



Leadership Program for the Circular Transition

Spring 2023

Brought to you by DDC and Alexandra Institute

Learn how to lead, drive and design the transition to a circular and sustainable society

The leadership program consists of three modules. These modules are intensive 24-hour sessions, where we work together from 12.00 - 12.00 over two days. All modules include these five elements:

- **Inspirational talks** and feedback sessions with leaders within the field sharing ideas, theories, best practices, and lessons learned
- **Hands-on exercises** and work sessions where we help translate ideas and theory into concrete actions for your own leadership and organization.
- **Informal evening sessions** over dinner with more laid-back inspirational talks as well as ideas exchange, discussions, and reflections
- **Individual journaling** with time for you to jot down ongoing reflections and personal insights
- **Homework:** there will be literature to catch up on and exercises to work through before all modules



Your team



Julie Hjort

Director of Sustainable Transition, DDC

Julie will be teaching throughout the entire course.

jhj@ddc.dk
+45 2575 8933



Trine Plambech

Director of Digital Sustainability, Alexandra Institute

Trine will be teaching on the third module and represent Alexandra Institute throughout the program

trine.plambech@alexandra.dk
+45 3023 6622



Brian Frandsen

Strategic Designer, DDC

Brian will be teaching throughout the entire course.

bfr@ddc.dk
+45 2045 9044



Emma Jade Wang

Project Manager, DDC

Emma will be the go-to person for making things happen. She is on top of all coordination, practicalities, etc.

ejw@ddc.dk
+45 4215 5191

Guest appearances



Christian Bason
CEO, DDC
Talk "Expanding your Leadership"



Julia Vol
Circularity Economy & Public Affairs
consultant
Talk: "Business sustainability beyond
reporting and compliance"



Indra Adnan
Writer, psycho-social therapist
and political entrepreneur
Talk: "The I, We and World - how
sustainability is about embracing the
planetary in ourselves"



Sara Gry Strigler
Director of Social Transition, DDC
Talk and workshop: "Future design and
imagining desirable futures"



Awaits confirmation
Talk on "Circular societies of the
futures"



Oskar Stokholm Østergaard
Design & Future Lead, DDC
Talk and workshop: "Storytelling as
leadership"



Sune Knudsen
COO, DDC
Talk and workshop: "Four archetypes
of leaders to re-designing our
organizations"



Steffen Kallehauge
Head of Impact Nordics, B Lab Europe
Talk: "Companies for impact:
The B Corp model"



Trine Plambech
Director of Digital Sustainability,
Alexandra Institute
Talk: "The psychology of change - how
to use behavioral design and how to
engage"



Lykke Jeppesen
People Development lead, Clever
Talk: "Changing organizations from
within"



Modules

Module 1

Expand your leadership to fit the challenges of our time

Thursday, March 30th at 12:00 —>
Friday, March 31st at 12:00

Module 2

If we can imagine it, we can design it.
How the ability to imagine and build scenarios of preferred futures can lead the transformation of our companies

Monday, April 24th at 12:00 —>
Tuesday, April 25th at 12:00

Module 3

Design your organization and governance to fit your future

Tuesday, June 6th at 12:00 —>
Wednesday, June 7th at 12:00

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Expand your leadership to fit the challenges of our time

The first module is all about expanding your perspective and agency of your role to boost your potential impact and reach. We will not just look at your organization's extended value chain and ecosystem but also look at how you can define and lead your process of transformation more effectively and how you can inspire and engage people around you to fully live and work for the transformation.



Lectures and talks

Expanding your leadership

By Christian Bason, CEO of DDC - Danish Design Center

Based on his new book, Christian will let you in on the leadership practices needed to expand your use and understanding of innovation for the good of business and society.

Expanding your collaboration and succeeding with your mission

By Julie Hjort, Director of Sustainable Transition, DDC - Danish Design Center

Julie will teach you how to organize and lead an ecosystem based on mission-oriented activities and projects. Based on her own work of defining and engaging a broad variety of actors and stakeholders in the mission of the irresistible circular society, she will introduce you to the ground principles of launching and managing missions.

