burning platform	Proactive organisation	Reactive organisation
Low necessity - no burning platform	Heavy organisation	Static organisation

Translation of model from Kousholt, Bjarne, Forandringsledelse - Teori og praksis, Akademisk Forlag



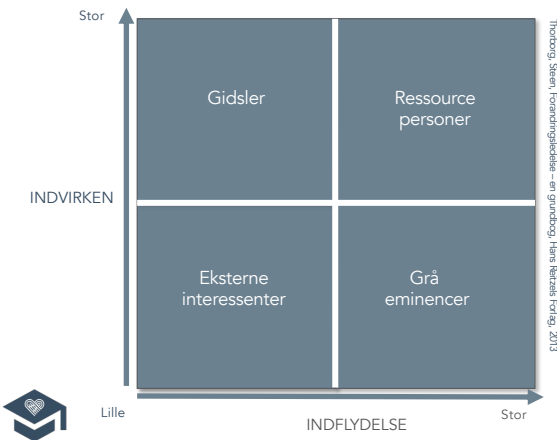

25

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B. CHANGE ANALYSES

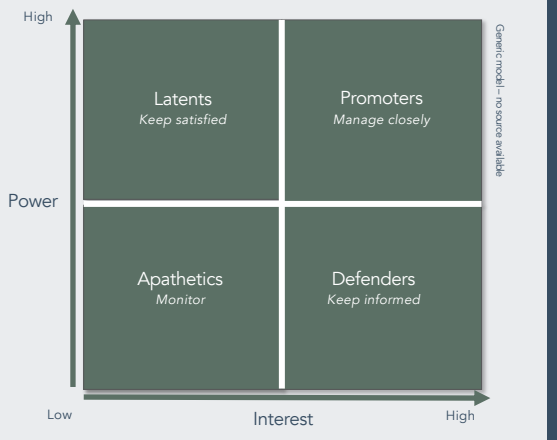
INTERNAL STAKEHOLDERS

INTERESSETER & ROLLER I SKABELON



Thorborg, Steen, Forandringsledelse - en grundbog, Hans Reitzels Forlag, 2013

STAKEHOLDER MAP I TEMPLATE



Generic model - no source available




26

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INTERN INTERESSENTANALYSE
EKSEMPEL

INTERESSENT MATRIX

Tina Kruse, Hold 2020

27

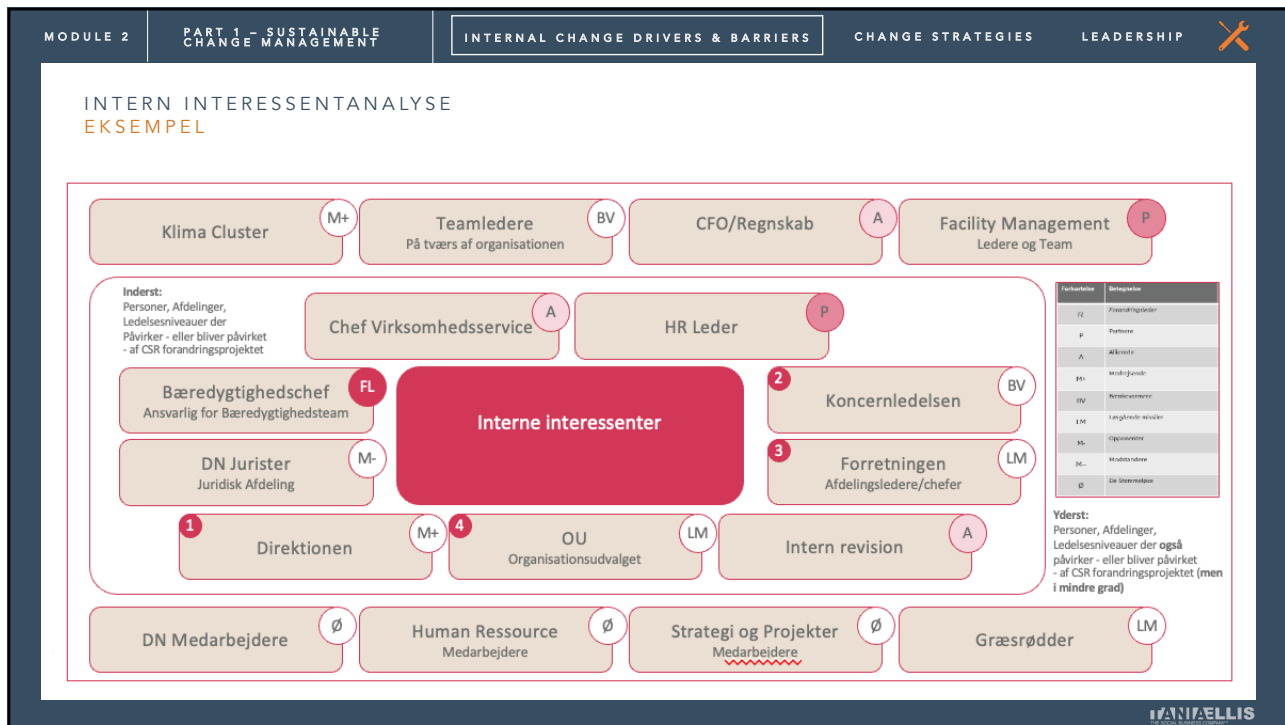
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INTERESSENTERNE I FORANDRINGSPROJEKTET | GUIDE

Betegnelse	Karakteristik
Partnere	Støtter forandringen 100% loyalt og står ved forandringsprojektlederens side
Allierede	Støtter forandringen fra sit ståsted.
Medrejsende	Støtter selve forandringen, men ikke nødvendigvis forandringsprojektlederen og dennes team, eller topledelsen for den sags skyld.
Bænkevarmere	Deres holdning til forandringen er stadig uklar – de afventer.
Løsgående missiler	Er nogle gange med og nogle gange imod – de er uforudsigelige.
Opponenter	Modstandere af formålet med forandringsprojektet, men er ikke modstandere af ledelsen.
Modstandere	Er modstandere af både ledelsen og forandringsprojektet.
De stemmeløse	Påvirkes af forandringsprojektet, men har ikke en indflydelse hvor deres mening tæller.

Bjarne Kousholt, Forandringsledelse, Akademisk Forlag, 2021

28



29



30

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MODSTANDS-FORMER

FORMER FOR FORANDRINGSMODSTAND | GUIDE

ÅBEN MODSTAND Direkte modstand med fx protester eller klager	PASSIV MODSTAND Undgår af deltage uden at sige det højt	TAVSHED Giver ikke feedback, deltager ikke i diskussioner	SABOTAGE Bevidste forsøg på at underminere nye initiativer	NOSTALGI Udtrykker hvordan "tingene var bedre end før"
"OVER COMPLIANCE" Følger regler overdrevent nøjagtigt, så mangler fremhæves	UNDGÅELSE Ignorerer forandringen og forsøger at fortsætte som hidtil	FORSINKELSER Foreslår konstant at udskyde implementeringen	INTELLEKTUALISERING Ræsonnerer om, hvorfor forandringen ikke er relevant	MIKROPOLITIK Danner alliancer for at blokere forandring

Forandringsmodstandsformer. TANIA ELLIS - The Social Business Company

31

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RESISTANCE FORMS

RESISTANCE FORMS | TEMPLATE

Active resistance	Passive resistance
Indifference	Accept

Types of resistance. TANIA ELLIS - The Social Business Company

32

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MODSTANDS-ÅRSAGER

ÅRSAGER TIL FORANDRINGSMODSTAND I GUIDE

FORANDRINGS TRÆTHED	FRYGT FOR AT MISTE NOGET AF VÆRDI	MANGLENDE TILLID TIL LEDELSEN	INGEN FORSTÅELSE FOR HVORFOR	BEKYMNING FOR EGNE KOMPETENCER
MANGEL PÅ VIDEN OM KONSEKVEN	FRYGT FOR DET UKENDTE	MERE ARBEJDE FOR SAMME LØN	MANGLENDE INDFLYDELSE & INVOLVERING	DÅRLIGE FORANDRINGS ERFARINGER
INGEN MELLEMLEDER STØTTE	FRYGT FOR AT FEJLE	MANGLENDE INCITAMENT BELØNNING	DÅRLIG LEDELSE	MAGELIGHED TILFREDS MED STATUS QUO

Kousholt, Bjarne, Forandringsledelse og -kommunikation, Akademisk Forlag, 2014.

