

# NORDIC EXECUTIVE SURVEY

THEME 2016:

LEADING  
*change*



HAMMER & HANBORG

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## NORDIC EXECUTIVE SURVEY 2016 – TOP 10 INSIGHTS

Let us present the top 10 insights from this year’s Nordic Executive Survey. Almost 1 000 Nordic executives have given their view on how to lead change. Enjoy!

10 top insights from the Nordic Executive Survey 2016:

- CHANGE MEANS *changing\**
- INSPIRE *courage* AND CONFIDENCE\*
- SUCCESS IS TO MAKE PEOPLE *grow\**
- everyone* IS A LEADER\*
- USE THE POWER OF *culture\**
- CHANGE *crosses* ALL BORDERS\*
- AGILE is *everywhere\**
- REORGANISE FOR NEW *business\**
- NETWORK *organisation* FTW\*
- DRONE TRAFFIC *controllers* AND AI COACHES\*



**CHANGE**

**MEANS**

*changing\**

## CHANGE MEANS CHANGING

Change is not when we decide to change, it is when we actually do things differently.

The survey shows that the biggest challenge in organisations caused by constant change is to get the staff to accept the need to adapt to the challenge.  $\frac{1}{4}$  of the respondents state this is the number one challenge.

$\frac{1}{4}$  says getting the staff to accept the need to adapt to the change is the biggest challenge.

### Once the strategy is there the work really starts

Previous surveys show that many organisations have strategies how to meet the challenges brought by digitalisation and constant change (Kommunikatören

2015). But it doesn't end with the strategy. In fact, once the strategy has been set the work really starts. Strategy activation is a challenge according to last year's Nordic Executive Survey.

To implement the strategy and make change happen each and everyone in the organisation needs to understand and accept the need to change. Mandate and responsibility have to be delegated to inspire and engage all parts of the organisation and future proof the business.

New technical solutions bring amazing opportunities. But the real transformation is all about people, culture and leadership.



INSPIRE  
*courage*  
AND  
CONFIDENCE 

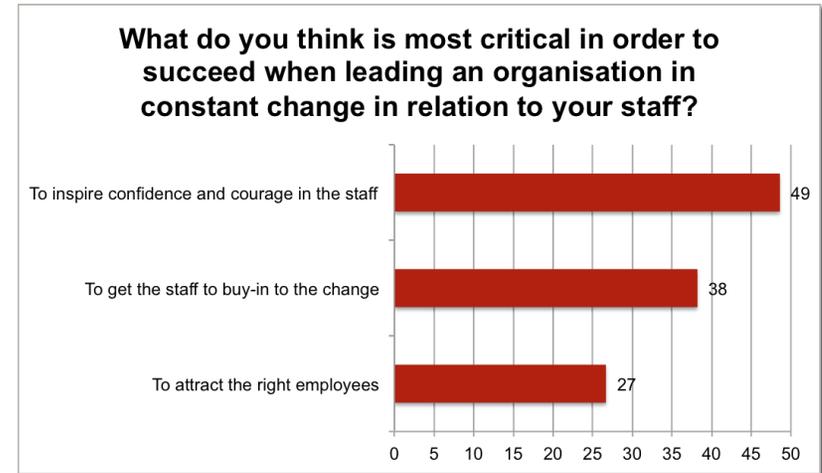
## INSPIRE COURAGE AND CONFIDENCE

A leader's task is not to tell employees what to do or how to do it.

Modern leadership is rather about inspiration than detailed instructions. The most critical factor in order to succeed when leading an organisation in constant change in relation to the staff is to inspire confidence and courage in the staff (49%) according to the respondents. Female respondents and respondents working in the public sector agree to an even larger extent (53% and 58%).

As mentioned before, the biggest challenge associated with leading change is to get the staff to accept the need to adapt to the challenge. Therefore it's essential for leaders to invite employees to participate by delegating tasks and responsibility.

The one thing that can't be delegated is creating a secure environment where employees dare to be courageous, take initiatives and act. In constant change, this should be the leader's focus and number one priority.





**SUCCESS**  
IS TO MAKE PEOPLE  
*grow\**

## SUCCESS IS TO MAKE PEOPLE GROW

Modern leaders are no bosses.

