

# Velkommen til Sustainable Business Change Manager



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MODULE 2  
INTRO

## ORGANISATION I CORPORATE ENGAGEMENT

|                                                                                                                                                                                                                             |                                                                                                                                                                                                                                                                              |                                                                                                                                                                                             |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>PART 1<br/>WHY-WHAT</p> <p>SUSTAINABLE BUSINESS<br/>CHANGE MANAGEMENT</p> <ul style="list-style-type: none"> <li>Internal change drivers &amp; barriers</li> <li>Change strategies</li> <li>Change leadership</li> </ul> | <p>PART 2<br/>HOW</p> <p>SUSTAINABILITY IN HEART<br/>OF THE ORGANISATION</p> <ul style="list-style-type: none"> <li>Hardwiring:<br/>Preparation &amp; practice</li> <li>Softwiring:<br/>Preparation &amp; practice</li> <li>Overall corporate engagement planning</li> </ul> | <p>PART 3<br/>WHO</p> <p>THE SUSTAINABLE BUSINESS<br/>CHANGE MANAGER</p> <ul style="list-style-type: none"> <li>The change agents &amp; intrapreneurship</li> <li>Real-life case</li> </ul> |
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MODULE 2 | PART 3

THE SUSTAINABLE BUSINESS CHANGE MANAGER

# THE CHANGE AGENTS



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LEARN MORE | DO BETTER

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THE CHANGE AGENTS & INTRAPRENEURSHIP
REAL-LIFE CASE
SBCM CASE

## WHO

# THE CHANGE AGENTS



There's a difference between being a project manager and a change manager. And there's a difference between driving change outside or inside of an organisation.

That's why awareness of own motivation, understanding your role and what is required of you in terms of personal characteristics as well as professional skills is key to being an effective agent of sustainable business change.

Purpose:

Understand your own role as a sustainable business change manager.



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KEY LEARNINGS

WHAT YOU WILL LEARN... 

WHAT

- ✓ The tasks of a sustainable business change manager
- ✓ Difference between a project manager and change manager
- ✓ 4 typologies of CSR change agents
- Difference between an entrepreneur and an intrapreneur

HOW

- ✓ How to be an effective sustainable business change agent




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THE NEW BUSINESS MINDSET...

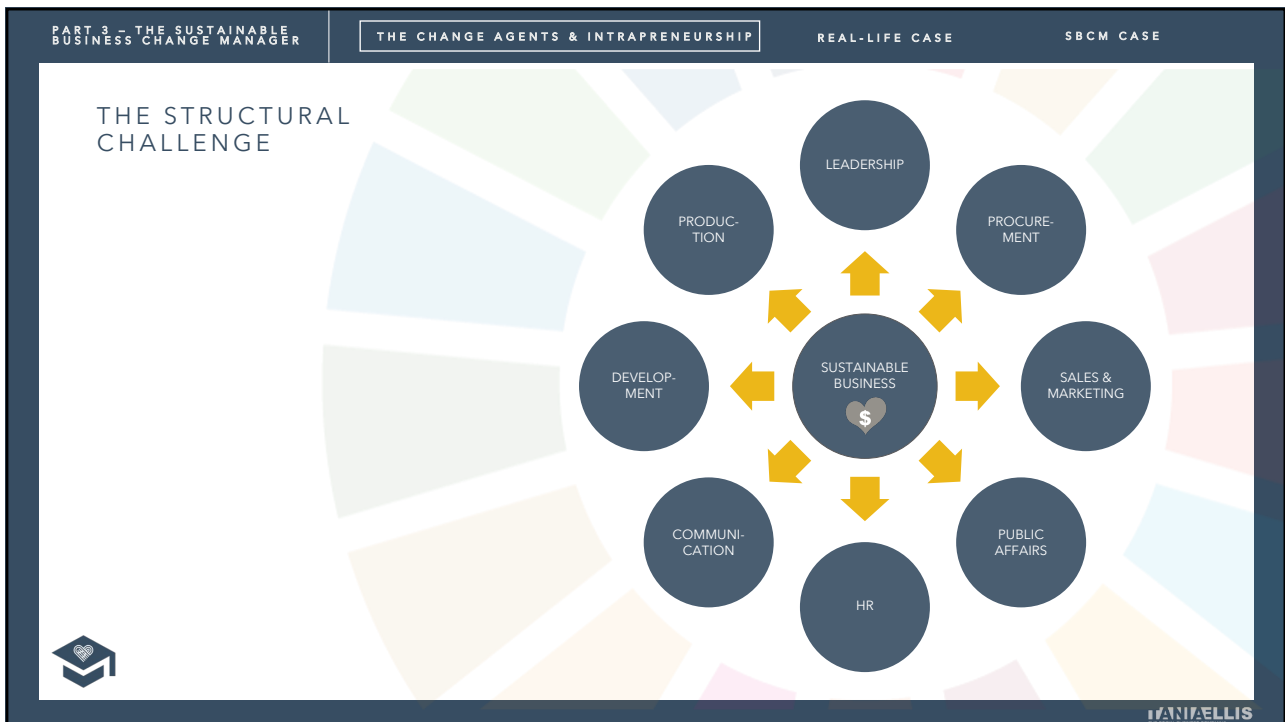
SUSTAINABILITY & RESPONSIBILITY IN THE HEART OF BUSINESS ...



