



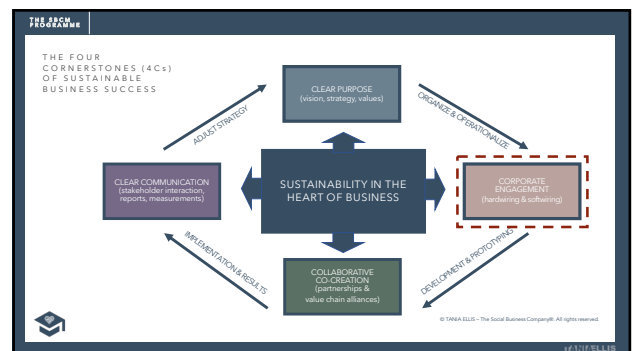
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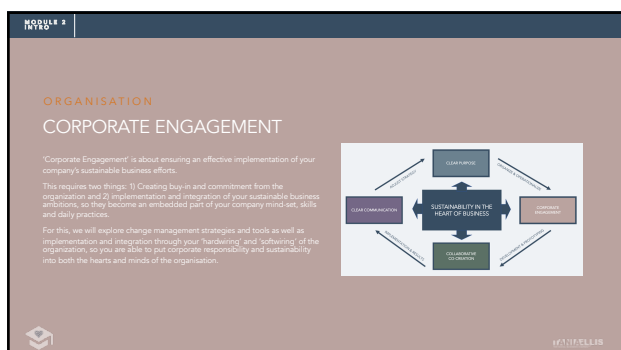
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MODULE 2
INTRO

REAL-LIFE CASE



SPORTS GROUP DENMARK 

KRISTINA VIGEN, ESG SPECIALIST

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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

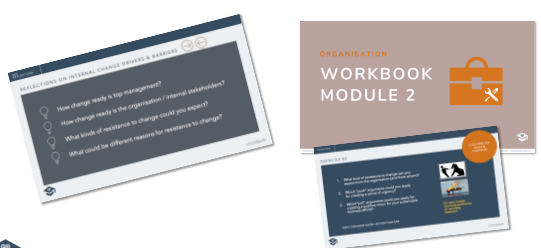


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MODULE 2
INTRO

REFLECTIONS & EXERCISES



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MODULE 2 | PART 1
SUSTAINABLE CHANGE MANAGEMENT

INTERNAL CHANGE DRIVERS & BARRIERS



THE SOCIAL BUSINESS ACADEMY
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MODULE 2 | PART 1 - SUSTAINABLE CHANGE MANAGEMENT

INTERNAL CHANGE DRIVERS & BARRIERS

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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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

LEWIN'S 3 CHANGE STEPS

UNFREEZE → CHANGE → REFREEZE

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 motivation of change
- A** **Ability**: Helping employees acquire the personal 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 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 4. Communicate the vision
PHASE 2 - IMPLEMENT Engage & enable change within the organisation	KNOWLEDGE on how to change ABILITY to implement desired skills and behaviours	CHANGE	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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FORANDRINGSHJULET
HANDLINGSPLAN FOR INTERN FORANDRING & FORANKRING

Trin	Titel	Advarsel
1	Analysér af behovet for forandring	➡ Til forandrings/CSR strategi (Clear Purpose) ➡ Til forandringsstrategi kultur andring (Corp. Engagement)
2	Erfkendelse og beslutning	
3	Ger truslen tydelig	
4	Etabler en stærk forandringsorganisation	
5	Opret vision og mål	
6	Interessentanalyse	
7	Risikostyring	
8	Specificer og planlæg	
9	Kommunikationsplan	
10	Implementer og evaluer forandringen	
11	Forstå og fjern modstand	
12	Hold ud og fejtr succeser	
13	Forankring af forandringen	
14	Evaluér forandringsprojektet	