Business sustainability beyond reporting and compliance

By Julia Vol, Circularity Economy & Public Affairs consultant

With the increasing regulation sustainability and circularity in business often feel like a costly reporting exercise above anything else. How to leverage the new regulatory requirements to go beyond data gathering and reporting, in order to generate tangible value for the organization: to spark innovation, develop a better value proposition for clients, and to enable new types of collaborations. During the session will discuss real-life examples, challenges, and opportunities the participants experience in their own setting.

The I, We and World - how sustainability is about embracing the planetary in ourselves

By Indra Adnan; writer, psycho-social therapist, and political entrepreneur

Circularity is not only a technical challenge but also a more mental and human existential opportunity. Through an inspirational talk, Indra will challenge your ideas and assumptions of what it means to think, act and be a citizen and human of a sustainable future.



Exercises and workshop elements

Expanding your Circular business model

Facilitated by Brian Frandsen, Strategic Designer, DDC - Danish Design Center

Using the [Circular Strategies Wheel](#) we will explore opportunities for you to expand your strategies for making your business model, product, or services more circular.

Mapping out your mission(s)

Facilitated by Julie Hjort and Brian Frandsen, DDC

Exploring the elements and objectives of your own personal mission and that of your company or organization. You will experience how the principles of Mission-oriented innovation can inspire, inform and set a direction for the stakeholders and partners needed to succeed.

Scoping your circular challenge

Facilitated by Julie Hjort and Brian Frandsen, DDC

By using well-known tools from the toolkits of strategic design, you will define the overall challenges and opportunities you will need to lead and support your organization. We will use tools from the [circular transition toolkit](#)



Program outline – Module 1

(Please consider this a preliminary program - we will change it if needed)

Thursday, March 30th:

12:00 - Welcome and introductions

13:00 - Talk: Expanding your leadership /Christian Bason

14:00 - Talk: Expanding your collaboration and succeed with your mission /Julie Hjort

15:00 - Workshop: Expanding your circular business model /Brian Frandsen

16:00 - Talk: Business sustainability beyond reporting and compliance/ Julia Vol

17:00 - Reflection: individual journaling + Sharing walk

18:00 - Dinner at BLOX

19:00 - Inspirational talk: The I, We and World - how sustainability is about embracing the planetary in ourselves /Indra Adnan

20:00 - Discussion: Sharing perspectives and insights with each other

21:00 - Drinks and workshop: Mapping out your mission(s) /Julie Hjort, Brian Frandsen

22:30 - Bedtime

Friday, March 31st:

08:00 - Morning wisdom

09:00 - Workshop: Scoping your circular challenge /Brian Frandsen

10:30 - Sharing and reflections: What have we worked on, what have we learned

11:00 - Check out: Individual journaling and introduction to the next module

12:00 - See you next time



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If we can imagine it, we can design it.
How the ability to imagine and build
scenarios of preferred futures can
lead the transformation of our companies



When working with circularity you are preparing for a future quite different from how it is now. The second module will give you tools and insights of how to lead radical transition from the perspective of the preferred future we want to build. You will learn tips and tricks to train your colleagues, staff and your own muscle of imagination as well as use future scenarios as a strategic tool to align innovation, development and transformation.

Lectures and talks

Future design and imagining desirable futures

Sara Gry Striegler, Director of Social Transition, DDC

You will be introduced to tools and methods of deploying the ability to define and create futures and lead the projects, activities, and decision-making according to preferred scenarios. Furthermore, you will learn how to use future design as a way of engaging your staff, team, managers, and stakeholders to work toward the same goals and direction

Circular societies of the futures

Awaiting final confirmation on the speaker

Moving beyond science fiction, what will our circular societies look like? What should we aim for, and what are the technological and human opportunities of the circular society?

What are the roles of businesses, the public sector, NGOs, education, etc.?

Storytelling as leadership

Oskar Stokholm Østergaard, Design & Future Lead, DDC

How do you use the stories of possible futures as a way of leading, inspiring, and engaging people? Oskar will inspire and provoke you with examples of using science fiction, critical design, and storytelling to change mindsets, actions, and society.



