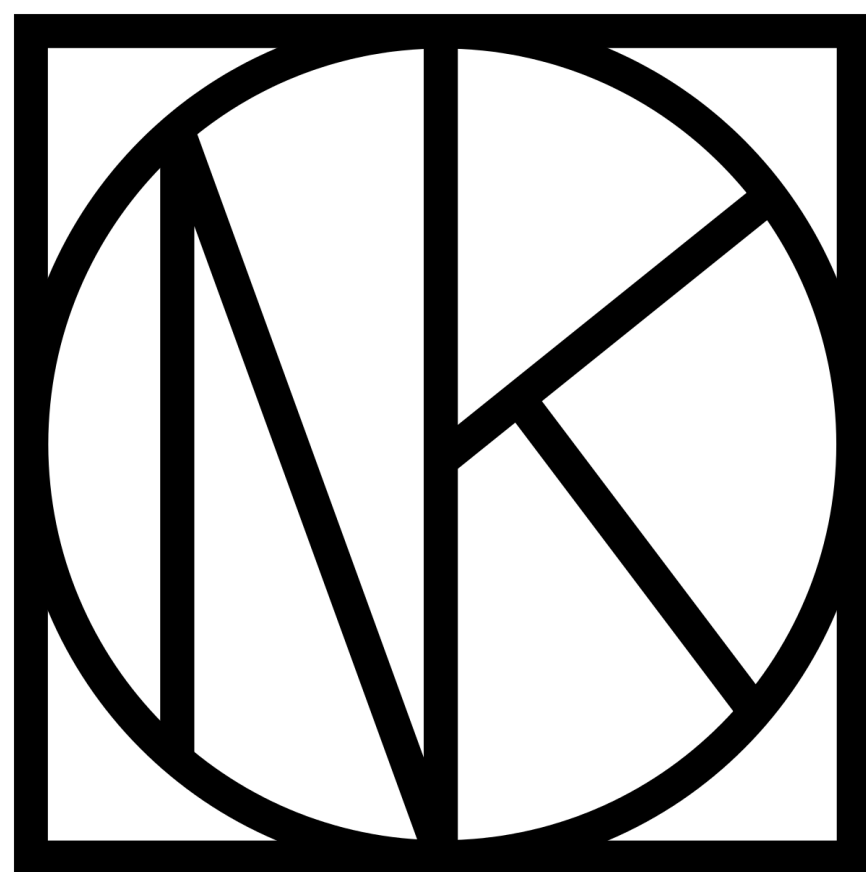


Mission: Change





Skellefteå Kraft



Entrepreneur versus Intrapreneur (*Wikipedia*)

"The **entrepreneur** is able to recognize the commercial potential of the invention and organize the capital, talent, and other resources that turn an invention into a commercially viable innovation."

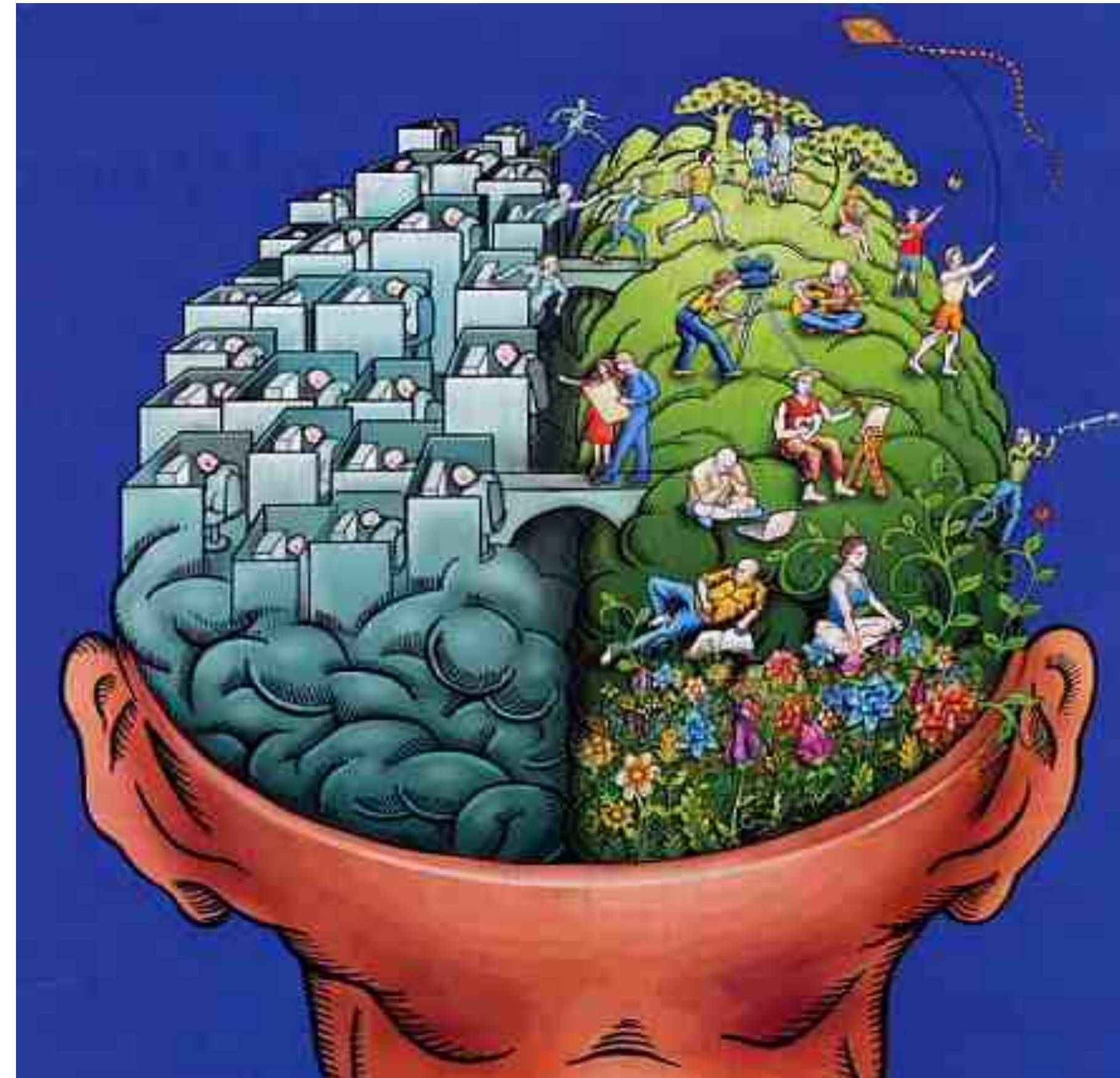
In this sense, the term "Entrepreneurship" also captures innovative activities on the part of established firms, in addition to similar activities on the part of new businesses.

"An **intrapreneur** is a person within a large corporation who takes direct responsibility for turning an idea into a profitable finished product through assertive risk-taking and innovation".