... AND IN THE HEART OF THE ORGANISATION.




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### FROM CSR MANAGER TO CSR PARTNER

*To begin with we were  
busy executing.  
Today our department has  
a big head and small arms.*

Ellis, Tania, CSR chef eller forandringsleder, CSR.dk, 2015

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FROM EXECUTION TO FACILITATION

# fa·cil·i·ta·tor

one that facilitates; especially :  
one that helps to bring about an  
outcome (as learning,  
productivity, or communication)  
by providing indirect or  
unobtrusive assistance,  
guidance, or supervision.



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FROM EXECUTION TO FACILITATION



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Præsentation på Modul 2, Kristina Vigen, Mascot, 2022

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## THE CULTURAL CHALLENGE



HELLO. MY NAME IS CULTURE

SUSTAINABLE BUSINESS STRATEGY

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## PROJECT MANAGER OR CHANGE MANAGER?

### PROJECT MANAGEMENT & CHANGE MANAGEMENT | GUIDE

| Project management                                                                                                                                                                                                                  | Change management                                                                                                                                                                                                                                                                                                                                                                 |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>Definition:</p> <p>Application of knowledge, skills, tools and methods to meet project needs.</p>                                                                                                                                | <p>Definition:</p> <p>Implementation of human aspects of change to achieve desired result with change project.</p>                                                                                                                                                                                                                                                                |
| <p>Activities:</p> <ul style="list-style-type: none"> <li>• Organize</li> <li>• Delegate</li> <li>• Plan</li> <li>• Budget</li> <li>• Analyse risks</li> <li>• Follow up on plan and budget</li> <li>• Verify completion</li> </ul> | <p>Activities:</p> <ul style="list-style-type: none"> <li>• Internal stakeholder analysis</li> <li>• Models of change</li> <li>• Communication plan &amp; communication</li> <li>• Build coalitions to bring about change</li> <li>• Support change initiatives</li> <li>• Training &amp; coaching of employees</li> <li>• Analyze &amp; deal with internal resistance</li> </ul> |

Kousholt, B. Forandringsledelse og forandringskommunikation, Praxis, 2014

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CHANGE MANAGER  
CHARACTERISTICS



Knowledge  
+ Experience (skills)  
+ personlig attitude (behaviour)  
= Change manager competences






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PERSONAL CHARACTERISTICS OF CHANGE MANAGERS



POSITIVE  
ATTITUDE

COMMON  
SENSE

OPEN  
MINDED

PERSISTENCE

CAUTIOUS  
RISK-  
TAKING

ADAPTABILITY

IMAGINATION  
INGENUITY  
CREATIVITY

POLITICAL  
SAVVY



Personal Characteristics of Change Managers. TANIA ELLIS - The Social Business Company®