Exercises and workshop elements

Building futures

Facilitated by Sara Gry Striegler, DDC

Using the tools of future design, you will get hands-on experience with creating and building alternatives narrative of how the future could pan out. We will work on how you can use the tools and scenarios strategically in your work.

Brainstorm Sudoku

Facilitated by Brian Frandsen, DDC

Based on the preferred futures, you will be introduced and guided through the ideation process of coming up with possible solutions for your circular challenge or opportunity. We will base this session on the tools from the [Circular Transition Toolkit](#). Furthermore, you will learn through this session how to successfully lead the process of ideation and converging on ideas.

Storytelling as a leadership tool

Facilitated by Oskar Stokholm Østergaard, DDC

Writing and storytelling can be immensely powerful tools to engage people toward a mission. During this session, you will be challenged and inspired by how to use storytelling through writing and presenting as a hands-on tool to engage, commit and inspire colleagues, managers, and stakeholders. This session will touch upon the importance of creativity when leading change processes and how you can use this as a strategy.

Prototyping through storyboards

Facilitated by Brian Frandsen, DDC

To convey early ideas or concepts, storytelling is a very strong tool. When inviting users or stakeholders to give feedback, you will need to present your ideas and concept from their perspective; tell the story of how they will experience the future where your idea or concept is a reality. Through this session, you will learn how to build storyboards as prototypes and how you can lead the process of using prototypes and storyboards with your team. We will base the session on the storyboard tool from [the Circular Transition Toolkit](#).



Program outline - Module 2

(Please consider this a preliminary program - we will change it if needed)

Monday, April 24th:

12:00 - Welcome

13:00 - Talk: Future design and imagining desirable futures
/Sara Gry Striegler

14:00 - Workshop: Building futures /Sara Gry Striegler

15:00 - Workshop: Brainstorm Sudoku /Brian Frandsen

16:00 - Talk: Circular societies of the futures /TBC

17:00 - Reflection: individual journaling

18:00 - Reflection: Sharing walk to hotel/restaurant

19:00 - Dinner and inspirational talk: Storytelling as leadership /Oskar
Stokholm Østergaard

20:00 - Discussion: Sharing perspectives and insights with each other

21:00 - Drinks and workshop: Storytelling as a leadership tool /Oskar
Stokholm Østergaard

22:30 - Bedtime

Tuesday, April 25th:

08:00 - Morning wisdom

09:00 - Workshop: Prototyping through storyboards /Therese Balslev,
Brian Frandsen

10:30 - Sharing and reflections: What have we worked on, what have we
learned

11:00 - Check out: Individual journaling and introduction to next module

12:00 - See you next time



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Design your organization and governance to fit your future

In this last module we zoom in on the organizational principles, structures and leadership principles it takes to transform into a circular organization. The purpose of the module is supporting your agency to affect the development of your organization by giving you perspectives, tools and approaches to strengthen your leadership strategies and practice.



Lectures and talks

Four archetypes of leaders to re-designing our organizations

By Sune Knudsen, COO, DDC and Brian Frandsen, Senior Strategic Designer, DDC

By combining a study of the practices of Danish and Japanese innovation leaders with DDC's work on redesigning organizations, you will be introduced to new organizational impact models, and leadership approaches to support these organizations. We will focus on giving you perspectives and principles to boost your personal agency to change your organization to transform towards circularity.

Companies for impact: The B Corp model

By Steffen Kallehauge, B Corp Denmark

The B corp certificate is a 360-degree evaluation of the beneficial impact of companies. The number of certified companies has risen over the years, creating a movement of leaders and organizations pushing for companies' individual and collective power to impact society, the environment, and the lives of individuals.

Steffen is Head of Impact Nordics, B Lab Europe and has helped hundreds of organizations become more impact-driven and responsible. He will share his experience and tell stories of change-makers and leaders succeeding in creating a new kind of organization.