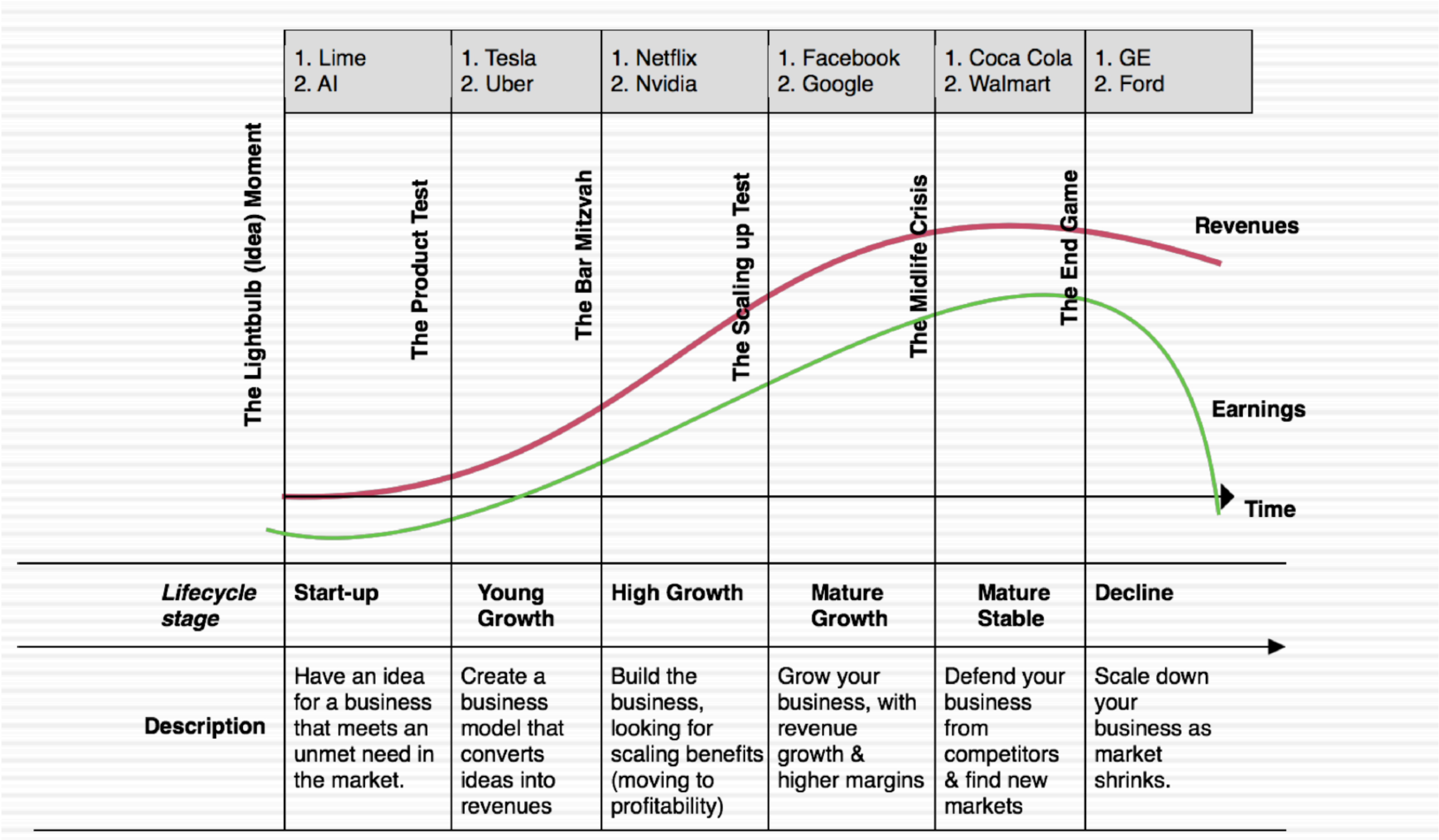
Intrapreneurs act similar to entrepreneurs in terms of e.g. self-motivation, creativity and pro-activity. Strong leadership skills are needed to strengthen teams and to persuade others to follow and execute their ideas.

Capturing a little of the dynamic nature of entrepreneurial management (trying things until successful, learning from failures, attempting to conserve resources, etc.) adds to the potential of an otherwise static organization, without exposing those employees to the risks or accountability normally associated with entrepreneurial failure.

It's all about people. Our perceptions about products, other people, companies, life, brands etc. And how the experiences correlates to those expectations.



Response	Percentage
Yes, the current government is responsible	95%
No, the current government is not responsible	5%



Increasingly business critical

In 2013 – 51% said a major overhaul is currently needed in their culture.

In 2018, it was 80%.

In 2021 the question was taken out of the survey

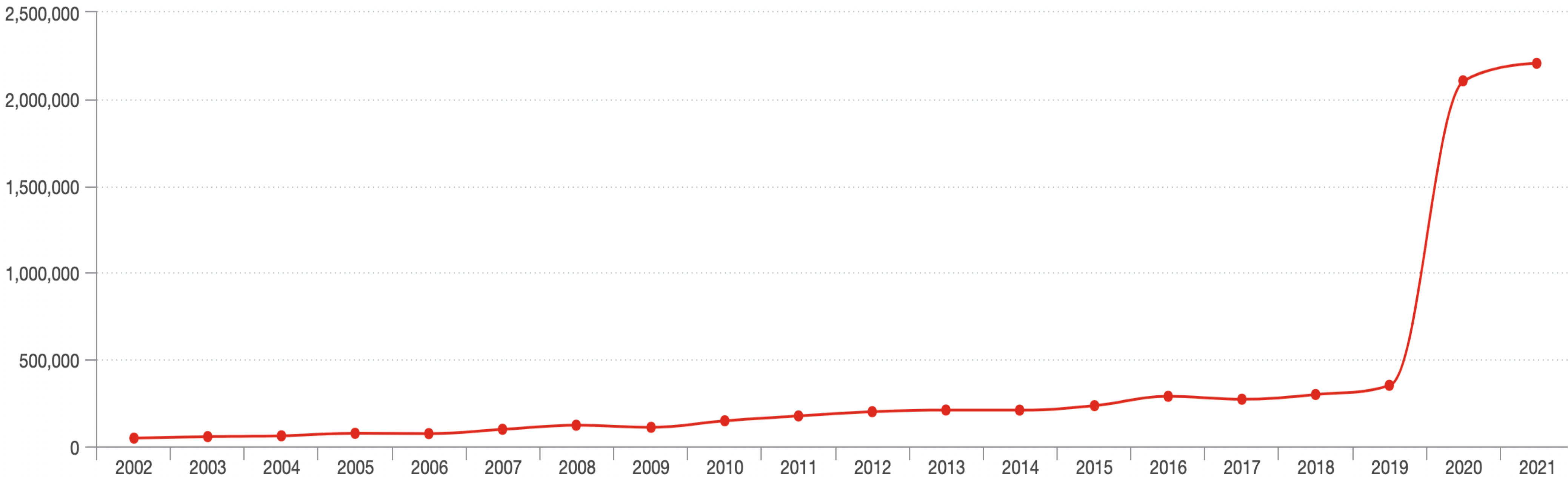
In 2013 60% said culture is more important than strategy or operating model.

In 2018, it was 65%.

In 2021, it was 66%.

Global Culture Survey 2021 – Katzenbach PwC

Exhibit 3: Number of references to ‘culture’ in leading business publications



Source: Google Ngram search of ‘culture’ in Wall Street Journal and Forbes, 2001–21

Strategy, capabilities and culture need to be aligned

- Strategy, capabilities and culture leadership is about a series of related choices about;
- “Where we are going to play”
- “How are we going to win and differentiate”
- “What capabilities need to be in place to execute”
- “What are the cultural imperatives to enable differentiation and execution”?