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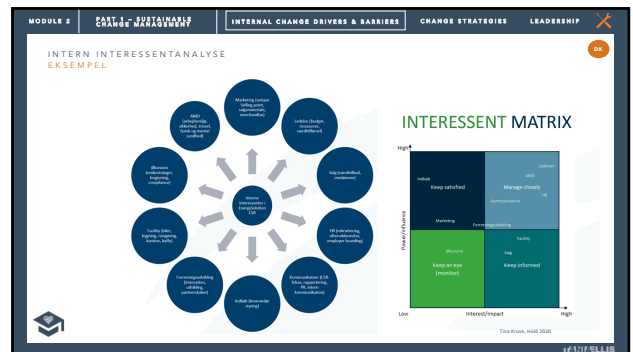
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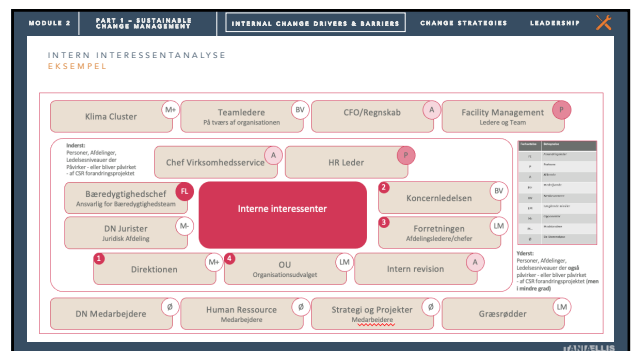
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INTERESSENTERNE I FORANDRINGSPROJEKTET I GUIDE

Betegnelse	Karakteristik
Partnere	Støtter forandringen 100% loyalt og står ved forandringens leders side
Allierede	Støtter forandringen fra sit ståsted
Medhjælpere	Støtter selv forandringen, men ikke nødvendigvis forandringens lederens team, eller topledelsen for den sags skyld
Bærere	Deres holdning til forandringen er stadig uklar - de afventer
Løsgående misser	Er nogle gange med og nogle gange imod - de er uforudsigelige
Modstandere	Modstandere af forandringen, men er ikke modstandere af ledelsen
Modstandere	Er modstandere af både ledelsen og forandringens projekt
De stemmeløse	Påviskes af forandringens projekt, men har ikke en indflydelse hvor deres mening tæller

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RESISTANCE FORMS

RESISTANCE FORMS | TEMPLATE

Active resistance	Passive resistance
Indifference	Accept

Types of resistance: TANA ELLIS - The Social Business Company

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MODSTANDS-ÅRSAGER

ÅRSAGER TIL FORANDRINGSMODSTAND | GUIDE

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

Konkret, Spørk, Forandringsledelse og Kommunikation, København, 2014

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INTERNAL RISKS & OPPORTUNITIES

RISK ANALYSIS | TEMPLATE

Risk	Consequence for project (1-5)	Probability (1-10)	Risk figure (R = 5)	Proactive Action plan (Plan A) / Prevention / Opportunity	Reactive Action plan (Plan B) / Reaction / Risk management

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INTERNAL RISKS & OPPORTUNITIES | EXAMPLE

Risk	Consequence for project (1-5)	Probability (1-10)	Risk figure (R = 5)	Reactive Action plan (Plan B) / Reaction / Risk management	Proactive Action plan (Plan A) / Prevention / Opportunity
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 HR initiative (shared values) and the normal operation (compliance)	5	8	40	70	To be addressed in Sustainability Forum in relation to the overall CSR efforts: clarify focus areas, employee engagement (internal analysis)
Not well integrated in the organization	4	2	8	To be taken ad hoc, with top management (Shared values)	To be addressed in Sustainability Forum in relation to the overall CSR efforts: clarify focus areas, employee engagement (internal analysis)
Top management (Shared values)	4	2	8	To be taken ad hoc, with top management (On going information and engagement)	To be addressed in Sustainability Forum in relation to the overall CSR efforts: clarify focus areas, employee engagement (internal analysis)
Other	4	2	8	To be taken ad hoc, with top management (On going information and engagement)	To be addressed in Sustainability Forum in relation to the overall CSR efforts: clarify focus areas, employee engagement (internal analysis)
Complete dependence of consulting function in Sweden (Design for recycling)	5	8	40	Follow up meetings	The amount of CSR activities justifies a position in Sustainability, or partnership with external consultants.