When asked what qualities future leaders should have in order to be successful, a vast majority of the respondents answered with a variety of soft skills. Common responses were coaching, inspiring, flexible and adaptable, communicative, open, perceptive, empathic and bold/brave.

**COACHING**  
**INSPIRING**  
**FLEXIBLE**  
**ADAPTABLE**  
**PERCEPTIVE**  
**EMPATHIC**  
**OPEN**  
**COMMUNICATIVE**  
**BOLD**  
**BRAVE**

Leadership seems to adapt to the new organisational structures that are less hierarchical and without silos. But also to changing values and behaviours among employees. To lead in this environment demands knowing what motivates and inspires each employee in order to maximize their potential.

Successful leadership in constant change means being able to formulate a succinct message and get the staff to work in the same direction. The leader needs to be able to make relevant decisions and take an objective view in handling difficult situations.

Soft skills are hard-core money for today's leader. The future belongs to leaders that make other people grow.



*everyone*

IS A

**LEADER**



## EVERYONE IS A LEADER

Skills and knowledge are no longer the top priority. Self-leadership is even more important.

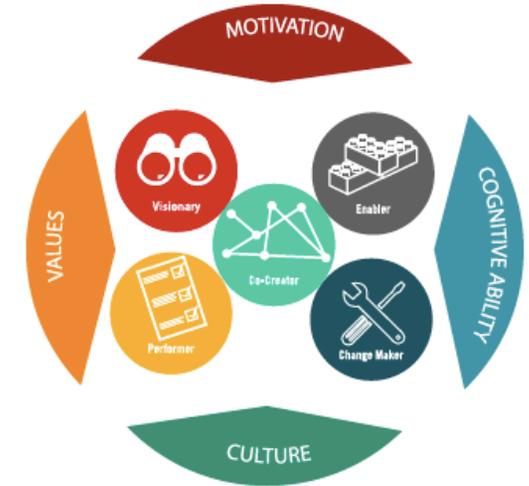
The respondents were asked what characterizes an attractive employee in the future and the responses were again about soft skills rather than knowledge or experience. The most common responses were about being open and willing to learn but also to be driven, positive and brave.

In an ever-changing environment it's essential that each employee is able to take responsibility, make relevant decisions and push opportunities forward. To keep up, everyone will have to be a leader. Organisations that support self-leadership will have an advantage.

This has consequences for what leaders focus on

when looking for new talent. Besides knowledge and experience leaders are looking for the right values, personality and attitude. The CV is no longer the most important tool; instead evaluation systems focusing on matching the organisation's values and culture with the employees' attitude, personality and behaviour are needed.

Hammer & Hanborg's unique competency model identifies five behavioural competences needed to be successful in today's and future professional life. The model helps organisations and talents find their perfect match based on motivation, cognitive ability, culture and values.



People evaluation framework by H&H.



USE THE  
**POWER**  
*of culture\**



## USE THE POWER OF CULTURE

Culture might be the make or break factor for successful change.

80% of the respondents agree that a strong culture supports success in a changing environment. Half of the respondents agree that their organisations have a strong organisational culture that supports change. They identify three ways to support change.

### 1. The culture of change

When the culture itself includes change, it's easier to actually be changing. Respondents for example state that when change is incorporated in the core values of the organisation, a culture supporting change can be developed.

” In our organisation it is a culture where change is the constant, then it works well to support change.

### 2. The culture as an allying force

Given that the biggest challenge with constant change is to get the staff to buy into the necessity to change, a strong culture functioning as an allying force makes it easier to make change happen.

” It gives employees a common cause.

### 3. The culture provides good relationships

To have a culture that provides good relationships, courage and trust is a success factor according to the respondents.

” A trust in the culture/company gives a stability that encourage the will of change.

This kind of culture gives structure and confidence in a changing environment.

Culture can also hinder change. 50% of the respondents don't think their organisations support change and they identify three situations when culture is a hinder.

### 1. A culture that does not support change

When the culture holds on to old, traditional ways of working and wants status quo it's very hard to make change happen. As one respondent puts it *“Too much focus on what has been, rather than what's to come”*.

### 2. The precious culture is protected

It is also hard to change when the culture itself can't be changed. Respondents suggest this is due to hierarchy and fear to try new ways of doing things.