33

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INTERNAL RISKS & OPPORTUNITIES

RISK ANALYSIS | TEMPLATE

Risk	Consequence for project (1-5)	Probability (1-10)	Risk figures (K x S)	Proactive Action plan "Plan A" / Prevention / Opportunity	Reactive Action plan "Plan B" / Reaction / Risk management

34

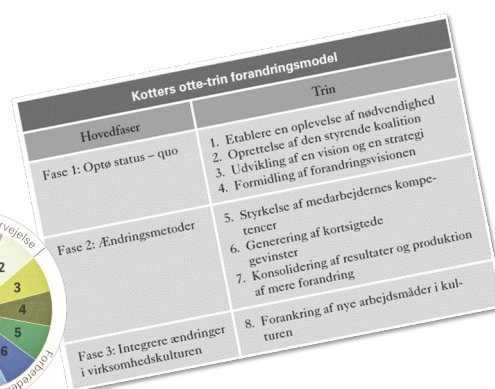
EXAMPLE

	Risk	Consequence for project (1-5)	Probability (1-10)	Risk figures (K x S)	Reactive Action plan "Plan B" / Reaction / Risk management	Proactive Action plan "Plan A" / Prevention / Opportunity
INTERNAL	New Head of Sales could change the course and delay the project	4	8	32	To be taken ad hoc	Align expectations (incl. direction and timeline)
	Gap between BF initiative (shared value) and the normal operation (compliance)	5 (risk for entire understanding of CSR efforts)	8	40	??	To be addressed in Sustainability Forum in relation to the overall CSR efforts: clarity focus areas, employee engagement (internal analysis)
	Not well integrated in the organisation: Top management Inbound (sales) Other	4 4 2	2 8 5	8 40 10	To be taken ad hoc, with top management On going information and engagement	1-2 sales employees join the reference group of the project group. Sales material needs to be understandable, so that seller takes ownership. These various stakeholders need to be included in the internal communications plan.
	Complet dependence of consulting function in Sweden (Design for recycling)	5	8	40	Follow up meetings List of activities w. prioritization and timeline	The amount of DfR activities justifies a position in Denmark, or partnership with external consultants.



HANDLINGSPLAN FOR INTERN FORANDRING & FORANKRING

Faser	Trin	Aktivitet
Overvejelse	1	Analyse af behovet for forandring
	2	Erkendelse og beslutning
Forberedelse Kotter Fase 1	3	Gør truslen synlig
	4	Etabler en stærk forandringsorganisation
	5	Opstil vision og mål
	6	Interessentanalyse
	7	Risikoanalyse
	8	Specificer og planlæg
	9	Kommunikationsplan
Gennemførelse Kotter Fase 2+3	10	Implementer og eksekver forandringen
	11	Forstå og fjern modstanden
	12	Hold ud og fejr succeser
	13	Forankring af forandringen
Evaluering Kotter Fase 3	14	Evaluer forandringsprojektet



MODULE 2 | DAY 1 – SUSTAINABLE CHANGE MANAGEMENT | INTERNAL CHANGE DRIVERS & BARRIERS | CHANGE STRATEGIES | LEADERSHIP

DECIDE CHANGE MANAGEMENT APPROACH

4 CHANGE TYPES I MODEL




Kousholt, Bjarne, Forandringsledelse og forandringskommunikation, Praxis, 2014.

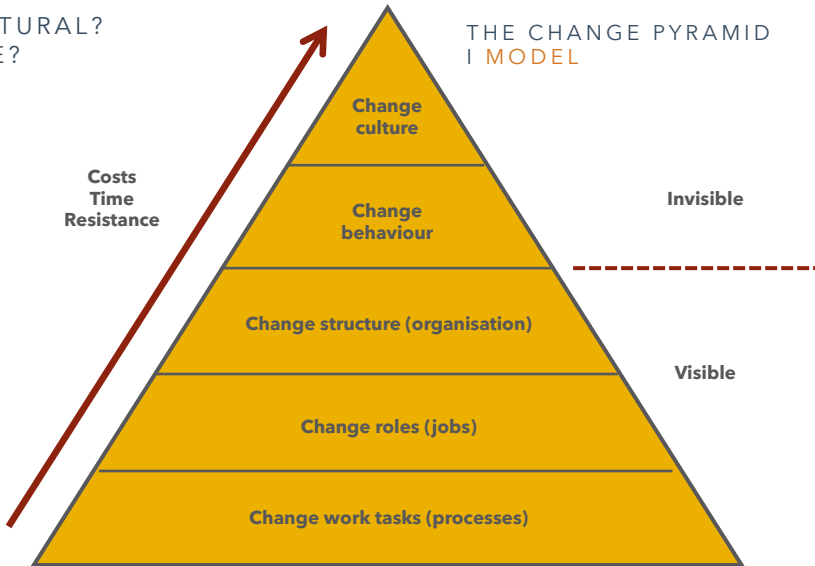
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37

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

STRUCTURAL OR CULTURAL? VISIBLE OR INVISIBLE?

THE CHANGE PYRAMID I MODEL



Translation of model from Kousholt, Bjarne, Forandringsledelse – Teori og praksis, Akademisk Forlag

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38

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

FORANDRINGSHJULET

HANDLINGSPLAN FOR INTERN FORANDRING & FORANKRING

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Evaluering Kotter Fase 3	14	Evaluer forandringsprojektet

Bjarne Kousholt, Forandringsledelse, Akademisk Forlag, 2021

Kotter's 8-step change model

Hovedfaser	Trin
Fase 1: Optø status – quo	1. Etablere en oplevelse af nødvendighed 2. Oprettelse af den styrende koalition 3. Udvikling af en vision og en strategi 4. Formidling af forandringsvisionen
Fase 2: Ændringsmetoder	5. Styrkelse af medarbejdernes kompetencer 6. Generering af kortsigtede gevinster 7. Konsolidering af resultater og produktion af mere forandring
Fase 3: Integrere ændringer i virksomhedskulturen	8. Forankring af nye arbejdsmåder i kulturen

39

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

9R FORANDRINGSANALYSEN I GUIDE

Emne	Spørgsmål	Forklaring
Rammer	Hvad er rammerne? (økonomi, tidsplan, kontorplads, organisation osv. for forandringsprojektet)	Fx: Hvor lang tid har vi til at opnå resultater; forandringsorganisationens udformning, ledelsens opbakning mm.
Retning	Hvorfor har vi etableret forandringsprojektet? Hvad er det større formål? Hvad er det, vi gerne vil skabe? Hvor går vi hen og hvorfor?	Fx: Klarlægning af årsagen til forandringsprogrammet, hvilken vej skal vi herfra; visionen.
Regler	Hvordan er organisationens (spille)regler – og kendes de af alle? Hvad skal vi være enige om for at forandringsprojektet bliver en succes? Hvilket styringsniveau er der fx brug for?	Bl.a. vurdere organisationens kultur og værdier. Skrevne og uskrevne regler. Kan og skal nuværende regler ændres?
Roller	Hvem er involveret i forandringsprogrammet? Hvem har kompetence til hvad?	Interessenterne – hvem er ansvarlig for forandringsprogrammet? Hvem er med og imod?
Relationer	Hvilke relationer er der mellem forandringsprogrammets interessenter? Hvordan har de det med hinanden?	Relationerne mellem interessenterne. Hvem frastøder hinanden og hvem danner koalitioner?
Reaktioner	Hvordan har interessenterne reaktionsmønster været indtil nu?	Kan hidtidige reaktioner fortælle os noget om interessenterne?
Risiko	Hvilken risiko er der for de forskellige interessenter?	Kan interessenterne gå i "baglås" og modarbejde forandringsprojektet?
Resultater	Hvad vil vi opnå med interessenterne?	Vores egne forventninger til interessenterne; det vi håber på.
Refleksioner	Hvordan ser det hele ud nu?	Refleksionen bruges til at gå op i "helikopteren" for at se på helheden.