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FORANDRINGSHJULET

HANDLINGSPLAN FOR INTERN FORANDRING & FORANKRING

Fase	Titel	Aktivitet
Over- og oplysning	1	Analysér af behovet for forandring
	2	Erkendelse og beslutning
	3	Gør truslen synlig
Forberedelse	4	Etabler en stærk forandringsorganisation
	5	Opret vision og mål
	6	Interessentanalyse
Udførelse	7	Risikostudie
	8	Specifikationer og planlægning
	9	Kommunikationsplan
Evaluering	10	Implementer og evaluer forandringen
	11	Forstå og fjern modstanden
	12	Hold ud og fejlsucceser
Evaluering	13	Forankring af forandringen
	14	Evaluér forandringsprojektet

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DECIDE CHANGE MANAGEMENT APPROACH

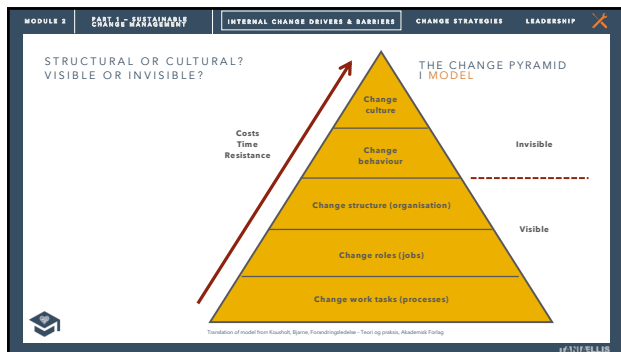
4 CHANGE TYPES | MODEL

Gradual or strategic	Proactive or reactive
Planned or not-planned	Structural or cultural

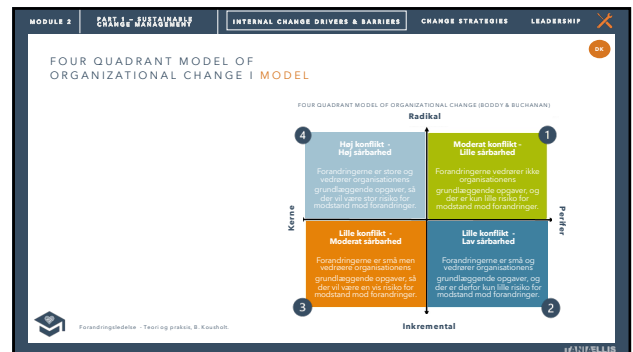
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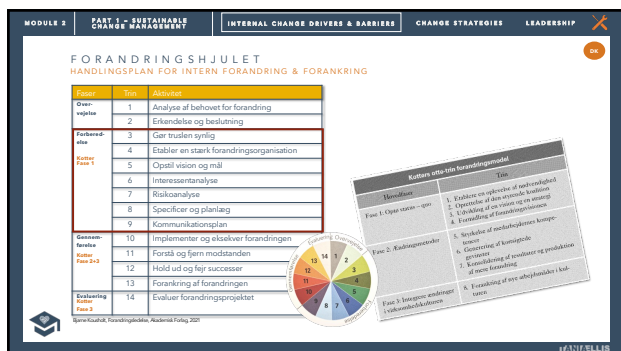
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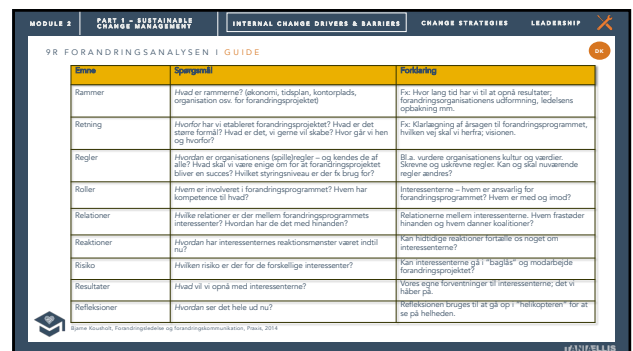
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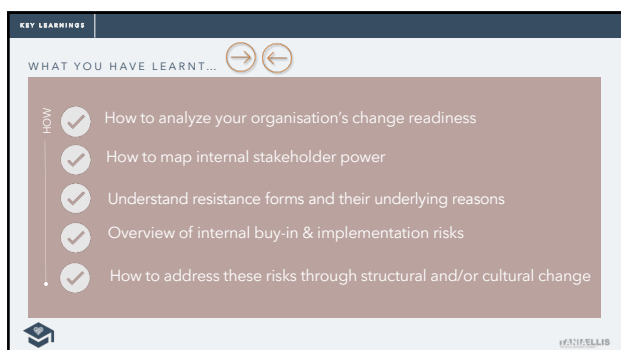
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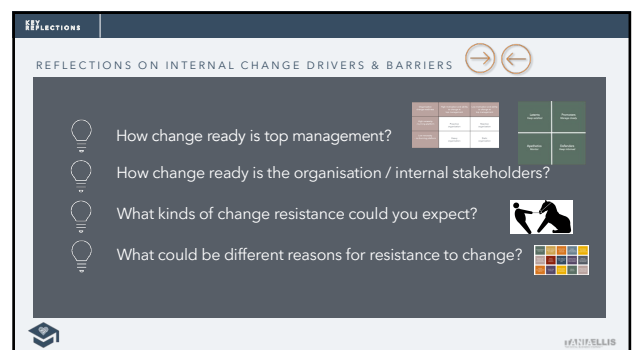
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INTERNAL CHANGE DRIVERS & BARRIERS | CHANGE STRATEGIES | LEADERSHIP

