

# *Mobilising the Nordics*

## Mission group 1

# Leadership development program

The aim for mission group 1 is to design and develop a common Nordic leadership development program that spans across sectors and Nordic countries.

# Members of the mission group

**Nikolaj Malchow-Møller (Chair), President, Copenhagen Business School**

**Jens Moberg, Owner and founder, Leadership Institute**

**Jonas Schaarup, Director HR & development, UFM**

**Eva Camerer, Director Strategy & Innovation, Innovation Norway**

**Gro Ellen Mathisen, Dean and Professor, University of Stavanger**

**Javad Mushtaq, Founder & CEO, MAK**

**John-Arne Røttingen, Health Ambassador, Ministry of Foreign Affairs**

**Sylvia Schwaag Serger, Deputy Vice-Chancellor, Lund University**

**Kristiina Mäkelä, Provost, Aalto University**

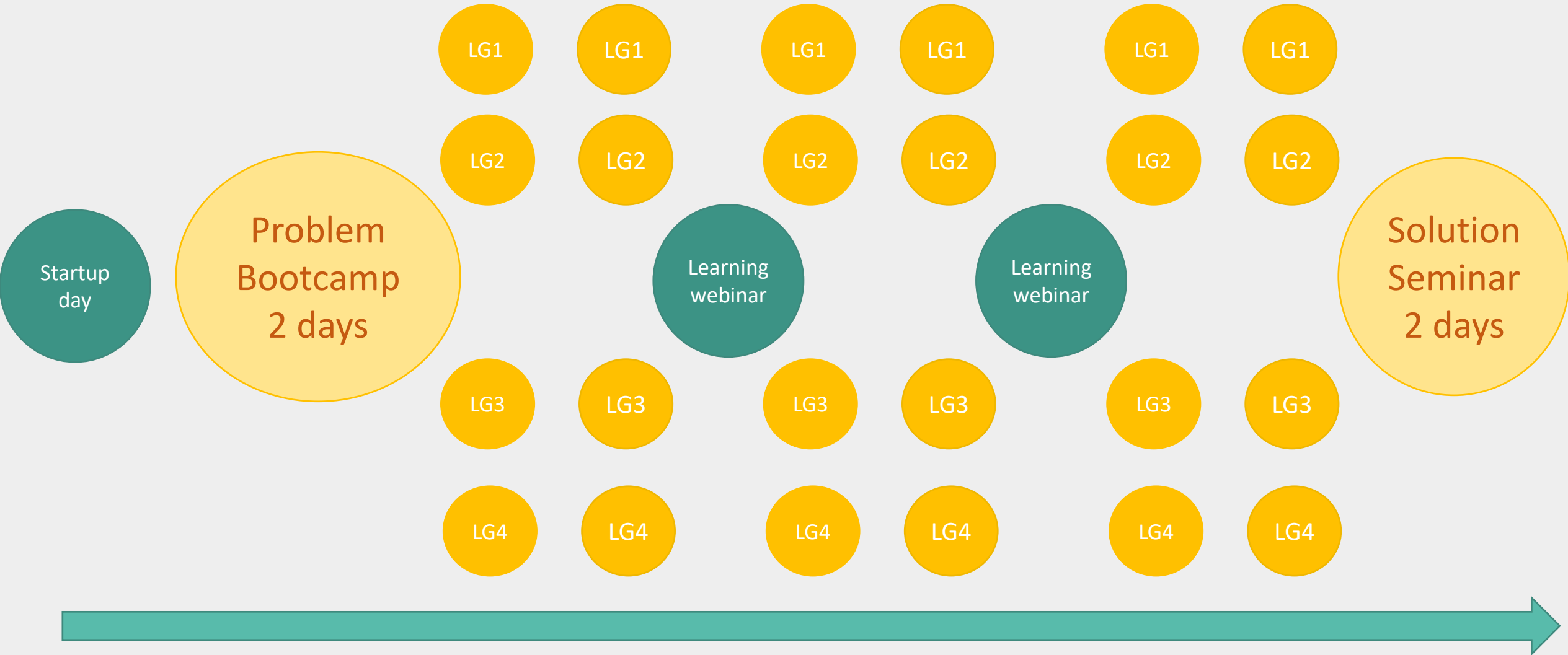
# TO-BE : Leadership and leadership training of the future

- We need leaders that can take **collective responsibility for the overall system**
- These leaders should be good at **adaptive leadership and change leadership**
- We need leadership training that **develop transformative leaders**
- The leaders train to face and **handle a VUCA-future** (volatile, uncertain, complex, ambiguous) and to handle risk (also shared with others)
- The leaders bring their own **concrete strategic problem-case** and they work problem-based with each others' cases. It is important that the cases come from different sectors

# Overall program design

- Profile: the program IS NOT an ordinary leadership development program. It will focus on **how transformative leaders can take responsible system leadership in their organizations and lead in a value-based way**
- **6 organizations are curated** into the program. They should come from different sectors and different Nordic countries and not be direct competitors. This will give an interesting diversity in the program and its discussions and developments. All agree to Chatham house rules
- All 6 organizations have a **strategic system leadership case** they want to work with in the program. **These cases are the core of the program.** The organizations and their initial case are presented on an **online “start up day”**. Here it is discussed: “what systemic problem(s) do we share?”
- In a **2-day problem bootcamp** the six strategic system leadership cases are discussed – what are really the systemic problem? Four common and generic systemic challenges are identified, and four learning groups are formed that shall work with one of the generic systemic challenges and all six strategic cases
- **The learning groups meet online** and discuss each of the 6 organizational strategic system leadership cases and work with and “solve” their generic systemic challenge
- All participants meet in **two online webinars** that have focus on four important topics connected to system leadership
- In the **final solution seminar**, all six organizations present the solution to their own strategic system leadership case that they have prepared in advance based on the discussions in the 4 learnings groups. The four learning groups also present the solution to their generic systemic challenge
- 1/2 year after the completion of the program the participants **meet again** in their learning groups to discuss learnings and developments (personal and organizational)

# General design



Transformative experience for the individual participant  
and with impact for the organizations

# Common learning proces and possible topics (to be decided in the curation process)



4 topics:

- Ecosystems and development of societies
- Adaptive leadership
- Future foresight and scenario planning
- Design theory



2 topics:

- Innovation in ecosystems
- Scaling innovation for impact



2 topics:

- Handling risk
- Building strategic capabilities for collaboration



3 topics:

- Change leadership
- Setting strategic direction
- Strategies in ecosystems

# The pilot

- A pilot of the program should run starting autumn 2021. The purpose is to **experiment and learn** about the following issues:
  - **Is it possible to curate 6 organizations into the program?** And what are the best composition of participants from each organization?
  - **The optimal duration of the program** – we start with 4 month
  - **The topics** we put into the program
  - Should the **seminars be in weekends** to attract busy top-level leaders? We start with not having them in the weekend
  - How should the **learning groups** be formed – a lot of diversity or more peer oriented? We start with diversity
  - What are the **costs of running** a program like this and how can these costs be covered?

# Next steps

- **6 organizations should be curated into the program.** The starting point could be to contact the organizations that have been part of the four mission groups in Mobilising the Nordics projekt
- **A program-network should be established.** This network should deliver the pilot. Members of this network could be persons like Christian Bason (CEO of Danish Design Center) and organisations like AFF (consultancy in Norway)
- The **cost of running the pilot** should be covered by the participating six organizations. The program-network should work non-profit