Bjarne Kousholt, Forandringsledelse og forandringskommunikation, Praxis, 2014

40

KEY LEARNINGS

WHAT YOU HAVE LEARNT...  

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

41

KEY REFLECTIONS

REFLECTIONS ON INTERNAL CHANGE DRIVERS & BARRIERS  

How change ready is top management?

How change ready is the organisation / internal stakeholders?

What kinds of change resistance could you expect?

What could be different reasons for resistance to change?

Organisations change readiness	High resistance and strong to change or not the management	Low resistance and strong to change or not the management
High resistance and strong support	Resistant management	Resistant management
Low resistance and strong support	Willing management	Willing management

Latents keep silent	Promoters change ready
Apollonius Monitor	Defenders keep informed





42

MODULE 2 | PART 1

SUSTAINABLE CHANGE MANAGEMENT

CHANGE STRATEGIES



THE SOCIAL
BUSINESS
ACADEMY

LEARN MORE | DO BETTER

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PART 1 – SUSTAINABLE CHANGE MANAGEMENT

INTERNAL CHANGE DRIVERS & BARRIERS

CHANGE STRATEGIES

LEADERSHIP

WHAT CHANGE STRATEGIES




In order to kickstart – and later sustain – change, you need a change management plan that includes both “push” and “pull” communication.

If you only talk about what the organization needs to avoid – the burning platform (“push”) – there is a risk that the organisation will return to business as usual, once the threat is over. Therefore, you also need to “pull” the organization with a positive vision of future opportunities.

Purpose:

Create a plan for how you want to create and sustain change with the messages and arguments that will resonate with the organisation.



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KEY LEARNINGS

WHAT YOU WILL LEARN...



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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MODULE 2

PART 1 – SUSTAINABLE
CHANGE MANAGEMENT

INTERNAL CHANGE DRIVERS & BARRIERS

CHANGE STRATEGIES

LEADERSHIP



FORANDRINGSHJULET

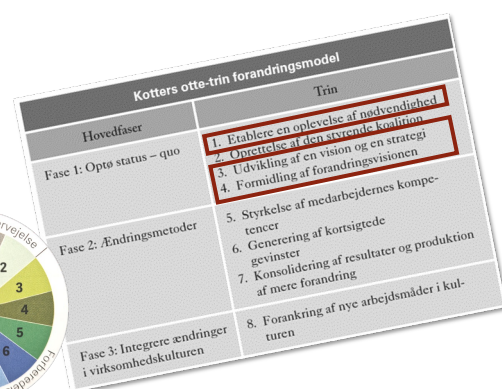
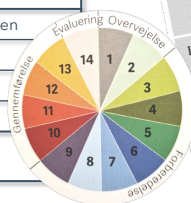
HANDLINGSPLAN FOR INTERN FORANDRING & FORANKRING

DK

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Bjarne Kousholt, Forandringsledelse, Akademisk Forlag, 2021



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46

MODULE 2

PART 1 – SUSTAINABLE CHANGE MANAGEMENT

INTERNAL CHANGE DRIVERS & BARRIERS

CHANGE STRATEGIES

LEADERSHIP

"THE BURNING PLATFORM"

47

MODULE 2

PART 1 – SUSTAINABLE CHANGE MANAGEMENT

INTERNAL CHANGE DRIVERS & BARRIERS

CHANGE STRATEGIES

LEADERSHIP

EXTERNAL "BURNING PLATFORMS"

SEE MODULE 1, PART 1 + PART 3

Critical Business Challenges

- Improve efficiency/reduce costs
- Increase employee productivity
- Collaborate across employees, partners and suppliers
- Become more nimble and flexible
- Optimize business model/processes
- Improve customer service
- Obtain new customers
- Sell more to existing customers
- Improve ability to predict market trends

48

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

INTERNAL “BURNING PLATFORMS”

SEE MODULE 1, PART 1 (MARKET TREND #3 (PERSONAL SUSTAINABILITY))

Traditional job psychology

Modern job psychology

The 4th P

WHAT THE WORLD NEEDS

WHAT YOU ARE GOOD AT

BRAND PURPOSE

WHAT YOU ARE PASSIONATE ABOUT

Ellis, T. The New Pioneers, Wiley 2010

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49

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CHANGING EMPLOYEE NEEDS & EXPECTATIONS

#module2
#employee_surveys

Deloitte

Deloitte Global 2024 Gen Z and Millennial Survey

2023 Net Positive Employee Barometer

FROM QUIET QUITTING TO CONSCIOUS QUITTING

Help your employees find purpose—or watch them leave

2016 GLOBAL REPORT

PURPOSE AT WORK

The Largest Global Study on the Role of Purpose in the Workforce

The Evolution of Employee Engagement

AN ANNUAL REPORT & RESEARCH

WeSpire

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50

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#module2
#employee_surveys

CHANGING EMPLOYEE NEEDS & EXPECTATIONS

Deloitte Global 2024 Gen Z and Millennial Survey

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
- As workplace factors contribute to stress levels, employers should stay focused on workplace mental health
- Environmental sustainability drives career decisions and consumer behaviors
- Work/life balance and flexibility remain paramount
- Purpose influences workplace satisfaction
- Positive perceptions of GenAI increase with more hands-on experience, but so do workplace concerns

51

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"IKIGAI"

IKIGAI

A Japanese concept meaning 'a reason for being'

The diagram consists of four overlapping circles:

- What we LOVE** (Pink circle)
- What the world NEEDS** (Green circle)
- What we are GOOD AT** (Blue circle)
- What we can be PAID FOR** (Yellow circle)

 The central intersection of all four circles is labeled **IKIGAI**.

Additional labels and descriptions:

- Our PASSION** (Intersection of Love and Good At): Satisfaction but feeling of no positive impact on the world
- Our MISSION** (Intersection of Love and World Needs): Delight and fullness but without pay
- Our VOCATION** (Intersection of World Needs and Paid For): Excitement but feeling of uncertainty
- Our PROFESSION** (Intersection of Good At and Paid For): Comfortable but feeling of emptiness

Graphic: www.blog.learnlife.com/what-is-your-ikigai

52

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#module2
#employee_engagement #reports

THE GREAT RESIGNATION

ATTRITION OR ATTRACTION?

The Great Attrition

Or the Great Attraction? A record number of employees are quitting their jobs, as the pandemic has irrevocably changed what workers expect. Organizations that learn why and act thoughtfully will have an edge in attracting and retaining talent.

40% of employees say they are likely to leave in the next 3-6 months

64% of employees considering leaving say they would do so without another job in hand

38% of employers believe attrition is due to compensation

But 52% of employees leave because they don't feel valued by their managers

While 51% of employees leave because they don't feel a sense of belonging at work

McKinsey & Company

attrition [noun]:
A reduction in the number of employees or participants that occurs when people leave because they resign, retire, etc

53

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DK

SCARCE EMPLOYEE RESOURCES

Lederne

Godt hver anden leder: Svært at finde medarbejdere i 2020

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

DANSK ERHVERV

Mangel på kvalificeret arbejdskraft er en barriere for vækst

Danske iværksættere oplever fortsat, at salg og adgang til kapital er de største barrierer for vækst. Ikke desto mindre er rekruttering af kvalificeret arbejdskraft samt fastholdelse af dygtige medarbejdere i høj grad blevet barrierer for vækst i 2022, hvor henholdsvis 50 pct. og 25 procent af danske startups, oplever disse parametre som barrierer.

DI BUSINESS

Tælt på danske virksomheder - lokalt og globalt

Unge vil have ledere med holdninger – og handling bag ordene

En topledser med klare holdninger i samfundsdebatten 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.

54

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FROM SATISFACTION TO ENGAGEMENT

Engagement
Hearts, Spirits, Minds, and Hands

M A G I C
Meaning Autonomy Growth Impact Connection

Satisfaction

Transformational

Transactional

Graphic from www.decision-wise.com

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55

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FROM ENGAGEMENT TO ACTIVISM

Chr. Hansens medarbejdere får hæderspris for protest

At McKinsey, Widespread Furor Over Work With Planet's Biggest Polluters

A letter signed by more than 1,100 employees has called for change at the consulting firm, which has advised at least 43 of the 100 most environmentally damaging companies.