NORDIC MORNING
GROUP

We are on a change journey →

January 2017 and on-going

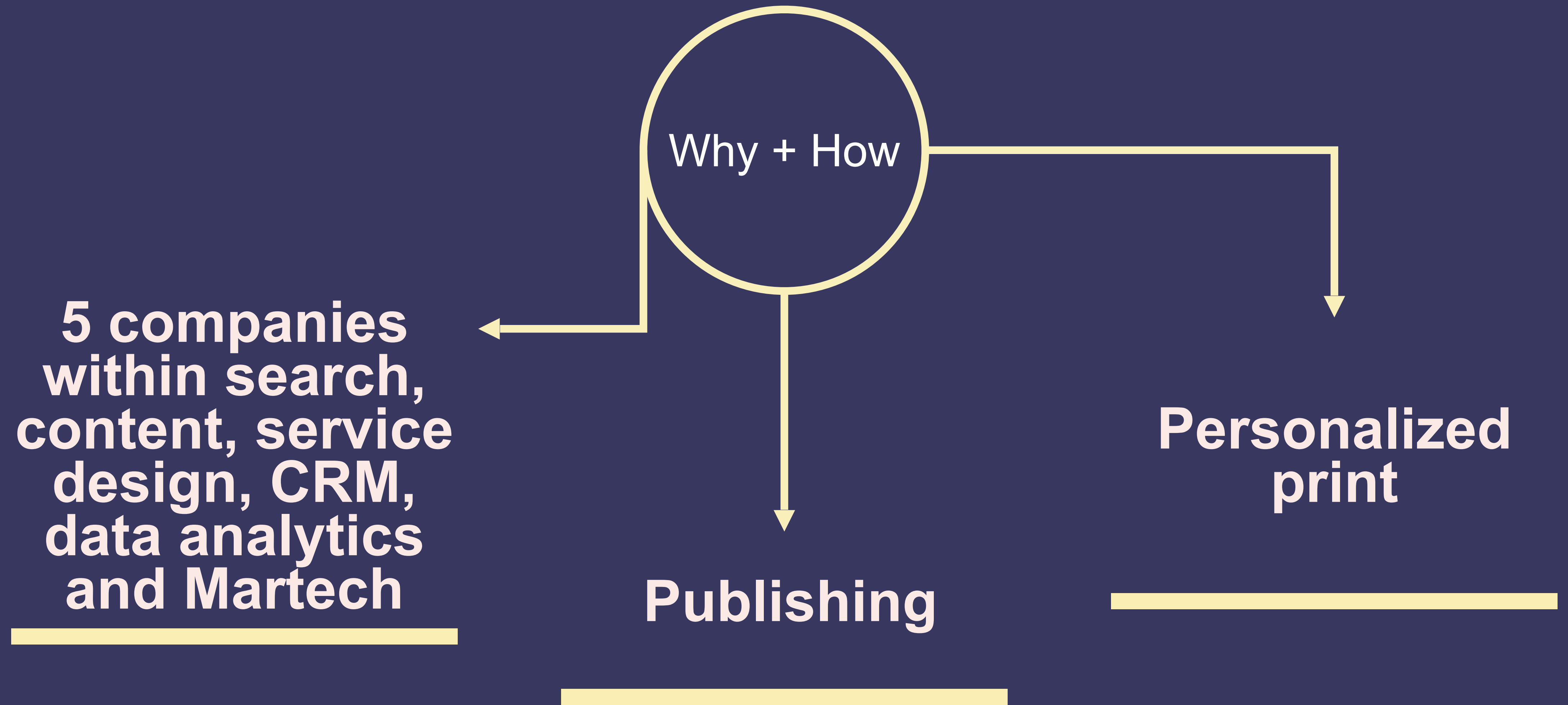


Develop a new strategy that builds on:

1. The group's culture of change and learning which already exists in the Group's DNA.

2. The pains of our client's and how we best can serve them today and tomorrow.

From 12 companies
to **3 business areas**
with clear offerings



But how differentiate Nordic Morning Group and each Business Area?

In the digitalized world, the power is with the end customer.

**When it comes to differentiation,
companies have no option:
the experience their brand or service provides
needs to be at the core of their business.**

**The demand for superior customer
experience is absolute.**

Nordic Morning Groups "Why"

We believe in
making the world a
better experience.

**We have always had change and learning
in our DNA, as an organization and in our
culture.**

**Otherwise we wouldn't have been around
for more than 160 years.**

Challenging
established thinking
and ways of working
through people and
technology.

**How to change the perception of ourselves
and create a common view of what we can
do and be together?**

We used Design Thinking!





**Data-driven
Marketing &
Service Design**



Nordic Morning

Smart Learning



Edita Publishing

**Automated
processes for
communication
services**



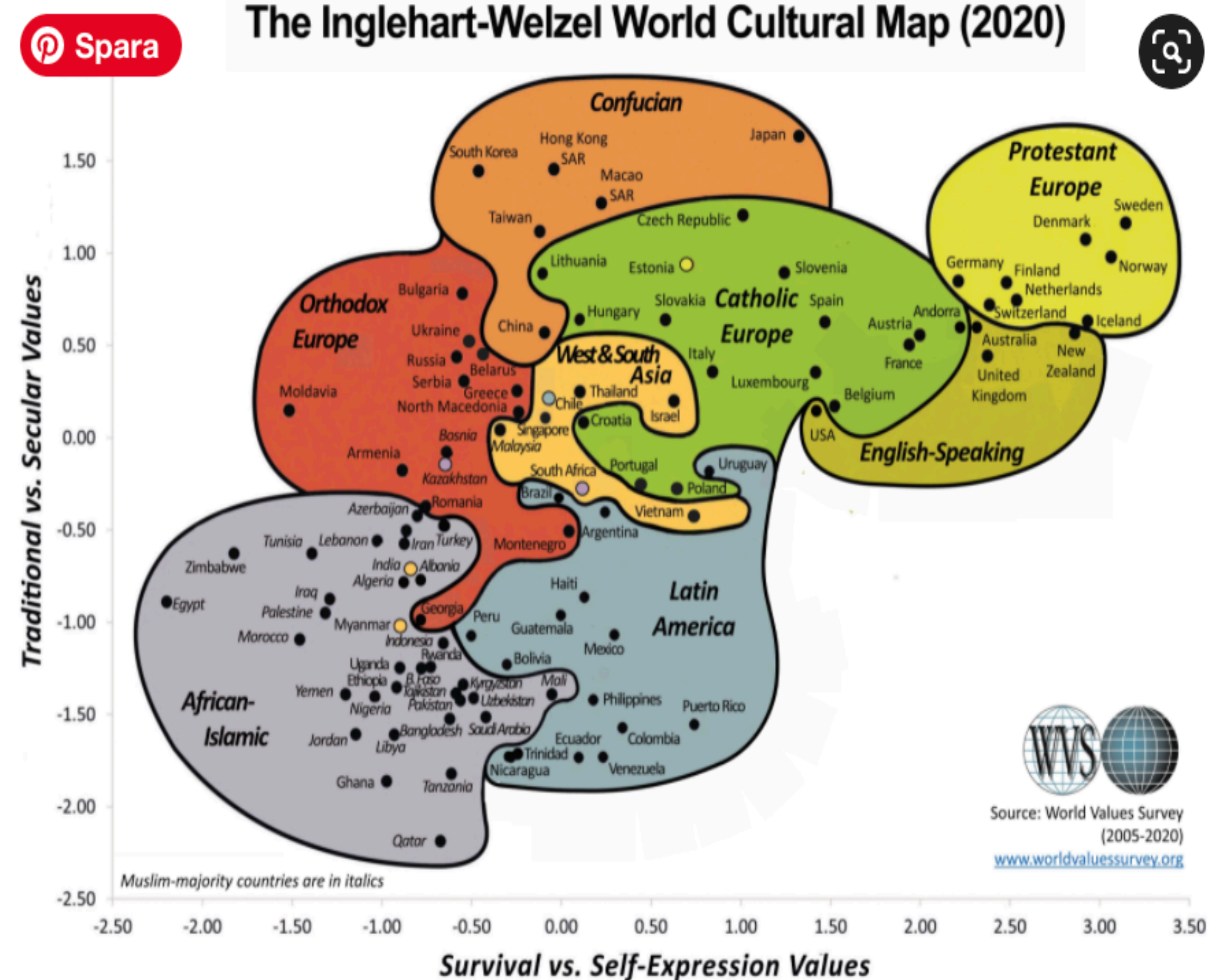
Edita Prima

**We are in the
people's
business**

All employees impact Nordic Morning Group's development and future success.