The psychology of change - how to use behavioral design and how to engage

Trine Plambech, Director of Digital Sustainability, The Alexandra Institute

The practice of behavioral design was originally developed to make consumers buy more stuff. But it can also help people overcome psychological barriers and become more circular. Understanding human behavior and what makes us want to change behavior and engage in new activities is an essential part of it. Working with behavioral design can help you when you want to invite your customers/users to a specific new behavior as well as when you want to engage your stakeholders and create partnerships for circular economy. Trine will help you better understand how to engage people and how to apply behavior design in your work and what to be aware of to avoid misusing the approach.

Changing organizations from within

Lykke Jeppesen, People Development Lead, Clever

What does it take to challenge an organization's existing structures and habits? Lykke is a change maker who has been playing a central role in pushing and succeeding in transforming her organization from a classical hierarchy to a boss-free and co-leading organization. She will let you in on the hardship, the wins, and their go-to strategies when changing the cultures and attitudes of colleagues, managers, and stakeholders.



Exercises and workshop elements

Where do we need to change? What are the leadership skills we need?

Facilitated by Sune Knudsen and Brian Frandsen, DDC

Throughout this session, you will work on identifying the most important organizational challenges or opportunities to support your transforming goal. Based on the four archetypes of leadership, you will explore the leadership skills needed to tackle the challenges and opportunities you have identified. The outcome of this session is a better understanding of your role in the organization and how you can make the most of it.

Sketching your personal leadership roadmap and engaging your value chain

Facilitated by Brian Frandsen, DDC and Trine Plambech, Alexandra Institute

Through this session, you will get a chance to explore your own motivation and engagement toward the challenges and opportunities of your mission and the organizational reality you are working within as well as exploring how you can use yourself and your empathic skills to engage people and create partnerships in the value chain and with you stakeholders. The way you enter a room, engage with people, build on their ideas, listen to their concerns, seek to find solutions that enrich all partners is an often-overlooked part of creating change – it is however a very powerful way of engaging with other people. The outcome will be the framework of what could become your personal roadmap for the coming years of your leadership practice. It's all about finding your personal leadership - the ability to lead yourself and engage others. We will base the session on the personal leadership canvas tool and the engaging canvas tool.

Defining the value proposition of your circular transition

Facilitated by Julie Hjort and Brian Frandsen, DDC

This session will be where you bring all your work, insights, and learnings together to form the value proposition you will go back and test, lead, and maybe implement. We will look at why, how, what, and with whom you need to provide value to your value chain and ecosystem. The output of this session will be a hands-on plan on what the next step for you will be and what it will look like. The session will be based on the tools from [the circular transition toolkit](#).



Program outline - Module 3

(Please consider this a preliminary program - we will change it if needed)

Tuesday, June 6th:

12:00 - Welcome

13:00 - Talk: Four arch types of leaders to re-designing our organizations /Sune Knudsen, Brian Frandsen

14:00 - Workshop: Where do we need to change? What are the leadership skills we need? / Sune Knudsen, Brian Frandsen

15:00 - Talk: Companies for impact: The B Corp model /Steffen Kallehauge

16:00 - Talk: The psychology of change - how to use behavioral design and how to engage / Trine Plambech

17:00 - Reflection: individual journaling

18:00 - Reflection: Sharing walk to hotel/restaurant

19:00 - Dinner and inspirational talk: Changing organizations from within / Lykke Jeppesen, People Development Lead, Clever

20:00 - Discussion: Sharing perspectives and insights with each other

21:00 - Drinks and workshop: Sketching your personal leadership roadmap and engaging your value chain /Brian Frandsen & Trine Plambeth

22:30 - Bedtime

Wednesday, June 7th:

08:00 - Morning wisdom

09:00 - Workshop: Defining the value proposition of your circular transition /Julie Hjort, Brian Frandsen

10:30 - Sharing and reflections: What have we worked on, what have we learned

11:00 - Reception and celebration

12:00 - Thank you for now



Reach out



Brian Frandsen
Strategic Designer
DDC

bfr@ddc.dk
+45 2045 9044



Trine Plambech
Director of Digital
Sustainability
Alexandra Institute

trine.plambech@alexandra.dk
+45 3023 6622



Emma Jade Wang
Project Manager
DDC

ejw@ddc.dk
+45 4215 5191