” **Employees don't dare to suggest new ways of doing things.**

### 3. A mosaic of cultures

Also when there are several different cultures within the company, change is hindered. Instead of one common vision, different parts of the organisation work towards different goals making change hard to manage.

” **We have many cultures inside the company. That causes competition, envy and inequality, instead of building one vision.**



**CHANGE**

*crosses*

**ALL BORDERS** 

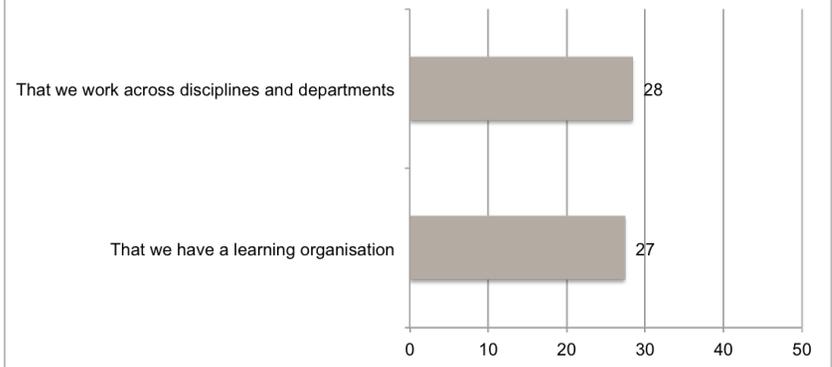
## CHANGE CROSSES ALL BORDERS

Change is not an isolated question; it's something concerning each and everyone in the organisation.

When asked what they think is most critical in order to succeed when leading an organisation in constant change in relation to the organisation, the respondents answer that the work is done across departments and disciplines (28%) followed by having a learning organisation (27%).

Digital networks and platforms affect organisational structures making traditional hierarchies out of date. Everyone and everything in the organisation is affected by change, no matter title or position. Mandate and responsibility need to be delegated. To succeed organisations need to embrace change as a cross-disciplinary question involving the whole organisation.

### What do you think is most critical in order to succeed when leading an organisation in constant change in relation to the organisation?





**AGILE**  
is  
*everywhere\**

## AGILE IS EVERYWHERE

Agile is no longer something for the tech industry or start-up scene. Today all industries and sectors use agile methods.

71% of the respondents are familiar with the agile way of working and almost half of the surveyed organisations use agile as a way of working.

Starting as a methodology for the tech industry and start-up world, agile is today used by all kinds of organisations and sectors. Swiftiness, flexibility, a common purpose and creating customer value are all reasons why big organisations and the public sector embrace agile methods.

” ” **We need to be "agile" to meet the market demands.**

Agile is used by 49% of the respondents. Four main ways of using agile can be identified from the survey:

### 1. An agile organisation

Flexible roles, flat organisational structures, working in virtual teams, working with gig:ers when needed or collaborating with other organisations to increase customer value.

### 2. An agile way of working

Respondents describe this as using agile methods and processes; scrum is an often-mentioned example.

### 3. Agile teams

It's quite common to have certain departments or teams that use agile ways of working. For example the R&D, IT, marketing, digital or development teams.

### 4. Agile projects

According to the respondents it's also common to use agile methods in certain projects.



**REORGANISE  
FOR NEW  
*business*** 

## REORGANISE FOR NEW BUSINESS

Traditional hierarchical organisations do not support new business models.

49% of the respondents agree that their organisation is in the middle of a major organisational change at the moment. Almost 25% say it's due to new business models. Changed customer behaviour is said to be the reason by the same amount of respondents.

The result is not very surprising as we know digitalisation is transforming industry after industry often with new business models as a consequence. When the business model is reinvented, new ways of organising are needed. Hierarchical structures and silos are not supporting a flexible and swift way of working.

