

The background of the slide is a photograph of a Norwegian flag (red field with a white Scandinavian cross outlined in blue) flying in the wind. The flag is positioned diagonally across the frame. In the upper left corner, a small white boat with a red hull and a black logo is visible in the sky. The lower portion of the image shows a rugged, snow-covered mountain landscape under a clear blue sky.

# HOW TO LEAD IN CHANGIN' TIMES

Anita Krohn Traaseth

Europatat Congress

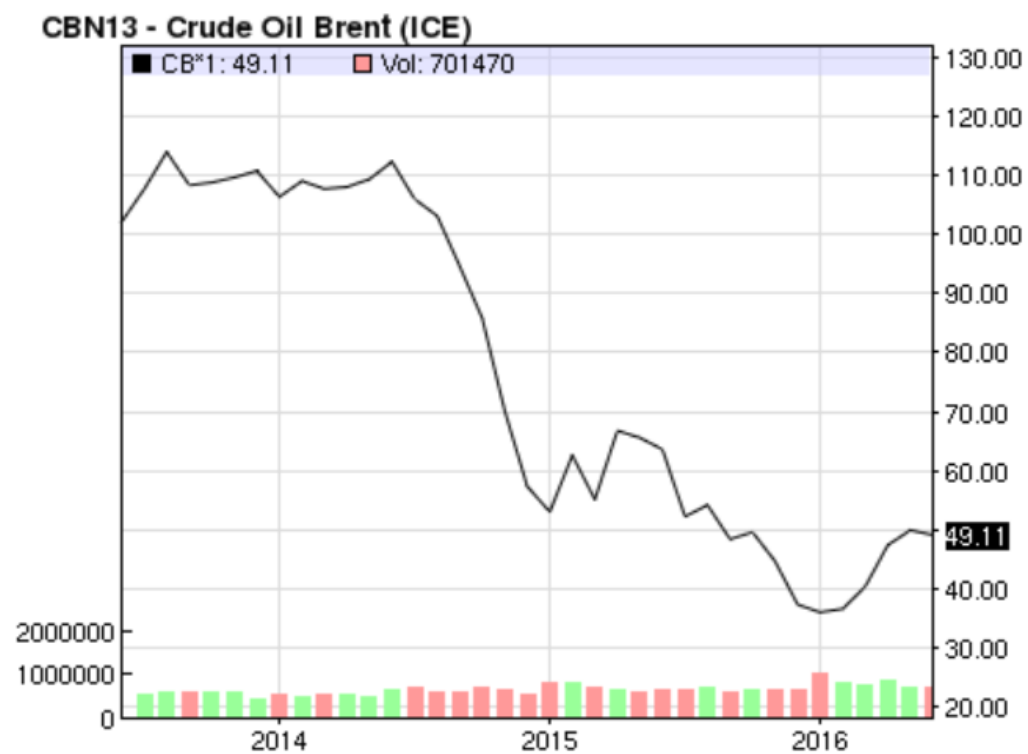
Oslo 12-14 June 2019







Image from The Economist





**THE GOVERNOR OF  
NORGES BANK, 2015:**

***«FROM «POLE  
POSITION» TO  
RESTRUCTURING»***



**«You must leave your farm to the next generation in a better shape than you inherited it»**

A photograph of a Norwegian farm scene. In the background, there is a white house with a red roof and a red barn. The foreground is a field of yellow flowers. A yellow rectangular box is overlaid on the image, containing text.

**The Norwegian 'farm 'is  
in transformation, we  
need to change!**

# GROWTH IN MAINLAND EXPORTS NEEDED TO REPLACE LOSS OF OIL AND GAS REVENUE: 854 BILLION NOK

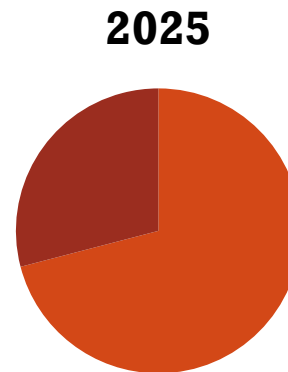
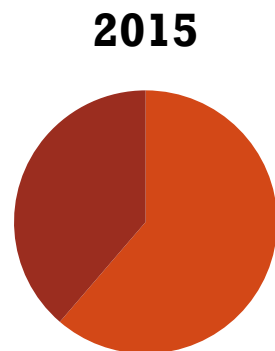
Billion 2015 NOK

Total exports

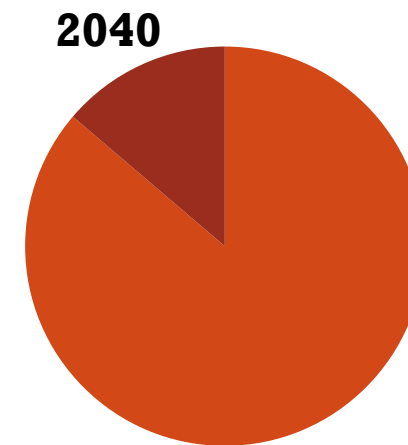
2015: 1163 bln.

2025: 1400 bln.

2040: 1800 bln.