Everyone has an important role in making the world a better experience.

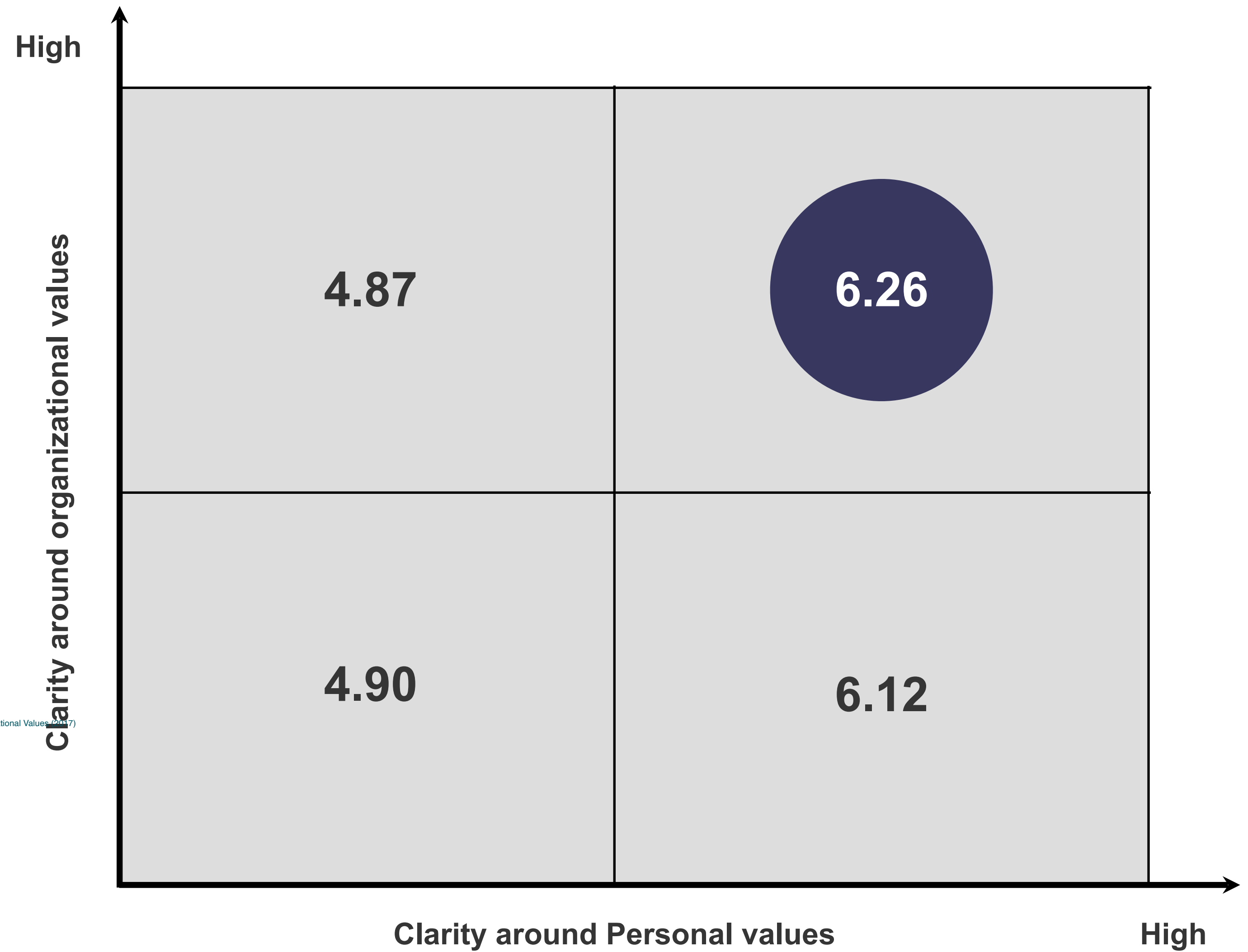
Why the need for self leadership and a strong organizational culture?



Commitment to the work of employees.

(scale 1-7)

Source: Posner & Schmidt: Congruence and the Differences Between the Interplay of Personal and Organizational & Value Systems & Vveinhardt & Gulbovaite; Models of Congruence of Personal and Organizational Values (2017)



Cultural transformation that needs to happen...

The Change in Leadership

Past	→	Future
My Paycheck		My Purpose
My Satisfaction		My Development
My Boss		My Coach
My Annual Review		My Ongoing Conversations
My Weaknesses		My Strengths
My Job		My Life