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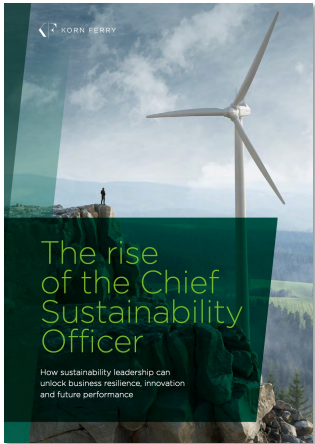
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### Traits

With a strong sense of agency, successful CSOs believe to a mor

### Competencies

There may be momentum today, but the grit and perseverance to capitalise on meaningful

### Drivers

CSOs are almost universally driven by their mission and will increasingly act as the 'purveyor of purpose'.

- Ability to build relationships and social capital
- Authenticity and purpose
- Strategic thinking
- Resilience through a long 'arc of change'
- Sustainability is core to their identity and purpose in life
- Energised by partnerships and the complexity of such significant challenges
- Desire to operationalise the sustainability agenda - building processes and structures
- Limited need for power and recognition, although comfortable with openly speaking out and challenging the status quo.

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### SUSTAINABLE DEVELOPMENT GOALS

1. NO POVERTY
2. ZERO HUNGER
3. GOOD HEALTH AND WELL-BEING
4. QUALITY EDUCATION
5. GENDER EQUALITY
6. CLEAN WATER AND SANITATION
7. AFFORDABLE AND CLEAN ENERGY
8. DECENT WORK AND ECONOMIC GROWTH
9. INDUSTRY, INNOVATION AND INFRASTRUCTURE
10. REDUCED INEQUALITIES
11. SUSTAINABLE CITIES AND COMMUNITIES
12. RESPONSIBLE CONSUMPTION AND PRODUCTION
13. CLIMATE ACTION
14. LIFE BELOW WATER
15. LIFE ON LAND
16. PEACE, JUSTICE AND STRONG INSTITUTIONS
17. PARTNERSHIPS FOR THE GOALS

### INNER DEVELOPMENT GOALS

Transformational Skills for Sustainable Development

1. Being - Relationship to Self
2. Thinking - Cognitive Skills
3. Relating - Caring for Others and the World
4. Collaborating - Social Skills
5. Acting - Driving change

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**5 Acting**  
Driving Change

**Inner Development Goals**  
5,324 followers  
20h · 🌐

To acquire true agency, break old patterns and act with persistence in uncertain times, we need to practise skills in the fifth dimension of our framework, ACTING. Qualities such as:

- 🔥 **COURAGE** - Ability to stand up for values, make decisions, take decisive action and, if need be, challenge and disrupt existing structures and views.
- 🔥 **CREATIVITY** - Ability to generate and develop original ideas, innovate and being willing to disrupt conventional patterns.
- 🔥 **OPTIMISM** - Ability to sustain and communicate a sense of hope, positive attitude and confidence in the possibility of meaningful change.
- 🔥 **PERSEVERANCE** - Ability to sustain engagement and remain determined and patient even when efforts take a long time to bear fruit.

Which of these skills is the strongest in you? How did you develop it?

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CSR CHANGE AGENTS | GUIDE

|                             | Expert                                | Facilitator                               | Catalyst                                     | Activist                             |
|-----------------------------|---------------------------------------|-------------------------------------------|----------------------------------------------|--------------------------------------|
| Level of change             | Individual                            | Group                                     | Organisation                                 | Society                              |
| Key focus                   | Tasks                                 | People                                    | Direction                                    | Grassroots                           |
| Source of life satisfaction | Specialist input                      | People empowerment                        | Strategic input                              | Societal contribution                |
| Source of work satisfaction | Personal development, quality input   | Staff development, effective facilitation | Organisational development, strategic change | Community development, social change |
| Typical skills              | Technical                             | Interpersonal                             | Political                                    | Questioning                          |
| Legacy they wish to leave   | More effective CSR management systems | More inspired & empowered CSR champions   | More sustainable & responsible organisation  | More just & sustainable world        |