McKinsey employees angered over firm's work with world's top polluters

Over 1,000 employees at the consulting firm McKinsey & Company have signed an open letter asking the firm to disclose how much carbon their clients emit into the atmosphere.

"The climate crisis is the defining issue of our generation," the letter said, according to *The New York Times*. "Our positive impact in other realms will mean nothing if we do not act as our clients alter the earth irrevocably."

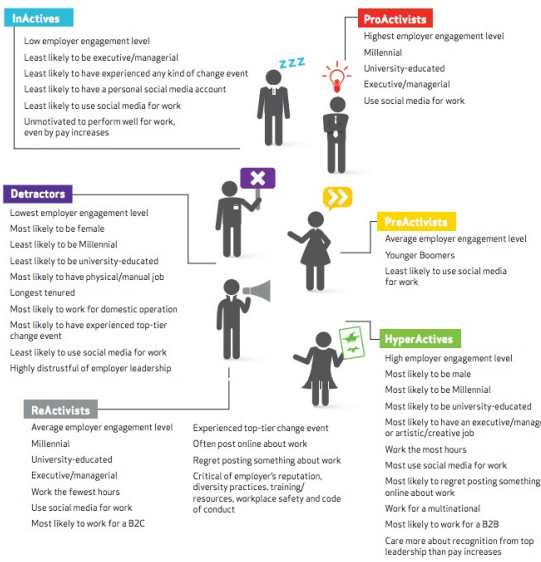
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56

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FROM ENGAGEMENT TO ACTIVISM

#module2
#employee_engagement

InActives

- Low employer engagement level
- Least likely to be executive/managerial
- Least likely to have experienced any kind of change event
- Least likely to have a personal social media account
- Least likely to use social media for work
- Unmotivated to perform well for work, even by pay increases

Detractors

- Lowest employer engagement level
- Most likely to be female
- Least likely to be Millennial
- Least likely to be university-educated
- Most likely to have physical/manual job
- Longest tenured
- Most likely to work for domestic operation
- Most likely to have experienced top-tier change event
- Least likely to use social media for work
- Highly distrustful of employer leadership

ReActivists

- Average employer engagement level
- Millennial
- University-educated
- Executive/managerial
- Work the fewest hours
- Use social media for work
- Most likely to work for a B2C

ProActivists

- Highest employer engagement level
- Millennial
- University-educated
- Executive/managerial
- Use social media for work

HyperActives

- High employer engagement level
- Most likely to be male
- Most likely to be Millennial
- Most likely to be university-educated
- Most likely to have an executive/managerial or artistic/creative job
- Work the most hours
- Most use social media for work
- Most likely to regret posting something online about work
- Work for a multinational
- Most likely to work for a B2B
- Care more about recognition from top leadership than pay increases

Experienced top-tier change event
Often post online about work
Regret posting something about work
Critical of employer's reputation, diversity practices, training/resources, workplace safety and code of conduct

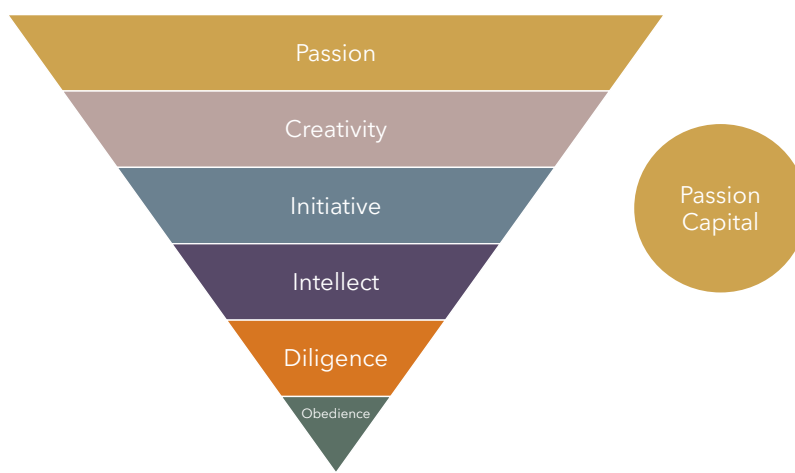
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GARY HAMEL'S PYRAMID OF HUMAN CAPABILITIES I MODEL

#module2
#employee_engagement



Passion

Creativity

Initiative

Intellect

Diligence

Obedience

Passion Capital

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58

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Do you create burning platforms or burning desires?




59

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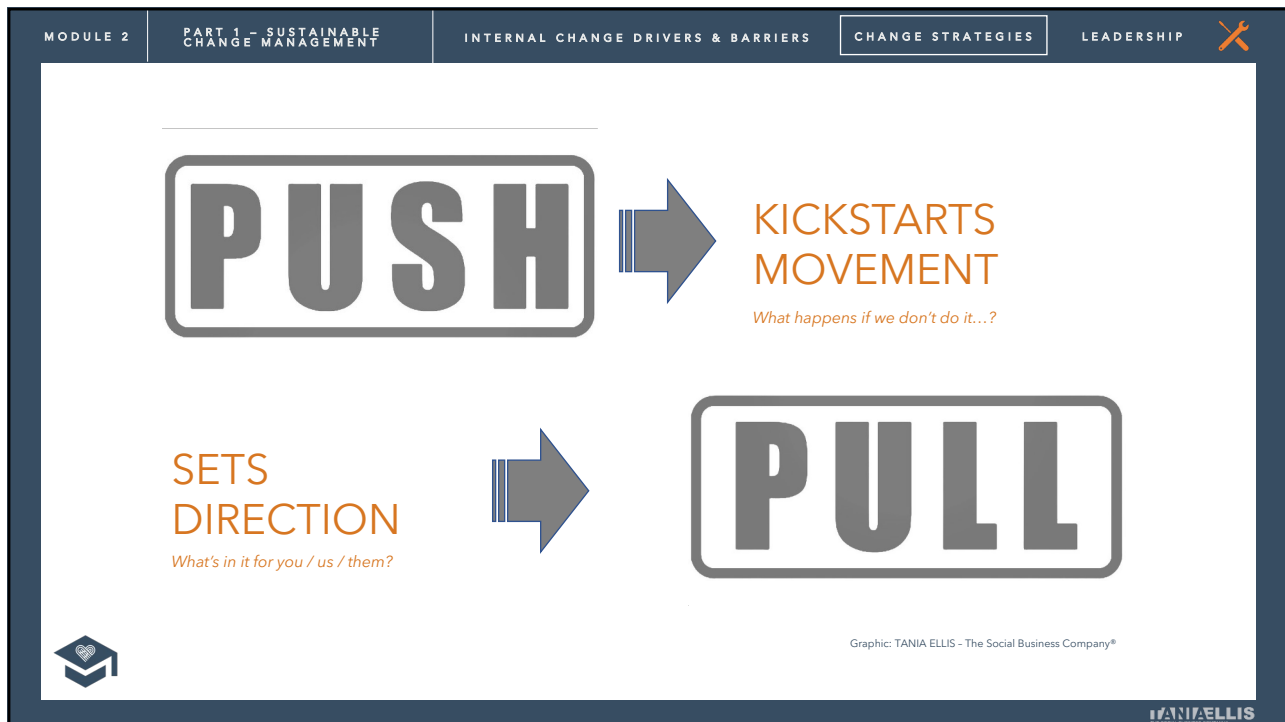
CREATING A BURNING PLATFORM I MODEL



Model from ResilienceAlliance.com




60



61

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APPRECIATIVE INQUIRY MODEL		TRADITIONAL VS APPRECIATIVE	
Problem and deficiency thinking	Potential and value thinking	Traditional approach	Appreciative approach
Focus on problems, errors and omissions	Focus on (resources, values and desires	Search for mistakes	Search for opportunities
Search for causes of a problem	Search for solutions	Critical attitude	Positive attitude
Focus on what is missing	Focus on what there is	Focus on change	Focus on resources
Skepticism and suspicion	Confidence	Focus on what we want to avoid	Focus on what we wish

Summary by TANIA ELLIS - The Social Business Company®

Summary of Bjarne Kousholt, Forandringsledelse, Akademisk Forlag, 2021

62

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coop

Jeg vil gerne være med til at forandre madkulturen herhjemme. Jeg vil gerne gøre det lettere for danskerne at spise bedre mad, sundere mad, mere økologisk mad og gerne dansk mad. Så jeg mener ikke, hovedopgaven er at tjene penge. Men det er en forudsætning at tjene penge, hvis vi skal forandre madkulturen.