1/4

reorganise due to  
new business models



NETWORK

*organisation*

FTW 

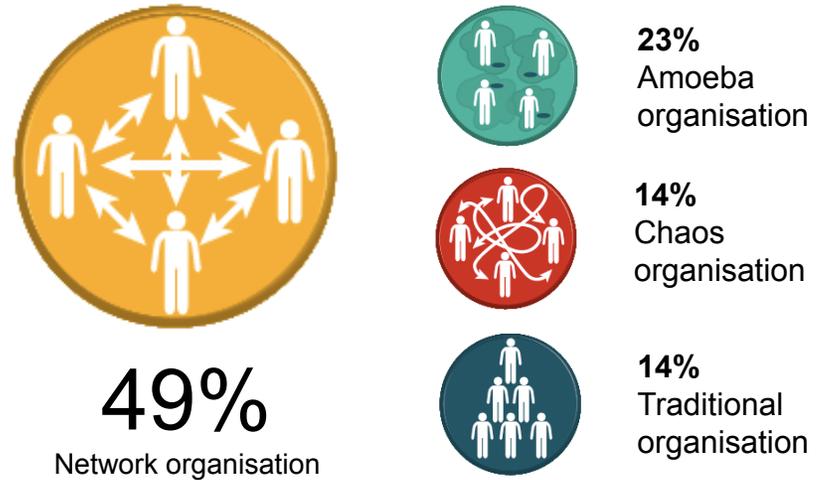
## NETWORK ORGANISATION FTW

The future holds no silos. Change is supported by working in networks.

When asked what kind of organisation they currently work in 60% of the respondents answer that they today work in a traditional organisation with a hierarchical structure and silos.

Though, the respondents agree that the network organisation is the best way to organise to meet the new demands from constant change (49%).

The network organisation is based on relationships between stakeholders and allows the organisation to adapt to changing conditions. This way of organising is also suitable to meet the growing Gig Economy which demands organisational structures that allow



talent to move in and out of the organisation depending on the current need.

In times of change, parallel ways to organise are common. That means one part of the organisation for example is characterised by the network organisation while another part is more like the chaos organisation.



DRONE TRAFFIC

*controllers*

AND

AI COACHES 

## DRONE TRAFFIC CONTROLLERS AND AI COACHES

The respondents were asked which new jobs or roles they think will exist in 5-10 years from now. Here are some examples.



# ABOUT THE RESPONDENTS

## ABOUT THE RESPONDENTS

970 Nordic executives responded in total. 43% are Swedish, 31% Finnish, 23% Norwegian and 3% stated they have another nationality.

Almost half are between 41-50 years old with 20% being younger and 34% being older. Half are female and half are male. 91% have a university degree. 75% have a permanent employment, 16% are self-employed. A majority (76%) work in the private sector, 17% works in the public sector and 7% in the non-profit sector. 46% work in organisations with more than 200 employees.

### Responsibility

19% have a global responsibility, 12% are responsible for the Nordic region and 10% for Europe. 64% have staff responsibility, most frequently for up to 5 people but Swedish respondents are slightly more often responsible for a larger group.

### Highest salary in Norway

Norwegians have the highest annual salary with 33% of the Norwegians making more than 110.000 Euros/year. Most common among Swedish respondents is an annual salary of 50.000-90.000 Euros, in Finland the most common annual salary is 50.000-70.000 Euros.

### Top-management and board

In Sweden 61% are part of their organisation's top management team. In Finland and Norway the number is slightly lower, 52% and 55%. 36% say they are a board member. Most common is to report to the CEO.

## **Nordic Executive Survey**

Nordic Executive Survey is a yearly survey aiming to focus on the work situation for Nordic executives and to study on-going topics in the areas of communication, digital, organisation and management. This is the third time the survey is performed.

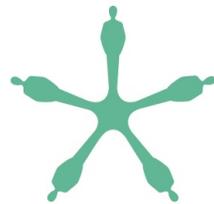
This year, Nordic Executive Survey is conducted by Hammer & Hanborg in Sweden and Norway, in cooperation with the marketing association MARK and the recruitment agency Pro-Source Oy in Finland.

## **About Hammer & Hanborg**

Hammer & Hanborg is creating future professional life. We are a consulting company providing competence development, talent and consulting services in management and communication.

We work with clients and projects all over the Nordic region. Executives in our network are experienced leaders with strong communications skills.

Would you like to know more about the survey or our executive offer? Visit [www.hammerhanborg.com](http://www.hammerhanborg.com) or feel free to contact us [info@hammerhanborg.com](mailto:info@hammerhanborg.com).



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