SUSTAINABLE CHANGE MANAGEMENT

WHY

EXTERNAL CHANGE DRIVERS & BARRIERS

WHAT

CHANGE STRATEGIES

WHAT

CHANGE LEADERSHIP

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CHANGE STRATEGIES

THE SOCIAL BUSINESS ACADEMY
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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 organization 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 organization.

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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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INTERNAL CHANGE DRIVERS & BARRIERS | CHANGE STRATEGIES | LEADERSHIP

FORANDRINGSHJULET

HANDLINGSPLAN FOR INTERN FORANDRING & FORANKRING

Fase	Titel	Aktivitet
Over-vejsler	1	Analyse af behovet for forandring
	2	Erkendelse og beslutning
	3	Gør truslen synlig
Forbered-else	4	Etabler en stærk forandringsorganisation
	5	Opstil vision og mål
Gennem-førelse	6	Interessentanalyse
	7	Risikostyring
	8	Specifiser og planlæg
	9	Kommunikationsplan
	10	Implementer og evaluer forandringen
Evaluering	11	Forstå og fjern modstanden
	12	Hold ud og fejlsuccesser
	13	Forankring af forandringen
14	Evaluér forandringsprojektet	

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"THE BURNING PLATFORM"

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FROM SATISFACTION TO ENGAGEMENT

Engagement
Hearts, Spirits, Minds, and Hands

MAGIC
Meaning Autonomy Growth Impact Connection

Satisfaction

Transformational

Transactional

Graphic from www.dicksoncove.com

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FROM ENGAGEMENT TO ACTIVISM

At McKinsey, Widespread Furor Over Work With Planet's Biggest Polluters
A letter signed by more than 1,000 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 irreversibly."

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FROM ENGAGEMENT TO ACTIVISM

Indicators

Engagement

- Low employee engagement level
- Least likely to be excited about change
- Least likely to have experienced any kind of change event
- Least likely to have a personal and professional commitment
- Least likely to use social media for work
- Least likely to have fun while at work
- Least likely to care for the company

Disruption

- Lowest employee engagement level
- Most likely to be fearful
- Least likely to be motivated
- Least likely to be personally invested
- Most likely to have personal/professional job long-term interest
- Most likely to work for dramatic separation
- Most likely to have experienced top for change event
- Least likely to use social media for work
- Least likely to be a part of employee leadership

Activation

- High employee engagement level
- Most likely to be excited about change
- Most likely to have experienced any kind of change event
- Most likely to have a personal and professional commitment
- Most likely to use social media for work
- Most likely to have fun while at work
- Most likely to care for the company

Phenomena

- Higher employee engagement level
- Most likely to be motivated
- Most likely to be personally invested
- Most likely to have fun while at work
- Most likely to care for the company
- Most likely to use social media for work
- Most likely to be a part of employee leadership

#employees_engagement

#employees_activation

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GARY HAMEL'S PYRAMID OF HUMAN CAPABILITIES I MODEL

Passion

Creativity

Initiative

Intellect

Diligence

Passion Capital

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Do you create burning platforms or burning desires?

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CREATING A BURNING PLATFORM I MODEL

PROBLEM

OPPORTUNITY

CURRENT

ANTICIPATED

SITUATION: "We're in trouble now"

PAIN: The immediate loss of our market dominance, job security, organizational survival, etc.

SITUATION: "If we act immediately, we can take advantage of this situation"

PAIN: The loss of a potential advantage that is within our grasp

SITUATION: "We're going to be in trouble"

PAIN: The impending loss of our market dominance, job security, organizational survival, etc.