Vi sælger alle sammen de samme cornflakes til samme pris. Danmark har supermarkeder nok til at betjene 18 mio. mennesker, men de er alle sammen ens. Hvis du pillede logoerne af facaderne og tilbudsaviserne, så ville ingen kunne kende forskel på butikkerne.

COOP & CO.
SAMMEN OM BEDRE MAD

Mandag Morgen, COOP-chef kæmper mod talentløse supermarkeder, 08.09.2014

Peter Høgsted, Mad- og Måltidsaktivist, COOP

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63

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"BURNING DESIRES"
EMPLOYEES

THE HR ROI OF CSR | GUIDE

PURPOSE
FULFILMENT
MEANINGFUL WORK
PERSONAL & PROFESSIONAL DEVELOPMENT

EMPLOYEE SATISFACTION AND ENGAGEMENT

INTERNAL PRIDE AND WORK JOY

REDUCTION OF SICK ABSENCE

GOOD & INNOVATIVE IDEAS

MORE (AND BETTER) SPECULATIVE APPLICATIONS

TOP MOTIVATED AMBASSADORS

The HR ROI of CSR. TANIA ELLIS - The Social Business Company®

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64

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“BURNING DESIRES”
BUSINESS

THE BUSINESS RETURNS OF CSR (ROI) | MODEL

IMPROVED IMAGE 	STRONGER EMPLOYER BRAND 	REINFORCED VALUES 	DIFFERENTIATION
AHEAD OF LEGISLATION 	OPERATIONAL EFFICIENCY 	COMPETITIVE PRICES 	MORE CONTRACTS
PRODUCT INNOVATION 	CUSTOMER LOYALTY 	STRONG VALUE PROPOSITION 	IMPROVED BOTTOM LINE

65

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“BURNING DESIRES”
SOCIETY

Creating a more **inclusive, equitable, and regenerative** economic system for all.

Best for the World 2021

Certified B Corporation

66

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FAKTORER DER KAN ÆNDRE HOLDNING | GUIDE

DK

FORNUFT Denne indgangsvinkel er ofte nødvendig hos mennesker, der anser sig selv for at være veluddannede. De vil opstille lister over fordele og ulemper ved en given situation for derefter at tage en velovervejede beslutning.	ANALYSE Bygger på indsamling af relevante data. Både fornuft og analyse er baseret på argumentation og beviser. De er gode at bruge, når man skal overbevise veluddannede, logisk tænkende individer, der gerne vil have saglige argumenter og beviser.	RESONANS Er evnen til at skabe kontakt til en persons følelser og intuition. En holdningsændring på grund af resonans kan være ubevidst, for eksempel på grund af respekt for overtaleren.	REPRÆSENTATIVE OMSKRIVNINGER Det at fortælle det samme på mange forskellige måder. Både i reklamebranchen og i undervisning bruges denne metode i udstrakt grad.
RESSOURCER & BELØNNING I en situation, hvor en holdningsændring er nært forestående, kan en belønning være det 'lille nøk', der skal til for at få ændringen igennem.	VIRKELIGE BEGIVENHEDER Denne faktor handler om den omgivende verdens indflydelse på beslutninger. Fx. COVID-19 pandemiens indvirkning på flyrejser, restauranter m.m.	MAGT & POLITIK Når en forandring skal gennemføres, er magten bag ved ønsket om forandring naturligvis afgørende. Er der ikke magt bag ved forandringen, vil modstanden let kunne standse den.	

Kousholt, Bjarne, Forandringsledelse og -kommunikation, Akademisk Forlag, 2014

INTELLIS

67

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RESISTANCE LEVELS & HANDLING | GUIDE



OVERCOMING RESISTANCE TO CHANGE

Levels of resistance	How to create support
Level 1 "I don't get it" <i>Intellectual</i>	- Information - facts, figures, ideas - Explain WHY before HOW - Use language they understand - Use variety of communications channels
Level 2 "I don't like it" <i>Emotional</i>	- 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" <i>Personal</i>	- Mea Culpa - take responsibility - Keep commitments - Spend time together - Allow yourself to be influenced, consider worthwhile ideas

Source: Rick Maurer / Actee. www.rickmaurer.com

INTELLIS

68

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CHANGE MANAGEMENT GONE WRONG...

DK



Finansminister varslar “paradigmeskift” i ny indkøbsstrategi: “Det er ikke nødvendigvis den vare, der er billigst, når man køber den ind, der også er det klogeste valg”

Dansk Industri er stort klimapotentiale - og også en international konkurrencefordel - i nye grønne indkøbsstrategier

Regeringen sløffer forslag om obligatoriske vegetardage: “Vi har lyttet til medarbejdernes ønske om, at det er ikke noget, der skal besluttes fra centralt hold”

Forslag om to obligatoriske vegetardage i statslige kantiner trækker tilbage eller bremser

Det er jo den største tilbagetrækning, 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 frokostbuffeten. Så jeg synes, det er dejligt, at finansministeren er kommet ned fra den høje vegetariske hest.

- Morten Messerschmidt (DF)



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69

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A REAL-LIFE EXAMPLE...





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70

MODULE 2

PART 1 – SUSTAINABLE CHANGE MANAGEMENT

INTERNAL CHANGE DRIVERS & BARRIERS

CHANGE STRATEGIES

LEADERSHIP

THE CHANGE ARGUMENTATION PLAN | 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®.

71

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PART 1 – SUSTAINABLE CHANGE MANAGEMENT

INTERNAL CHANGE DRIVERS & BARRIERS

CHANGE STRATEGIES

LEADERSHIP

THE CHANGE ARGUMENTATION PLAN | EKSEMPEL

DK

Modstands-form	Modstands-årsag	Hvem/ Hvor i org.	Push argumenter (brændende platform)	Push data/cases/artefakter	Pull argumenter (guleroden)	Pull data/cases/artefakter
Nedtoning af ambitioner og/eller uambitionse målsætninger ("vi kan ikke erstatte alt plast med genbrugsplast")	Antagelse om, at alt andet end hvide spande vil ødelægge "varepejlet"	Produktansvarlige + produktchefer	Flere – også andre i branchen – gør det allerede – vi er bagud Grå/uens emballager er måske det nye sort, og snart vil helt hvid plast måske blive ugeset/fravalgt af forbrugerne.	Konkurrentanalyser Del artikler om konkurrenters tiltag + andre virksomheders medvind ifht CSR og genbrugsplast	Det kan åbne op for helt nye måder at tænke emballage på, som kan give os en brandmæssig fordel – fx nye og mere ergonomisk korrekte emballager/emballager der er nemmere at stable/transportere Kunderne er ved at vænne sig til det 'grå look'.	Enkelte virksomheder brander sig aktivt og positivt på det, fx REMA 1000. Kundeundersøgelse/fokusgruppeundersøgelse hvor kunderne er adspurgt om deres holdning/krav til emballage
Manglende prioritering af opgaverne ("vi har ikke tid")	Ressourcemangel og manglende ejerskab – tvivl om hvor seriøst ledelsen mener det	Innovation Indkøb Produktcheferne Salg Produktion	Vi sækker bagud på miljødagsordenen, - det kan koste både kunder, investorer og i sidste ende true vores eksistensgrundlag	CSR-rapport, referater fra styregruppemøder osv. Mails fra topledelsen om vigtighed	Det er den vej vinden blæser, og det, vores konkurrenter arbejder med – vi kan give dem baghjul og lave nye og bedre produkter, spare penge på bundlinjen og fremtids sikre Flügger - sammen Ledelsen bøkker op og i får muligheden for at være med til at sætte dagsordenen for den grønne agenda i Flügger	Bonusmål
Manglende alignment funktionerne imellem ("de andre må tage bolden")	Manglende etableret forum, hvor diskussionerne kan tages og ressourcerne prioriteres	Innovation Indkøb Produktcheferne Salg Produktion	Det koster os alle unødigt tid, hvis vi ikke er alignede, og ender med at løbe efter hver sine prioriteringer.		Vi har et fælles mål og får nedbrudt siloer i organisationen ved at arbejde på tværs.	Styregruppe/governancestruktur
Manglende indsalg hos kunderne	Mangler viden om tiltagene/fordelene forstår ikke eller tror ikke på projektet	Salgspersonale	Kunderne forventer sikre, miljømæssigt forsvarlige produkter. Det mindsker vores troværdighed, hvis vi ikke kan tale om produktets miljømæssige fordele på linje med de øvrige produkt-egenskaber – lavere salg	Kundeundersøgelser, trendanalyser	Nemmere at sælge produkterne som del af den samlede salgsproces + øget stolthed over produkter.	Salgsmateriale plancher/brochurer, der gør det nemt og overskueligt at sammenligne produkter, egenskaber og miljøprofiler Træning af personale