Visser, Wayne, CSR Change Agents, CSR International Inspiration Series, 2008

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ENTREPRENEURSHIP  
INTRAPRENEURSHIP

entrepreneur  
VS.  
intrapreneur

Own boss

More freedom

More risk

Less freedom

Employed in an organization

Less risk

17/11/2023

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Social intrapreneur, *n.*

- 1 Someone who works inside major corporations or organizations to develop and promote practical solutions to social or environmental challenges where progress is currently stalled by market failures.
- 2 Someone who applies the principles of social entrepreneurship inside a major organization.
- 3 One characterized by an 'insider-outsider' mindset and approach.

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### THE SOCIAL INTRAPRENEUR | GUIDE

| Characteristics                                                               | Social entrepreneur | Social intrapreneur |
|-------------------------------------------------------------------------------|---------------------|---------------------|
| Shrug off constraints of ideology or discipline.                              | X                   | X                   |
| Identify and apply practical solutions to social or environmental problems.   | X                   | X                   |
| Innovate by finding a new product, service or approach to a social challenge. | X                   | X                   |
| Focus – first and foremost – on societal value creation.                      | X                   | X                   |
| Successfully navigate corporate culture, strategy and process.                |                     | X                   |
| Communicate social entrepreneurship in compelling business terms.             |                     | X                   |
| Build and inspire teams across a multiplicity of corporate divisions.         |                     | X                   |
| Jump in before they are fully resourced.                                      | X                   | X                   |
| Have a dogged determination that pushes them to take risks.                   | X                   | X                   |
| Combine their passion for change with measurement and monitoring of impact.   | X                   | X                   |
| Have a healthy impatience – they don't like bureaucracy.                      | X                   | X                   |
| Run their organizations.                                                      | X                   |                     |

The Social Intrapreneur: A Field Guide for Corporate Changemakers, SustainAbility, 2008.

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#module2 #change\_agent

### 10 TIPS | GUIDE | WISDOM OF THE SOCIAL INTRAPRENEUR

|                                                                     |                                                                   |                                                             |                                                      |                                                            |
|---------------------------------------------------------------------|-------------------------------------------------------------------|-------------------------------------------------------------|------------------------------------------------------|------------------------------------------------------------|
| <b>TIP 1</b><br>Focus on solving a problem, not selling a solution. | <b>TIP 2</b><br>Use storytelling, but build the business case.    | <b>TIP 3</b><br>Align with the best of the company culture. | <b>TIP 4</b><br>Go to the top.                       | <b>TIP 5</b><br>Wherever possible, use existing processes. |
| <b>TIP 6</b><br>Make sure you're funded.                            | <b>TIP 7</b><br>Create a coalition, engage external stakeholders. | <b>TIP 8</b><br>Pilot and execute.                          | <b>TIP 9</b><br>Maintain your integrity. Be patient. | <b>TIP 10</b><br>Share ownership – and have fun.           |

The Social Intrapreneur: A Field Guide for Corporate Changemakers, SustainAbility, 2008.

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### Forbes

## Surviving Sustainability - Working In CSR Without Burning Out

Solitaire Townsend Contributor

1. Start with why
2. Stop and self-care
3. Ask for help
4. Stay optimistic
5. Support each other

"Support each other. We are part of a community of hundreds of millions of people. Let's celebrate each other's wins. Connect and commiserate on the hard parts of our calling. Remind each other why we do this. Bring more people in the fold. As a community of change-makers we fuel each other - and that camaraderie is brilliant".