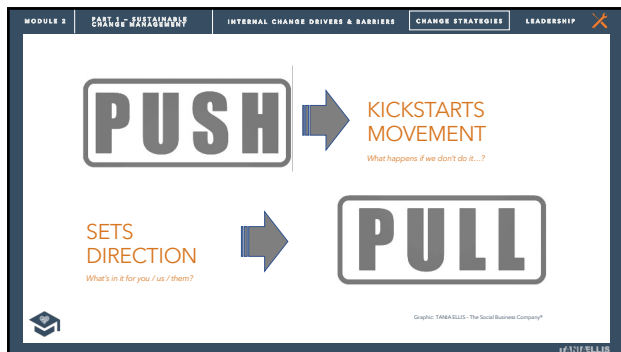
SITUATION: "In the future, we could be in a position to profit from what is going to happen"

PAIN: The loss of a potential advantage that is possible to achieve in the future

Model from RedHerringBaron.com

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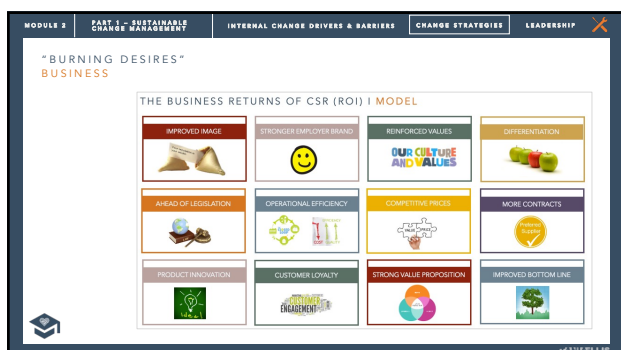
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FAKTORER DER KAN JENDRE HOLDNING I GUIDE

FORNUFT

Denne indgangsvinkel er ofte udfordret af mennesker, der ikke har alle de nødvendige kompetencer. De er typisk ikke klar over, hvad de skal gøre, og derfor er de ikke i stand til at træffe de rigtige beslutninger.

ANALYSE

Regnet på indvirkning af tekniske løsninger på miljøet og økonomien. Det er vigtigt at have en klar forståelse af, hvad der skal ske, og hvordan det kan gøres.

RESONANS

Et menneske vil ikke ændre sig, hvis det ikke har en personlig årsag til det. Derfor er det vigtigt at finde ud af, hvad der motiverer dem, og hvordan man kan hjælpe dem med at opnå deres mål.

REPRÆSENTATIVE OMKJØBNINGER

Det er vigtigt at have en klar forståelse af, hvad der skal ske, og hvordan det kan gøres. Derfor er det vigtigt at finde ud af, hvad der motiverer dem, og hvordan man kan hjælpe dem med at opnå deres mål.

RESSOURCER & BEDELING

En succesfuld forandring kræver, at man har de nødvendige ressourcer og belønning. Derfor er det vigtigt at finde ud af, hvad der motiverer dem, og hvordan man kan hjælpe dem med at opnå deres mål.

VIRKELIGE BEGIVENHEDER

Denne faktor handler om, at man har en klar forståelse af, hvad der skal ske, og hvordan det kan gøres. Derfor er det vigtigt at finde ud af, hvad der motiverer dem, og hvordan man kan hjælpe dem med at opnå deres mål.

MAKT & POLITIK

En succesfuld forandring kræver, at man har de nødvendige ressourcer og belønning. Derfor er det vigtigt at finde ud af, hvad der motiverer dem, og hvordan man kan hjælpe dem med at opnå deres mål.

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

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RESISTANCE LEVELS & HANDLING I GUIDE

OVERCOMING RESISTANCE TO CHANGE

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 billigst, 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 billigst, 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 dygtigt, 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 Wachtmann, 2020 Cohort

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EXAMPLES OF ARTIFACTS THAT CAN REINFORCE CHANGE COMMUNICATION

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CHANGE MANAGER "HACKS"

Sarah Reifling Dieckmann - 1st Project Manager at GIEH 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 participative task. This sets expectations for participation in sustainability work from the beginning of the employment.

Tania Ellis - CEO, Senior Advisor and Speaker at TANIA ELLIS - The B...