Ulla Matthiesen, 2020 Cohort

72

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EXAMPLES OF ARTIFACTS THAT CAN REINFORCE CHANGE COMMUNICATION





WORLD SUSTAINABILITY AWARD

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73

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EXAMPLES OF ARTIFACTS THAT CAN REINFORCE CHANGE COMMUNICATION

Affaldssortering! En artefakt?






Præsentation på Modul 2, Kristina Vigen, Mascot, 2022

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74

75

76

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MANDAT FRA TOPLEDelsen I GUIDE

Skabelon for afsøgning 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. Kvistgaard, Chef For Bæredygtighed, Arp-Hansen Hotel Group

NOTAT

[Navn]
[Dato]

[Titel]

Indstilling
Det indstilles, at ... [1-2 sætninger, hvad vil du have ledelsen til at beslutte? fx ... at der afsættes XXXXX kr. til etablering af ... med projektstart DD.MM.ÅÅÅÅ].

Baggrund
[Hvad er de væsentligste udfordringer; hvorfor kommer indstillingen nu; hvilke interessenter har en aktie i sagen, og hvad er deres holdning, osv. Maks 10 linjer]

Løsning
[Hvad forslår du, hvad vil det koste, hvad er tilingen, hvordan skal det organiseres, hvad er gevinsten/effekten. Brug evt. 1 til 2 nøgletal. Maks 1 side.
Sagen eksklusiv bilag skal maks være 2 sider.
Alle mellemregninger, analyser, udfoldelser osv. skal i bilag]

Vedlagt er:

- Bilag 1:
- Bilag 2:
- ...

77

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CHANGE MANAGER "HACKS"

#module2
#change_management

5 WAYS TO GET INTERNAL BUY-IN ON CSR
BY TANIA ELLIS

1. UNDERSTAND THE COMPANY CULTURE
2. KNOW YOUR INTERNAL STAKEHOLDERS
3. FIND A "BURNING PLATFORM" OR CREATE A VISION
4. USE BOTH RATIONAL AND EMOTIONAL ARGUMENTS
5. START OUT WITH THE LOW-HANGING FRUITS

Sarah Reifling Dieckmann • 1st
Project Manager at (DIEH) Danish Ethical Trading Initiative
4d ...

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 **Author**
CEO, Special Advisor and Speaker at TANIA ELLIS – The So...
1m (edited) ...

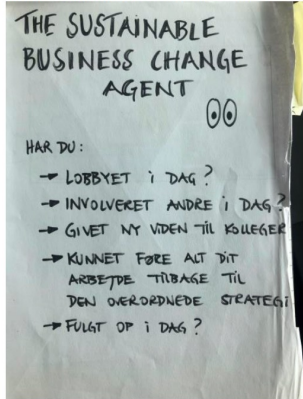
Inspired by your post **Sarah Reifling Dieckmann**, I just came to think of another hack: "the sustainability reporting hack" (or in Danish: "årsrapport-finten"). It was a sustainability professional working for a major corporation, who once in a while used this little hack whenever she needed to get 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." 😊

78

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CHANGE MANAGER "HACKS"

Mit manifest de første måneder...



HAR DU:

- LOBBYET I DAG?
- INVOLVERET ANDRE I DAG?
- GIVET NY VIDEN TIL KOLLEGER
- KUNNET FØRE ALT DIT ARBEJDE TILBAGE TIL DEN OVERORDNEDE STRATEGI
- FULGT OP I DAG?

Hvorfør 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

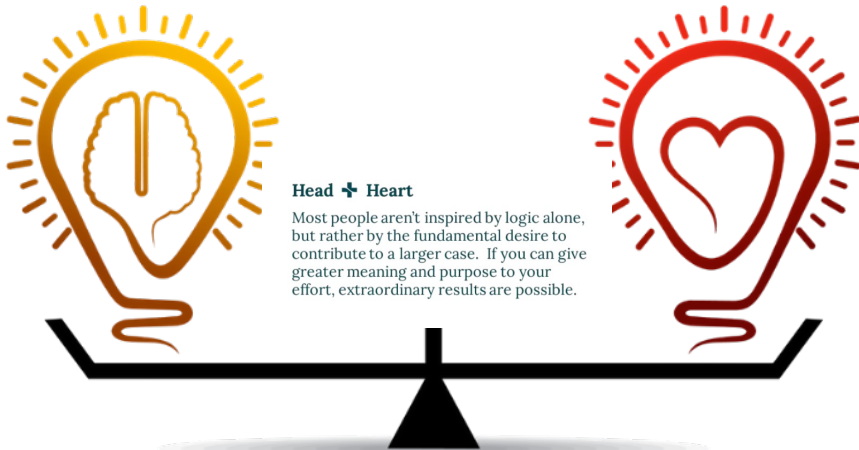
KRISTINA VIGEN
CSR MANAGER

MASCOT® WORKWEAR

79

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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 case. If you can give greater meaning and purpose to your effort, extraordinary results are possible.

80

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




81

KEY 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?




82

MODULE 2 | PART 1

SUSTAINABLE CHANGE MANAGEMENT

CHANGE LEADERSHIP



THE SOCIAL
BUSINESS
ACADEMY

LEARN MORE | DO BETTER

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PART 1 – SUSTAINABLE CHANGE MANAGEMENT

INTERNAL CHANGE DRIVERS & BARRIERS

CHANGE STRATEGIES

LEADERSHIP

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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84

KEY LEARNINGS

WHAT YOU WILL LEARN ...



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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85

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PART 1 – SUSTAINABLE
CHANGE MANAGEMENT

INTERNAL CHANGE DRIVERS & BARRIERS

CHANGE STRATEGIES

LEADERSHIP



THE CHANGE MANAGEMENT PROCESS

ACTION STEPS FOR INTERNAL CHANGE, IMPLEMENTATION & INTEGRATION

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

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



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86

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INTERNAL CHANGE DRIVERS & BARRIERS

CHANGE STRATEGIES

LEADERSHIP

FORANDRINGSHJULET

HANDLINGSPLAN FOR INTERN FORANDRING & FORANKRING

Faser	Trin	Aktivitet
Overvejelse	1	Analyse af behovet for forandring
	2	Erkendelse og beslutning
Forberedelse	3	Gør truslen synlig
	4	Etabler en stærk forandringsorganisation
Kotter Fase 1	5	Opstil vision og mål
	6	Interessentanalyse
	7	Risikoanalyse
	8	Specificer og planlæg
	9	Kommunikationsplan
Gennemførelse	10	Implementer og eksekver forandringen
	11	Forstå og fjern modstanden
Kotter Fase 2+3	12	Hold ud og fejrr succeser
	13	Forankring af forandringen
Evaluering Kotter Fase 3	14	Evaluer forandringsprojektet

Kotter otte-trin forandringsmodel

Hovedfaser	Trin
Fase 1: Opto status – quo	1. Etablere en oplevelse af nødvendighed
	2. Oprettelse af den styrende koalition
Fase 2: Ændringsmetoder	3. Udvikling af en vision og en strategi
	4. Formidling af forandringsvisionen
	5. Styrkelse af medarbejdernes kompetencer
	6. Generering af kortsigtede gevinster
Fase 3: Integrere ændringer i virksomhedskulturen	7. Konsolidering af resultater og produktion af mere forandring
	8. Forankring af nye arbejdsmåder i kulturen