Source: How Millennials Want to Work and Live – Gallup 2016

Our shared tools

A growth mindset

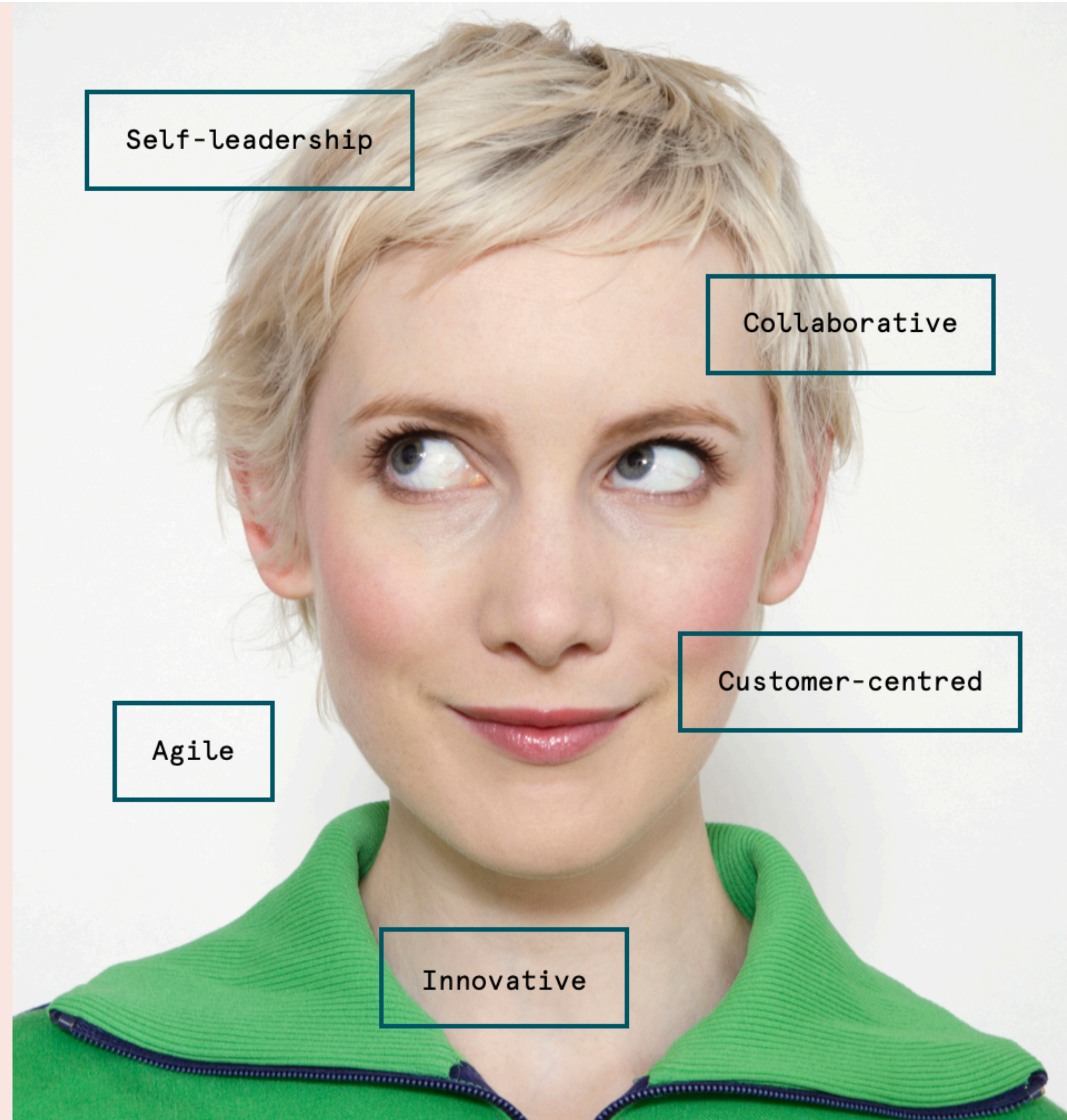
Self-leadership


Collaborative

Customer-centred

Agile

Innovative





7. Engagement survey –
key drivers for desired
culture and behaviours.
Sept2020-June 2021->

6. Growth mindset II
- *How to coach by deep
listening and asking
powerful questions?*
Winter/spring 2020

4. Growth mindset I
– *How to give straight and
supportive feedback?*
Spring 2019

5. Engagement survey –
key drivers for desired
culture and behaviours.
March-Dec 2019->

3. *How to create flow and
personal efficiency?*
Nov-Dec 2018

1. Values co-creation
Spring 2018

2. Guiding Principles launched.
Manager lead workshops in
natural teams. Autumn 2018

Driving growth by Culture and Leadership

Our guiding principles reflect our desired culture and behaviours

Our guiding principles are behaviours we encourage and affirm – simply put, they're the behaviours we want to see more of from everyone within Nordic Morning Group.

**Be you.
Be curious**



**We trust
and respect**



**Fail fast,
laugh, learn**



**Communicate,
collaborate and
co-create**



**Create wow-
experiences and
value everyday**



**Be an
accountable
daredevil**



Our shared tools

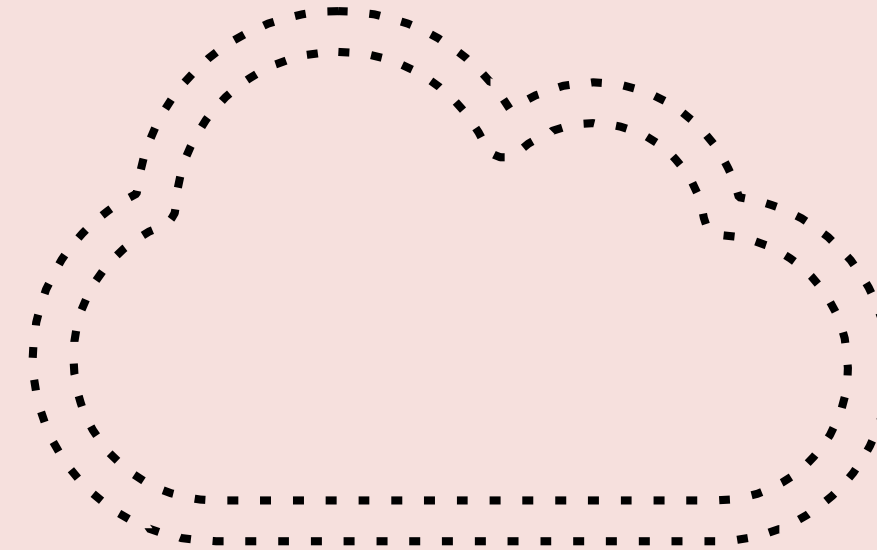
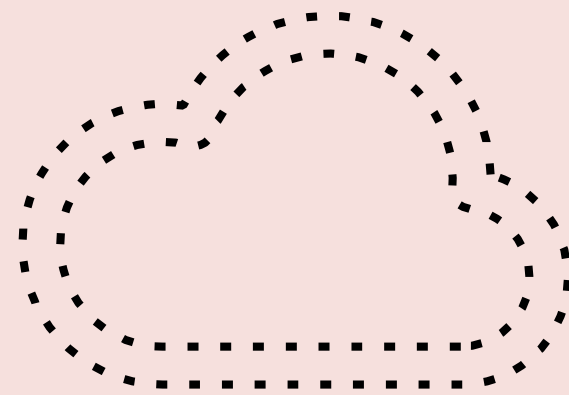
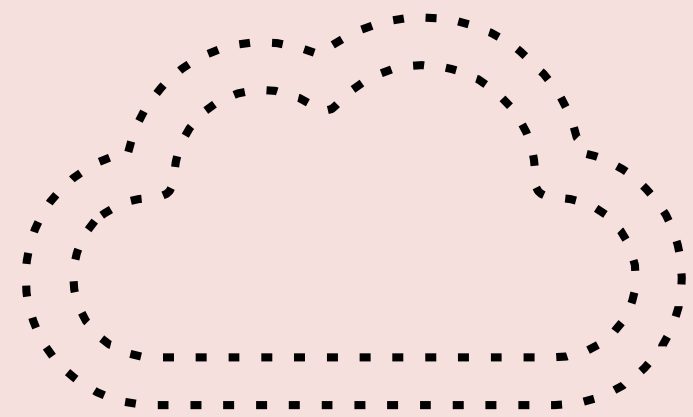
**THE
VALUES
TREE**