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## SBCM "HACKS"




### 7 TIPS FOR MAINTAINING OPTIMISM AS A SUSTAINABILITY MANAGER

- 1 TAKE YOUR OWN STAND ON SUSTAINABILITY
- 2 FIND INTERNAL ALLIES ACROSS ORGANIZATION
- 3 BUILD A NETWORK OF LIKE-MINDED PEOPLE
- 4 CREATE AN OPTIMIST PACT WITH YOUR PEERS
- 5 KEEP A LIST OF YOUR BIG & SMALL WINS
- 6 LEARN HOW TO NAVIGATE POLITICALLY
- 7 BE PERSISTENT & (IM)PATIENT

WWW.BIT.LY/MAINTAINING-OPTIMISM

**SUSTAIN**  **INTELLIS** 

 Ekspert: Sådan bevarer du optimismen som sustainability-ansvarlig, SustainReport, 25.10.2019

**INTELLIS**

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**INTELLIS**

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### Case: Et bæredygtigt livsdesign der forener Nord med Syd

Indhold fra partner Hvad er dette?

Da direktør Thandi Dyani tog hul på sit arbejdsliv for 15 år siden, kunne hun have slået op i bogen "Hvad kan jeg blive?". I stedet valgte hun at skrive sin egen bog "Hvad kan jeg skabe?" ved at gå med sin passion for Afrika, udvikling og iværksætteri.

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### Case: Fra CV til personligt CSR-karrierehus

Indhold fra partner Hvad er dette?

Med inspiration fra en CSR-strategimodel har Signe Rasmussen, Quality Compliance Specialist hos Carl Hansen & Søn, designet sit eget "CSR-karrierehus". Det giver hende klarhed om både personligt formål og retning for hendes karrierevej og daglige arbejde.

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REAL-LIFE CASE



**Vision**

My vision is to create sustainable and positive change through communication and green business development

**Purpose**

I wish to **contribute to a better world**, by using my strengths in a workplace, where we together create value for clients, colleagues and society.

**Soft skills**

| Communication                                                                                                                                                                                                                                                                                       | Sustainability                                                                                                                                                                                                                                                                      |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> <li>Oral &amp; written communication</li> <li>Easy to understand presentation of knowledge</li> <li>Strategy and plans</li> <li>Reporting</li> <li>Translating strategy into clear messages</li> <li>Cultural understanding and solid language skills</li> </ul> | <ul style="list-style-type: none"> <li>Passion for sustainability and circular change</li> <li>Well-informed about themes and developments</li> <li>Social megatrends</li> <li>SDGs</li> <li>Regulations and international guidelines</li> <li>Shared-value partnerships</li> </ul> |

**Hard skills**

| Change management                                                                                                                                                                                                                                                                                                   | Strategy                                                                                                                                                                                                                                                   |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> <li>Process management</li> <li>Holistic understanding</li> <li>Structure and organization</li> <li>Culture and integration</li> <li>Employee engagement</li> <li>Stakeholder engagement</li> <li>Taking responsibility and initiative</li> <li>Working independently</li> </ul> | <ul style="list-style-type: none"> <li>Mapping</li> <li>Implementation</li> <li>Integration and dialogue</li> <li>Development</li> <li>Business development</li> <li>Research and analysis</li> <li>CSR strategies</li> <li>CSR business models</li> </ul> |

**Values**

- Credibility
- Responsibility
- Community
- Development
- Respect

I act with integrity and do what I say  
I have a 'green' heart and am compassionate and caring to people and planet  
I am motivated by team spirit and cooperation  
I strive best in an environment with learning, sparring and opportunities for challenges  
I respect others and expect the same

**Mission**

My mission is to help companies create responsible and sustainable change in the world, for the benefit of society, the planet and the bottom line.

Translated from: CV til personligt CSR-karrierehus, CSR.dk, 11.06.2020





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KEY LEARNINGS

WHAT YOU WILL LEARN... 

WHAT

- ✓ The tasks of a sustainable business change manager
- ✓ Difference between a project manager and change manager
- ✓ 4 typologies of CSR change agents
- Difference between an entrepreneur and an intrapreneur

HOW

- ✓ How to be an effective sustainable business change agent

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KEY REFLECTIONS

REFLECTIONS ON LINKING YOUR ROLE AS CHANGE AGENT 

-  What personal & professional skills characterize your way of working?
-  What kind of CSR change agent are you primarily?
-  Which of the 10 intrapreneur tips do you (need to) master?
-  What would your own "personal CSR house" look like?