Overvejelse

Opstilling af vision og mål

Interessentanalyse

Risikoanalyse

Specificering og planlægning

Kommunikationsplan

Implementering og eksekver

Forståelse og fjernelse af modstand

Hold ud og fejrr succeser

Forankring af forandringen

Evaluer forandringsprojektet

Bjarne Kousholt, Forandringsledelse, Akademisk Forlag, 2021

87

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PART 1 – SUSTAINABLE CHANGE MANAGEMENT

INTERNAL CHANGE DRIVERS & BARRIERS

CHANGE STRATEGIES

LEADERSHIP

THE TRANSITION JOURNEY

FROM BUSINESS-STRATEGIC CSR TO BUSINESS WITH A PURPOSE

OUR BUSINESS

OUR CSR

OUR BUSINESS

OUR CSR

OUR PURPOSE

OUR SUSTAINABLE BUSINESS

Why

Where

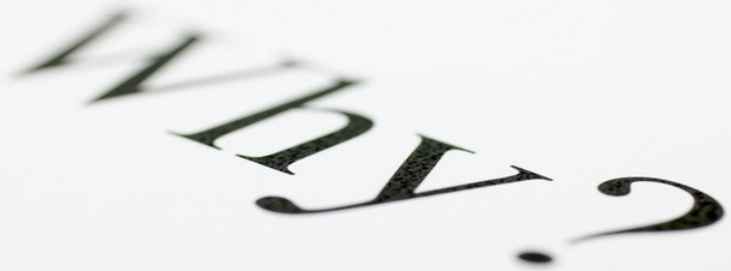
How

What

88

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CORPORATE PURPOSE




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89

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		<i>"Legislation demands we declare our ghg emissions and our customers are asking about reduction plans, so we have to."</i> <i>- Nobody claims this position in public</i>
		<i>"We're launching ecomagination not because it's trendy or moral, but because it will accelerate our growth and make us more competitive."</i> <i>- Jeffrey Immelt, General Electric</i>
		<i>"It should come from the heart, but it's ok that it can still be good business"</i> <i>- Mads Øvlisen, Novo Nordisk</i>

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90

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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.”



John Mackey, CEO



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91

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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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92

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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

Kousholt, B., Forandringsledelse, Akademisk Forlag, 2021



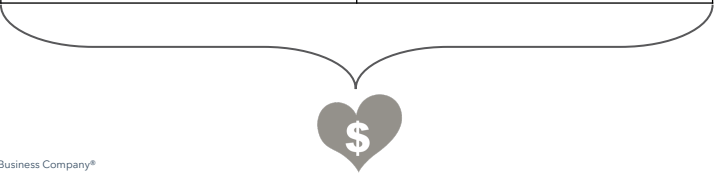

93

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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. TANIA ELLIS - The Social Business Company®

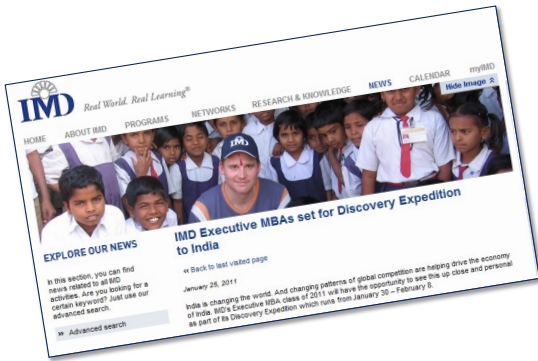


94

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BUSINESS EDUCATION & MORAL EDUCATION

#module2
#leadership



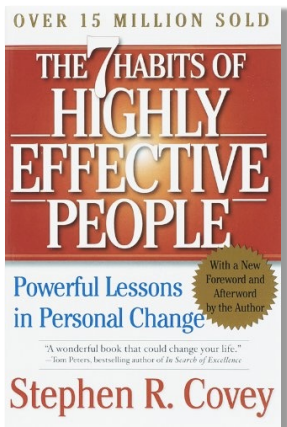
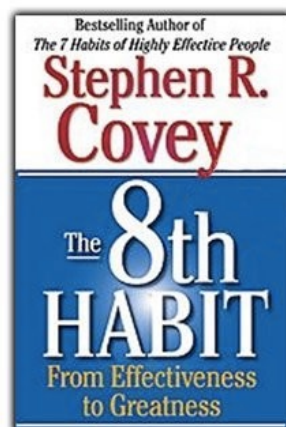

A VOLUNTARY PLEDGE BY MBA'S TO CREATE VALUE RESPONSIBLY AND ETHICALLY



95

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MANAGEMENT | LEADERSHIP
EFFECTIVENESS | GREATNESS

96

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HOLISTIC LEADERSHIP I 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. Graphic: TANIA ELLIS – The Social Business Company®

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97

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#module2 #leadership

LEADERSHIP FOR THE SUSTAINABILITY TRANSITION

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98

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CEO ACTIVISM

#module2
#leadership #activism

TriplePundit
people, planet, profit

Corporate Political Activism: What Corporate Responsibility Directors Need to Know
by Jan Lee on Wednesday, Apr 18th, 2018 📌 CORPORATE RESPONSIBILITY

Why CEOs need to become activists in sustainability
30 Apr 2018

World Economic Forum

Harvard Business Review

ECONOMICS & SOCIETY
The New CEO Activists
by Aaron K. Chatterji and Michael W. Toffel
FROM THE JANUARY-FEBRUARY 2018 ISSUE

99

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AUTHENTIC 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)

Patagonia's founder, Yves Chouinard

100

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FROM COMPETENT TO WISE LEADERSHIP

Leadership Study
Wise Decision-Making
Stepping Up to Sustainable Business Performance
Full Report

Amrop

FROM SUSTAINABLE TO REGENERATIVE LEADERSHIP

REGENERATIVE LEADERSHIP
The DNA of life-affirming 21st century organizations
GILES HUTCHINS
LAURA STORM

101

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SPIRITUALLY-BASED LEADERSHIP & COMPASSIONATE CAPITALISM

#module2
#leadership

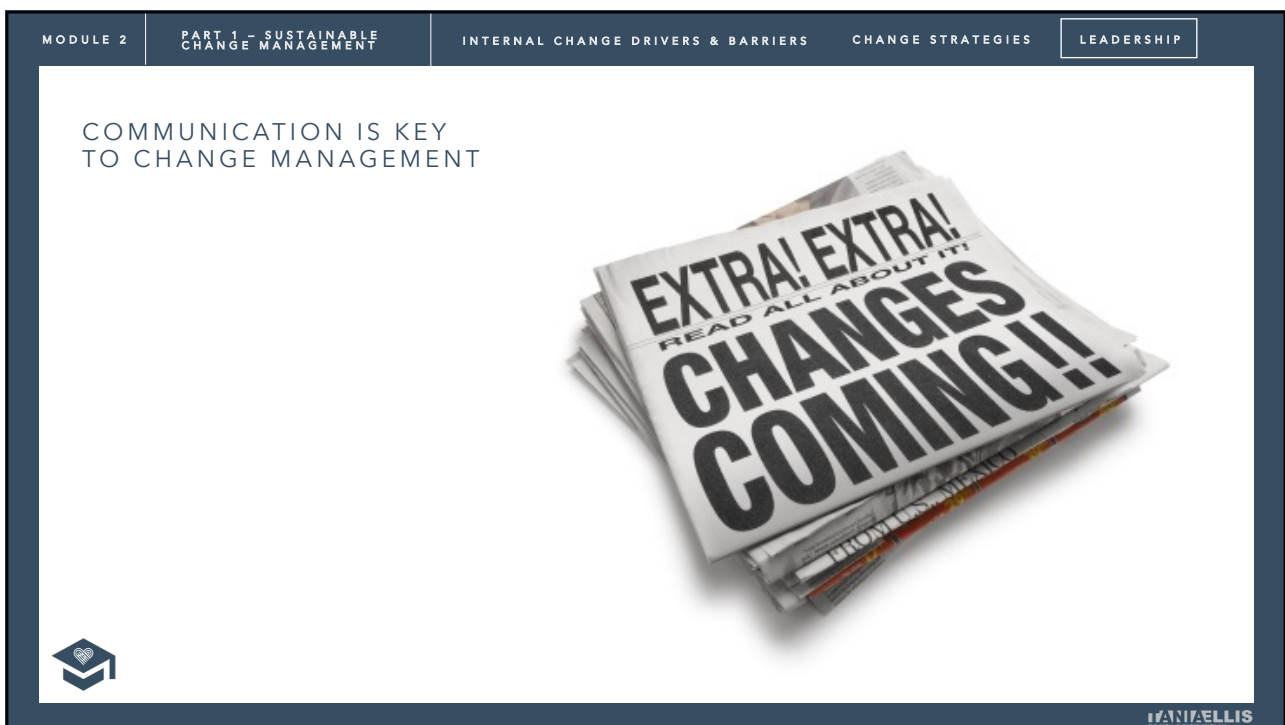
HENLEY BUSINESS SCHOOL, 2003

THE ERA OF COMPASSIONATE CAPITALISM

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

Fremtidens ledelsesmodel for vækst & velfærd
af Tania Ellis, te@taniaellis.dk, Executive MBA