CHECK-IN

**AFTER
ACTION
REVIEW
(AAR)**

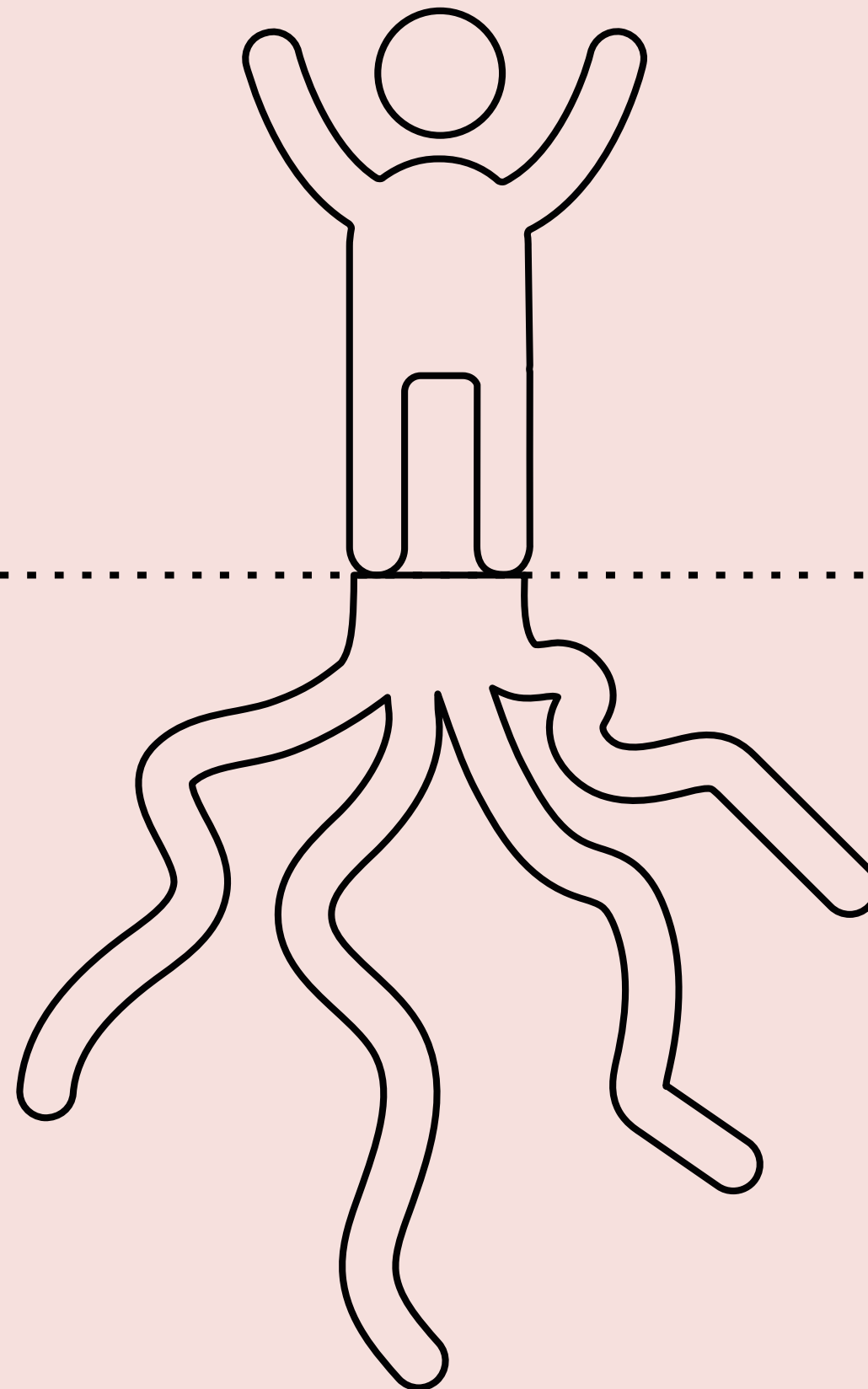
FEEDBACK

**MOST
IMPORTANT
TASKS
(MITs)**



Our Why and How

Our guiding principles

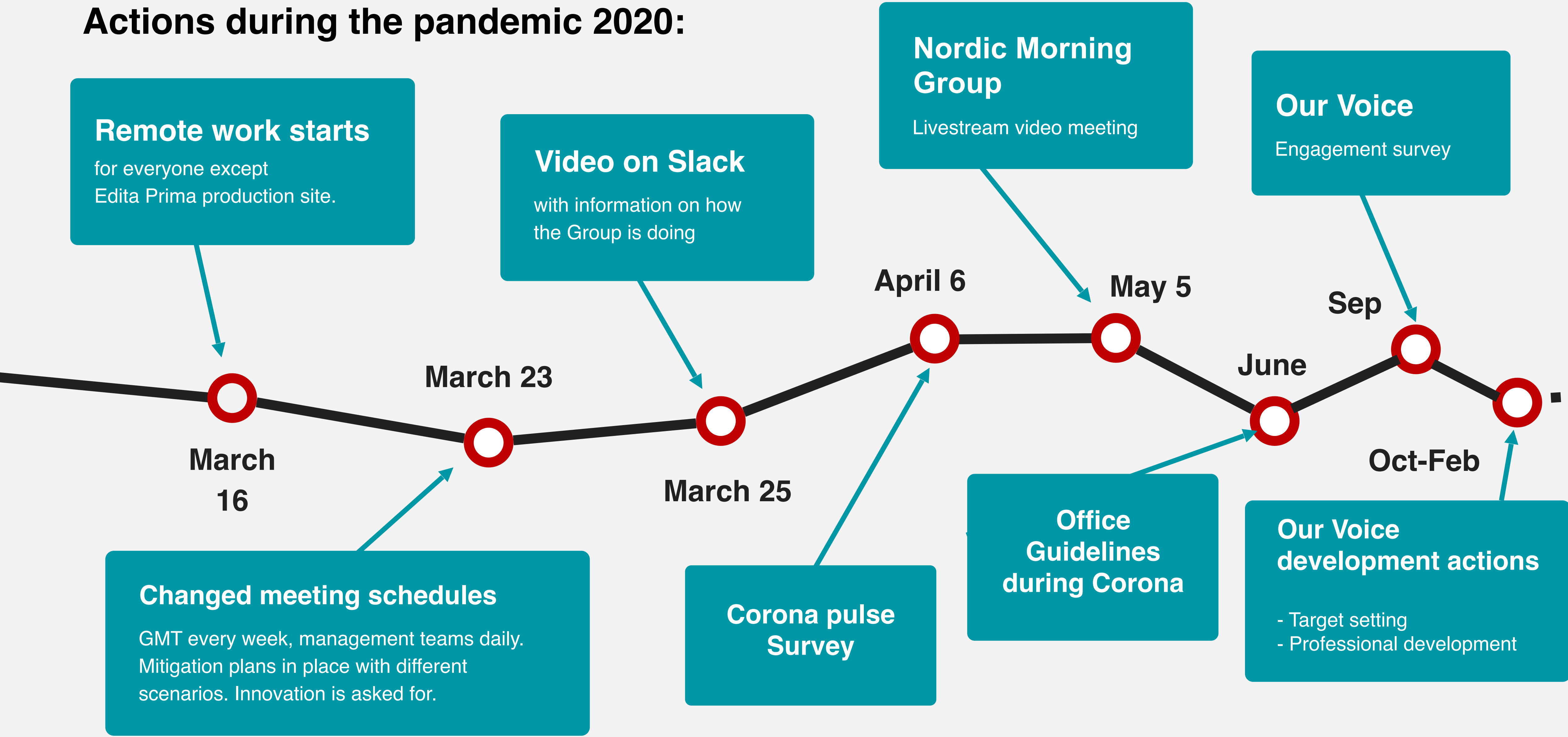


Each employees personal values

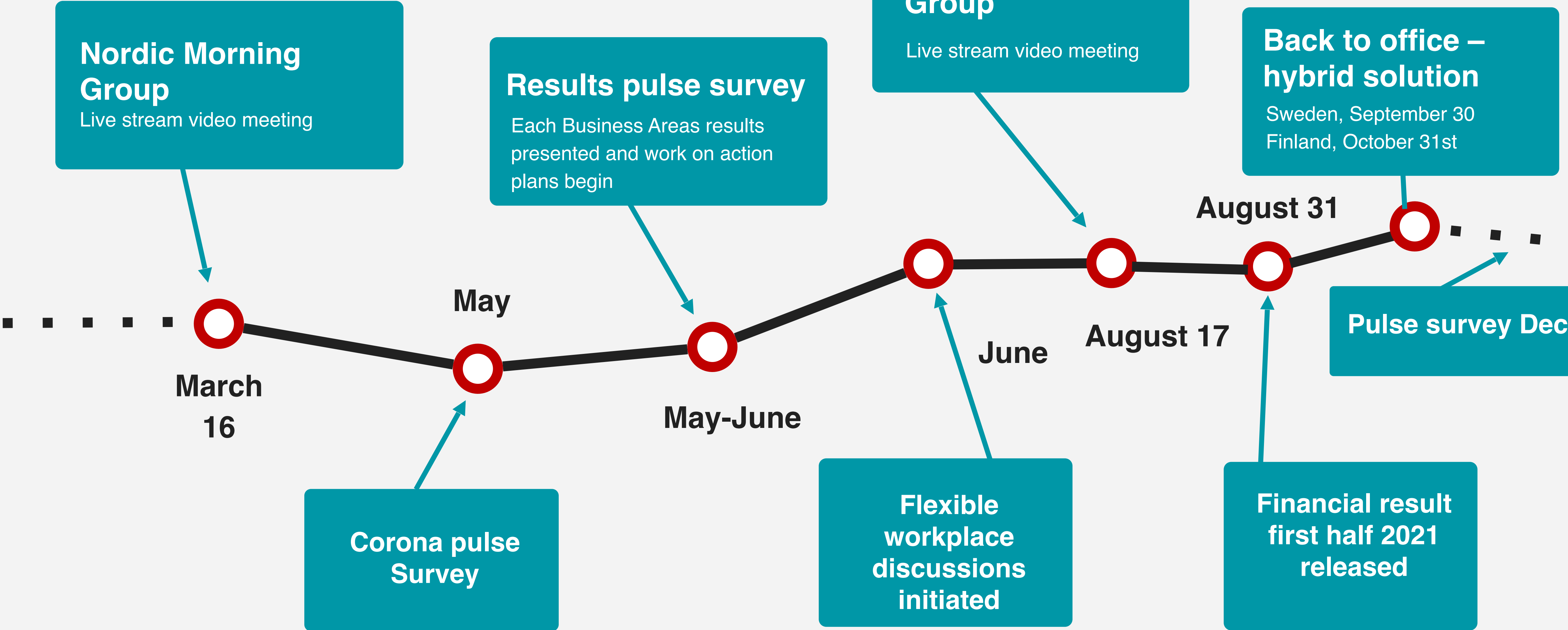


THE PANDEMIC

Actions during the pandemic 2020:



Actions during the pandemic 2021:





ENGAGEMENT SURVEY 2020



Our Voice

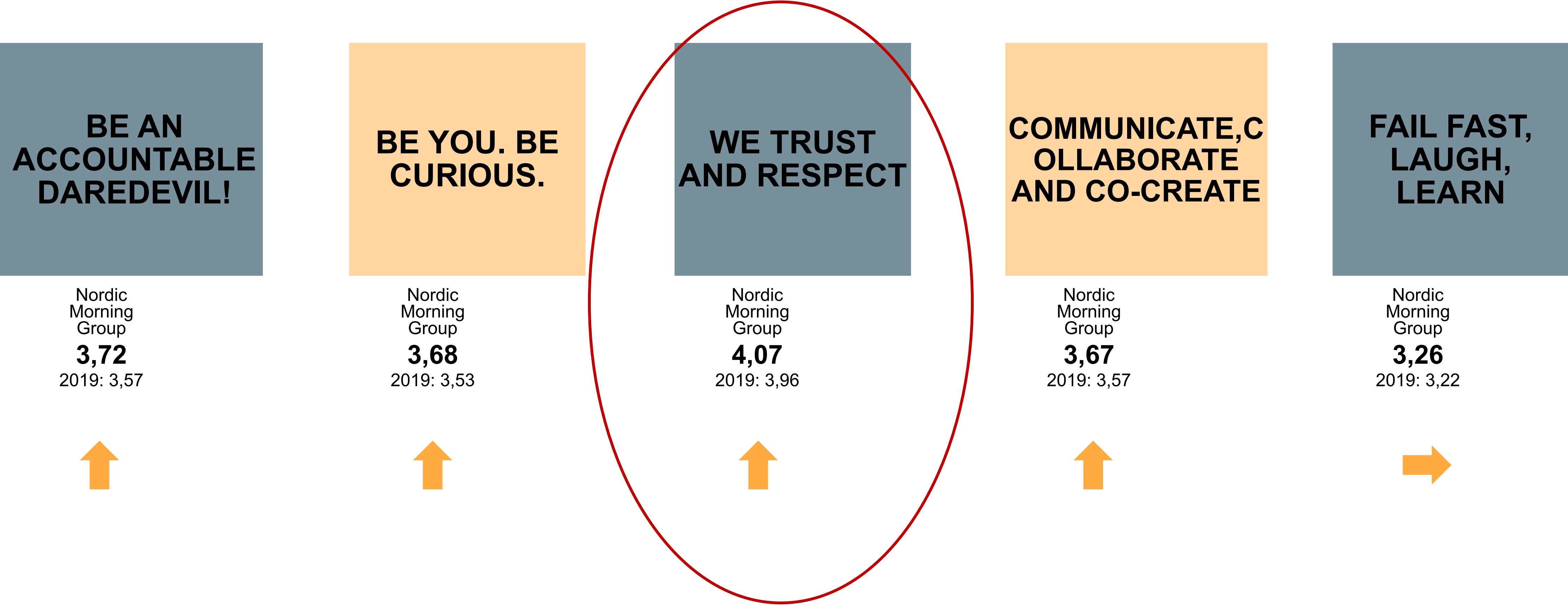
Employee Engagement Survey

Looping feedback to create focus for desired change.

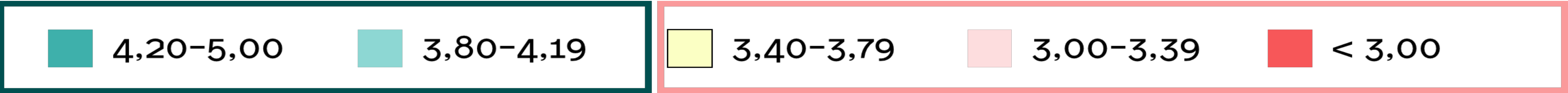
- Customer focus
- Strategy, wellbeing
- Personal Growth
- Leadership
- Internal collaboration



POSITIVE TREND WITH THE GUIDING PRINCIPLES



Scale 1-5:



PROGRESS IN SELF-LEADERSHIP & MANAGERIAL WORK

SELF-LEADERSHIP

Significant improvement in self-leadership.

Employees feel they are empowered in decision-making

2019: 3,66

2020: 3,98

MANAGERIAL WORK

Managerial work is generally on a good level

75 % of the respondents tell that they trust their manager.