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MODULE 2  
INTRO

## ORGANISATION | CORPORATE ENGAGEMENT

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

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MODULE 2  
INTRO

## REAL-LIFE CASE



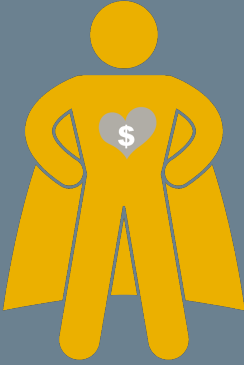

ANN-KATRINE S. FRIIS, HEAD OF SUSTAINABILITY & ESG

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# Sparring til Forandringsagent Mark



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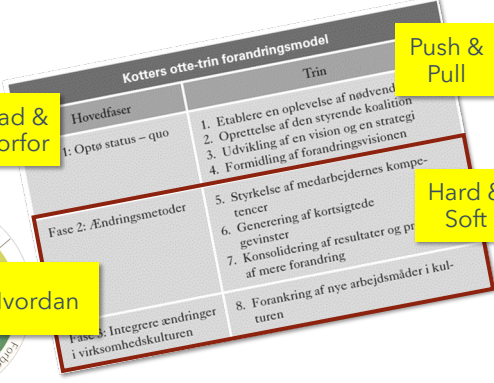
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## FORANDRINGSHJULET

HANDLINGSPLAN FOR INTERN FORANDRING & FORANKRING

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

Bjarne Kousholt, Forandringsledelse, Akademisk Forlag, 2021

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REAL-LIFE CASE

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CORPORATE ENGAGEMENT PLANNING I SKABELON

DK

| Interne interessenter   | Step 1 / Forandrung (Kotter fase 1-2) <div>Periode:</div> |            | Step 2 / Forankring (Kotter fase 3) <div>Periode:</div> |            |
|-------------------------|-----------------------------------------------------------|------------|---------------------------------------------------------|------------|
|                         | Hardwiring                                                | Softwiring | Hardwiring                                              | Softwiring |
| Ledelse                 |                                                           |            |                                                         |            |
| Mellemledere            |                                                           |            |                                                         |            |
| Medarbejdere            |                                                           |            |                                                         |            |
| Afdelinger / funktioner |                                                           |            |                                                         |            |

Corporate Engagement Planning Template. TANIA ELLIS - The Social Business Company®

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| PART 2 – SUSTAINABILITY IN HEART OF THE ORGANISATION                                                                             |  | INTRO | HARDWIRING                                                                                                                             | SOFTWIRING | OVERALL PLAN |
|----------------------------------------------------------------------------------------------------------------------------------|--|-------|----------------------------------------------------------------------------------------------------------------------------------------|------------|--------------|
| PUTTING SUSTAINABILITY INTO THE HEART OF THE ORGANISATION I GUIDE                                                                |  |       |                                                                                                                                        |            |              |
| HARDWIRING I STRUCTURE                                                                                                           |  |       | SOFTWIRING I CULTURE                                                                                                                   |            |              |
|                                               |  |       |                                                   |            |              |
| #1 – Align CSR & business management systems  |  |       | #1 – Executive training (hard & soft skills)      |            |              |
| #2 – Consider organisational structure        |  |       | #2 – Employee training (personal & professional)  |            |              |
| #3 – Create governance structure & policies   |  |       | #3 – Segmented involvement                        |            |              |
| #4 – Measure results (KPIs)                   |  |       | #4 – Innovation teams & schemes                   |            |              |
| #5 – Put CSR performance into system          |  |       | #5 – Recognition                                  |            |              |
| #6 – Financial incentives                     |  |       | #6 – Communication                                |            |              |
|                                               |  |       | TANIA ELLIS                                                                                                                            |            |              |

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TAK FOR I DAG!



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We inspire and help companies & professionals  
create value for society and the bottom line with our:

Speaking (trends) | Club (networking) |  
Academy (training) | Consulting (business development)



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