102



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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, appreciate 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	

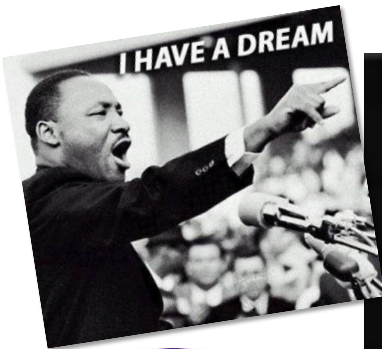
Translation: Kousholt, Bjarne, Forandringsledelse og forandringskommunikation, 2014

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105

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CHANGE LEADERS HAVE SIMPLE MESSAGES






"WE DON'T HIRE PEOPLE TO BAKE BROWNIES. WE BAKE BROWNIES TO HIRE PEOPLE."

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106

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PART 1 – SUSTAINABLE
CHANGE MANAGEMENT

INTERNAL CHANGE DRIVERS & BARRIERS

CHANGE STRATEGIES

LEADERSHIP



Fysisk bog og eBog

Klimataler - en guide til klimaaktivister

- Inspiration
- Håndfaste tips
- Skab forandring



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CHANGE MANAGEMENT

INTERNAL CHANGE DRIVERS & BARRIERS

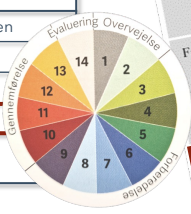
CHANGE STRATEGIES

LEADERSHIP

FORANDRINGSHJULET

HANDLINGSPLAN FOR INTERN FORANDRING & FORANKRING

Faser	Trin	Aktivitet
Over- vejelse	1	Analyse af behovet for forandring
	2	Erkendelse og beslutning
Forbered- else Kotter Fase 1	3	Gør truslen synlig
	4	Etabler en stærk forandringsorganisation
	5	Opstil vision og mål
	6	Interessentanalyse
	7	Risikoanalyse
	8	Specificer og planlæg
	9	Kommunikationsplan
Gennem- førelse Kotter Fase 2+3	10	Implementer og eksekver forandringen
	11	Forstå og fjern modstanden
	12	Hold ud og fejrr successer
	13	Forankring af forandringen
Evaluering Kotter Fase 3	14	Evaluer forandringsprojektet



Kotter's otte-trin forandringsmodel	
Hovedfaser	Trin
Fase 1: Opto status – quo	1. Etablere en oplevelse af nødvendighed 2. Oprettelse af den styrende koalition 3. Udvikling af en vision og en strategi 4. Formidling af forandringsvisionen
Fase 2: Ændringsmetoder	5. Styrkelse af medarbejdernes kompetencer 6. Generering af kortsigtede gevinster 7. Konsolidering af resultater og produktion af mere forandring
Fase 3: Integrere ændringer i virksomhedskulturen	8. Forankring af nye arbejds måder i kulturen



Bjarne Kousholt, Forandringsledelse, Akademisk Forlag, 2021

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108

54

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

THE CHANGE MANAGEMENT PROCESS

ACTION STEPS FOR INTERNAL CHANGE, IMPLEMENTATION & INTEGRATION

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

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

109

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

ONGOING REINFORCEMENT



19 comments

CEO Lærke Kristensen and 463 others

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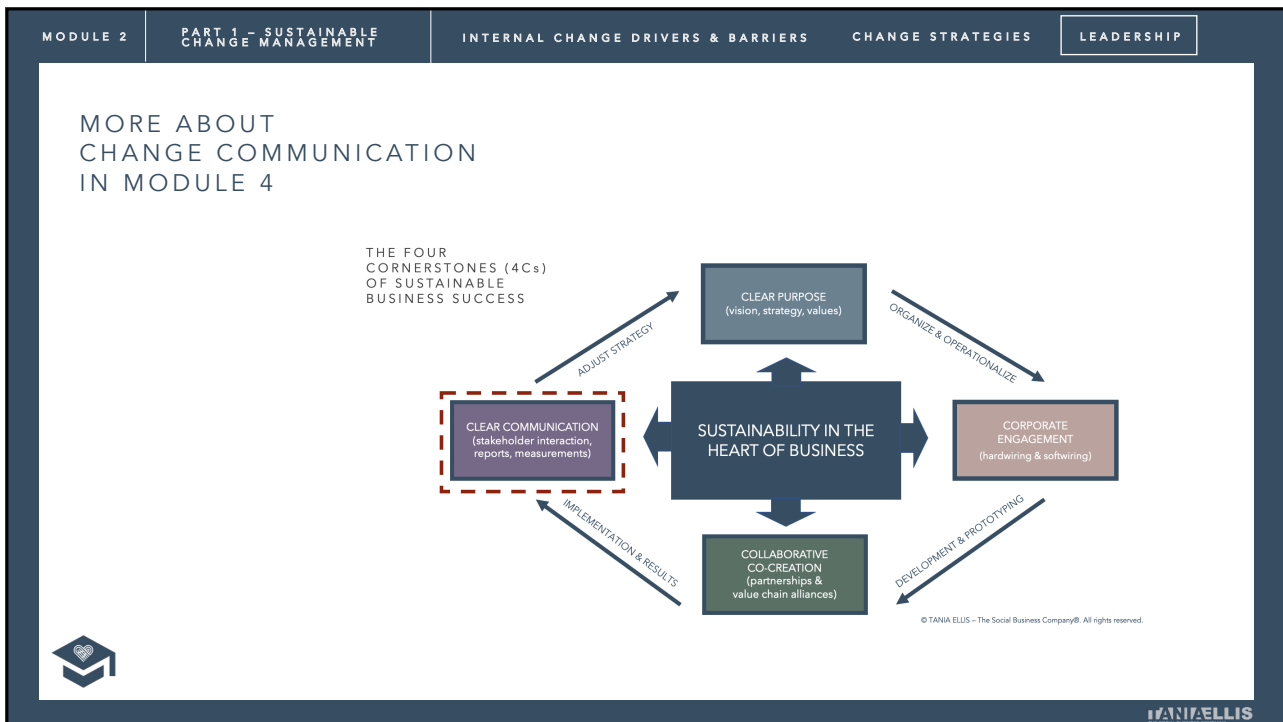
When's the last time you had a chance to talk to your CEO?

Every month, our CEO Catherine Mazzacco 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](#)

110



111

KEY LEARNINGS

WHAT YOU HAVE LEARNT...

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	

112

KEY 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?  

113

MODULE 2

ORGANISATION I CORPORATE ENGAGEMENT

PART 1 WHY-WHAT	PART 2 HOW	PART 3 WHO
SUSTAINABLE BUSINESS CHANGE MANAGEMENT	SUSTAINABILITY IN HEART OF THE ORGANISATION	THE SUSTAINABLE BUSINESS CHANGE MANAGER
Internal change drivers & barriers	Hardwiring: Preparation & practice	The change agents & intrapreneurship
Change strategies	Softwiring: Preparation & practice	Real-life case
Change leadership	Overall corporate engagement planning	

114



115

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116