Our managers

- listen the their employees opinions (3,94 -> 4,05)
- are available (3,95 -> 4,26)
- show respect (3,99 -> 4,23)

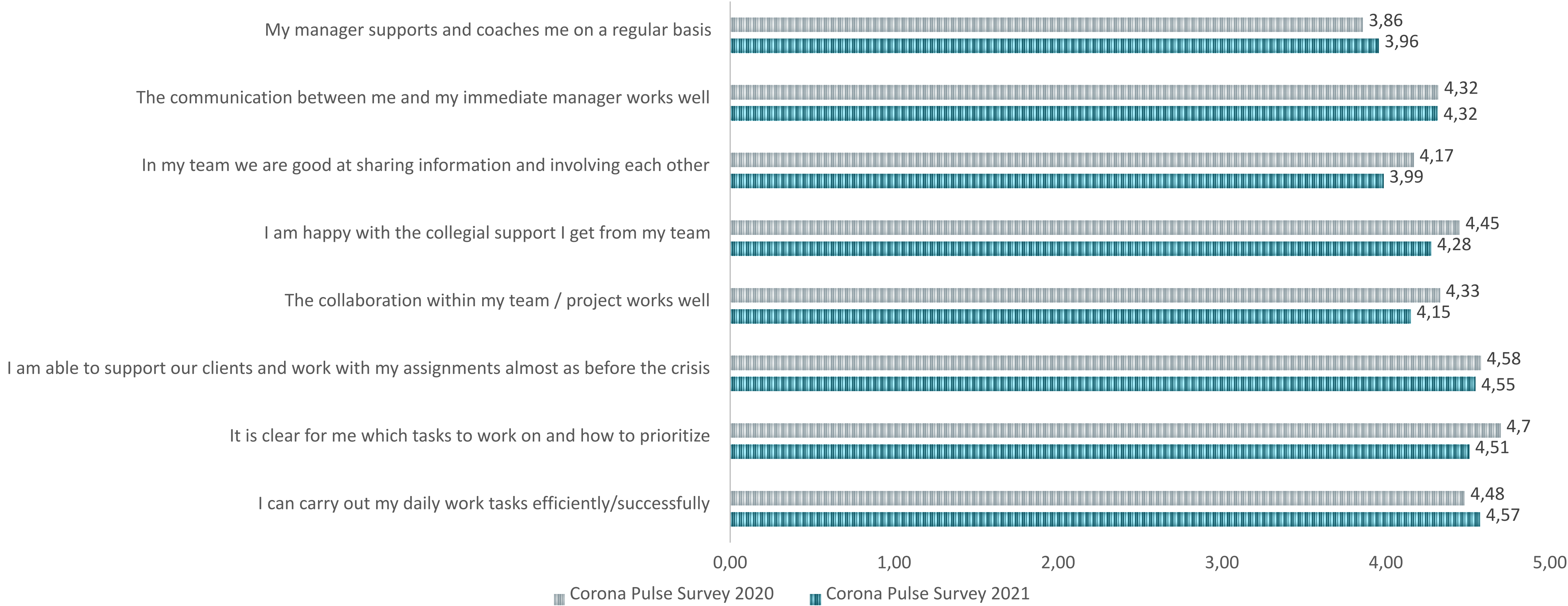
HOW WILL WE IMPROVE ENTHUSIASM & DIRECTION?

- Continue putting the customer first and create superior customer experience
- Improve target setting and dialogue of the big picture: Pre-requisites for higher level of self-leadership
- Keep strengthening coaching leadership and feedback skills
- Provide learning and development opportunities. Encourage & enable use of knowledge and expertise in the job

Corona Pulse Survey Results

Your working day during Covid-19

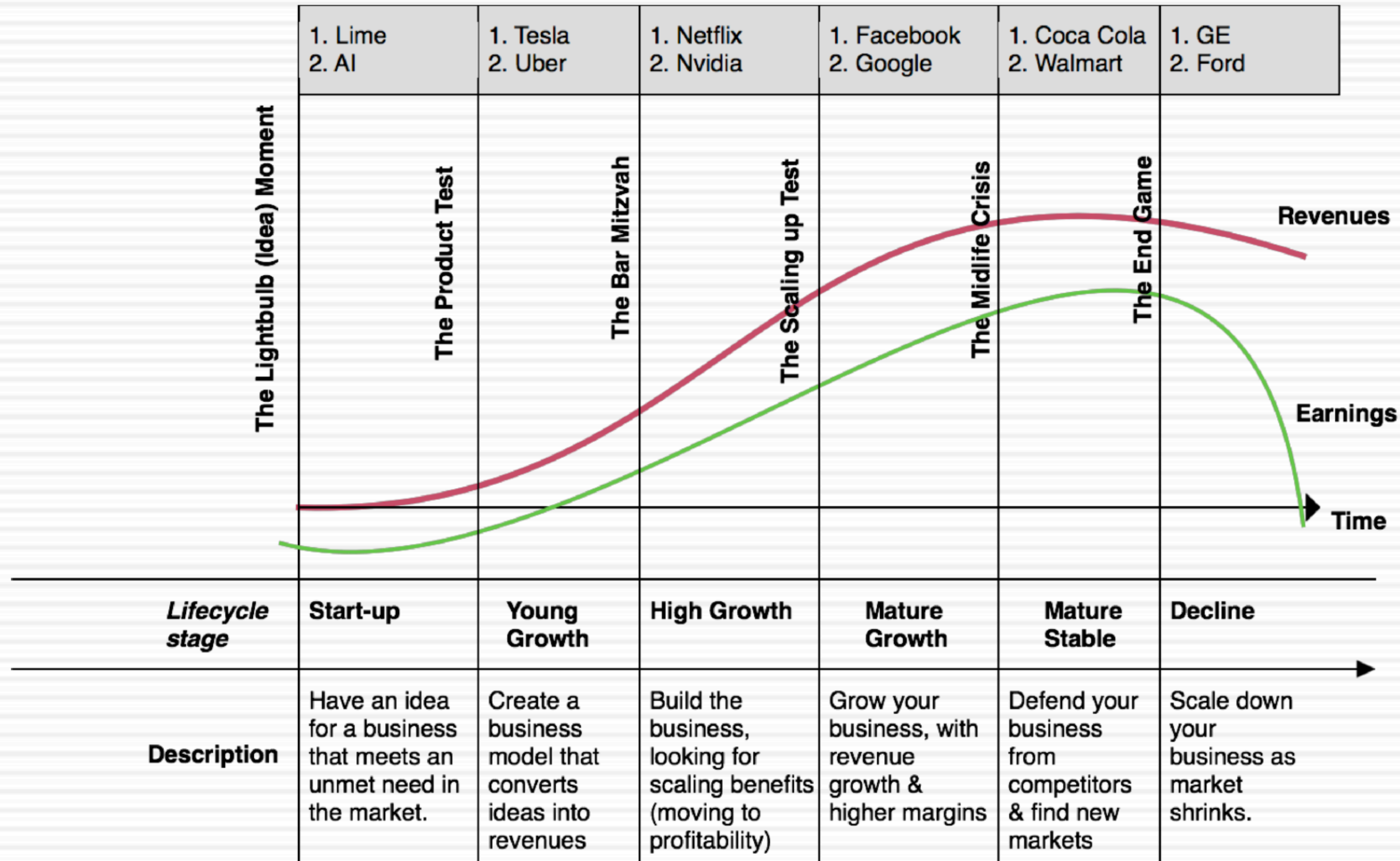
TO WHAT EXTENT DO YOU AGREE WITH THE FOLLOWING STATEMENT?



On-going work

- Each BA communicated the Corona pulse results for own BA during May/early June both in Management Teams and for all employees
- Each BA are working on actions to improve within areas where we see challenges

The Corporate Life Cycle



Questions

**Thank You,
Tack,
Kiitos.**

N