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." 🙌

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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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SUSTAINABLE CHANGE MANAGEMENT

WHY

WHAT

WHAT

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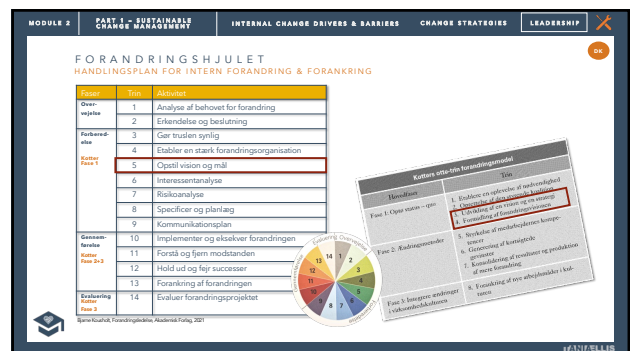
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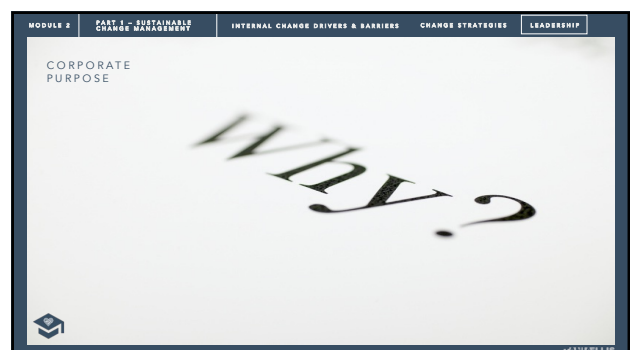
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RESPONSIBLE LEADERSHIP

"It has to cost you money. Lose a contract after not paying a bribe, for example, and your employees will know the anti-corruption principle has teeth."

- Mark Moody Stuart, Shell



RESPONSIBLE LEADERSHIP

"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



RESPONSIBLE LEADERSHIP

"It should come from the heart, but it's ok that it can still be good business"

- Mads Øivlsen, 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."



John Mackey, CEO



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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. (2002). The Leadership Practices Inventory. 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

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BUSINESS EDUCATION & MORAL EDUCATION



MBA OATH
RESPONSIBLE VALUE CREATION
A VOLUNTARY PLEDGE BY MBAs TO CREATE VALUE RESPONSIBLY AND ETHICALLY

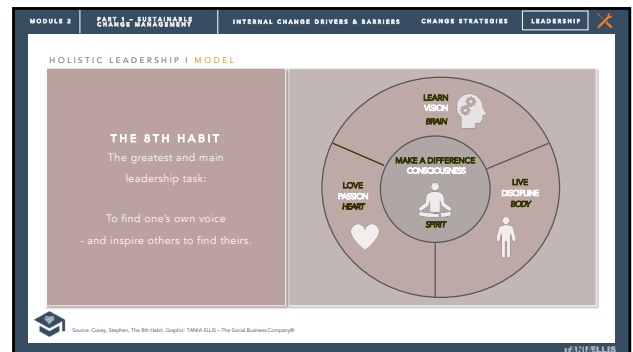


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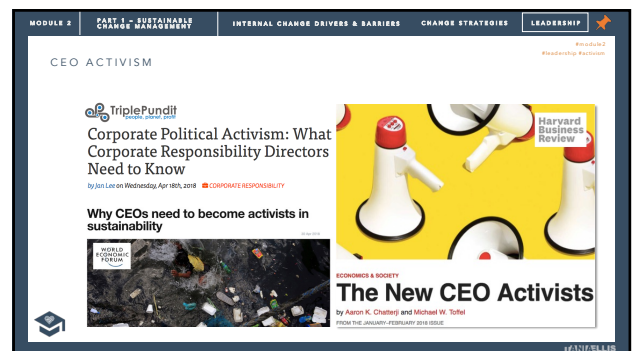
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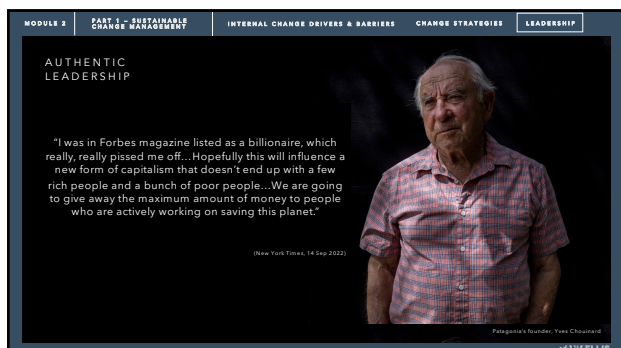
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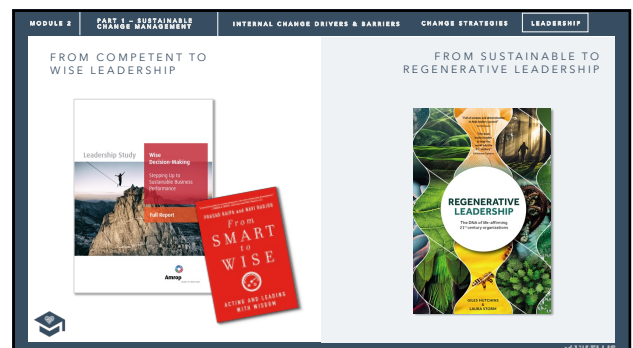
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SPIRITUALLY-BASED LEADERSHIP & COMPASSIONATE CAPITALISM

THE ERA OF COMPASSIONATE CAPITALISM
HENLEY BUSINESS SCHOOL, 2003
Changing values in Western society indicate that the context of human experience is changing into a more spiritual space for awareness, meaning, identity, and expression. 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.

Fremtidens ledelsesmodel for vækst & velfærd
af Tania Ellis, henleybusiness, December 1998

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NEW LEADERSHIP ROLES

THE NEW LEADERSHIP ROLES | MODEL

Tania Ellis, The Era of Compassionate Capitalism, Henley Business School, 2003

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COMMUNICATION IS KEY TO CHANGE MANAGEMENT

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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	

Tandem: Kuvshin, Bjørne, Forandringsledelse og forandringskommunikation, 2014

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LEDEREN SOM STORYTELLER

UNILEVER

ABOUT US | BRANDS IN ACTION | SUSTAINABLE LIVING | INNOVATION | Search

CEO urges young leaders to make a difference

Unilever CEO Paul Polman presented at the One Young World Summit, urging young business leaders to make a positive impact on society.

"We meet everyday needs for nutrition, hygiene and personal care with brands that help people feel good, look good and get more out of life."

Company news: Unilever calls for regenerative to be recognized as a key intervention to reducing climate risk. 24/09/2023 | New York - Unilever's top Unilever leaders called for regenerative to be recognized as a key intervention to reducing climate risk.

Latest for investors: Share price: 27.690 +0.09% (24/09/2023) | 27.690 (24/09/2023)

Our brands: Aftershave, Afters, Sunsilk, Tonic & Gey, Lipton Signal, Clearcup, Klorox, Dove, Vaseline, AXE, Lux, Lux Clear

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CHANGE LEADERS HAVE SIMPLE MESSAGES

Greyston Bakery

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

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Klimataler - en guide til klimaaktivister

- Inspiration
- Håndfaste tips
- Skab forandring

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FORANDRINGSHJULET
HANDLINGSPLAN FOR INTERN FORANDRING & FORANKRING

Fase	Trin	Aktiver
Overvejelse	1	Analyse af behovet for forandring
	2	Ertendelse og beslutning
Forberedelse	3	Gør truslen synlig
	4	Etabler en stærk forandringsorganisation
	5	Opstil vision og mål
	6	Interessentanalyse
Eksperiment	7	Risikoanalyse
	8	Specificer og planlæg
	9	Kommunikationsplan
Genovervejelse	10	Implementer og afslut forandringen
	11	Forstå og fjern modstanden
	12	Hold ud og fjern succeser
Evaluering	13	Forankring af forandringen
	14	Evaluér forandringsprojektet

Søren Poulsen, Forandringsrådgiver, Akademisk Forlag, 2021

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ONGOING REINFORCEMENT

LEO Pharma
292,678 followers
Since 2018

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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MORE ABOUT CHANGE COMMUNICATION IN MODULE 4

THE FOUR CORNERSTONES (4Cs) OF SUSTAINABLE BUSINESS SUCCESS

Clear Purpose (Vision, strategy, values)

Clear Communication (Internal/external messages, reports, media campaigns)

Collaborative Co-creation (Partnerships & value chain alignment)

Corporate Responsibility (Producing & delivering)

SUSTAINABILITY IN THE HEART OF BUSINESS

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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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