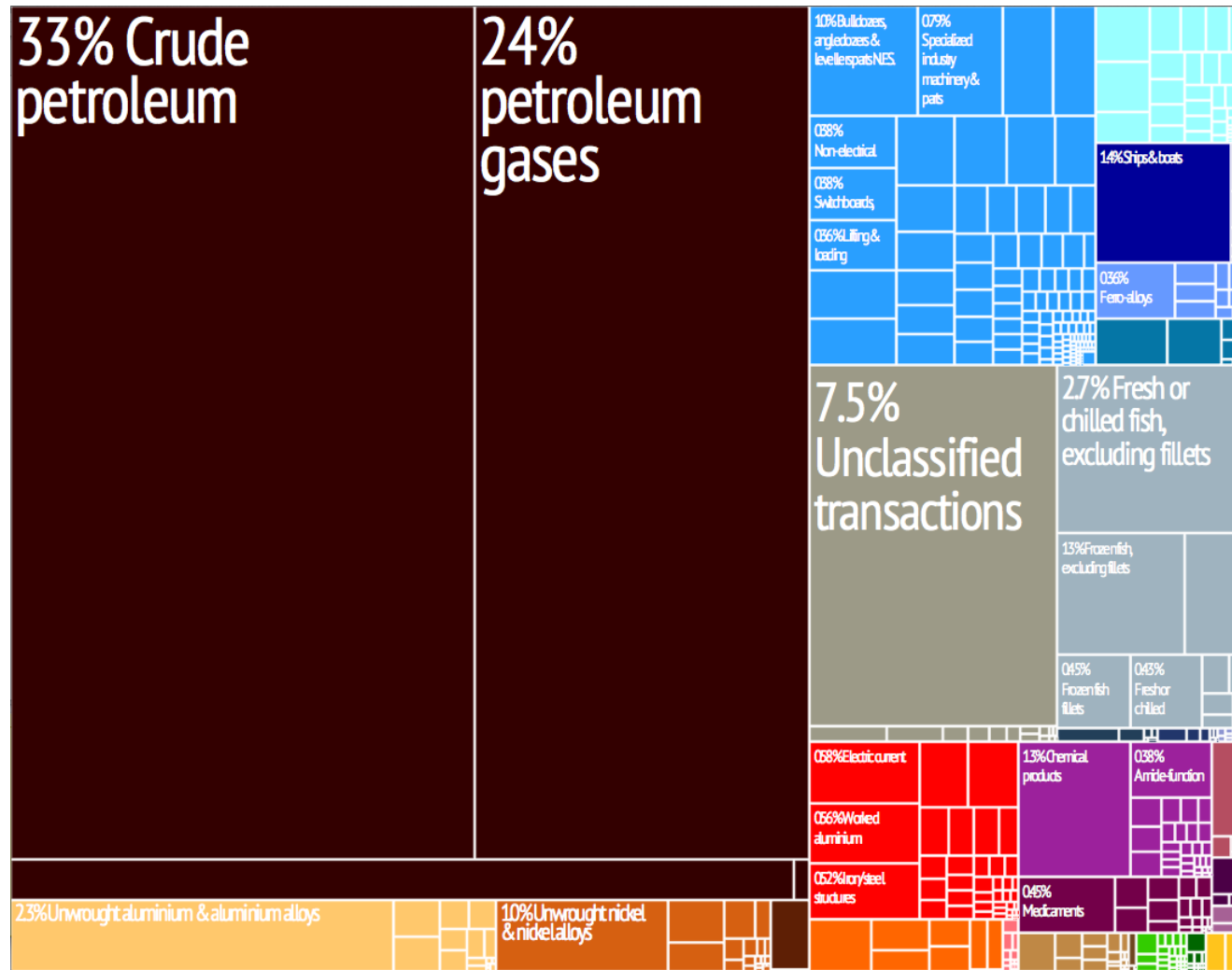


■ Ex.  
Olje/gass



Source: Basert på SSB rapport 59/2013 om petroleumsvirksomhetens virkning på norsk økonomi. Oppdatert av Innovasjon Norge.  
<https://innovasjonsbloggen.com/2016/05/13/en-nasjonal-dugnad-for-okt-eksport-er-nodvendig-for-a-forsvare-velferden/>

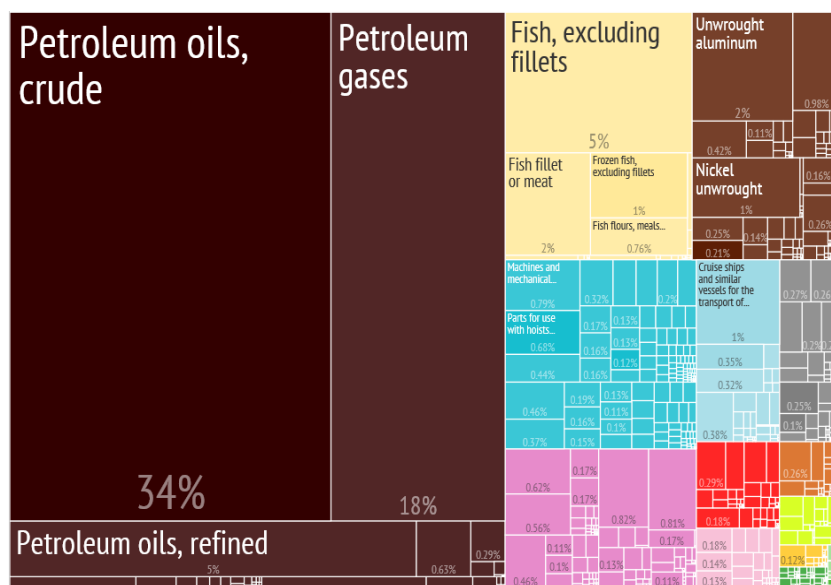




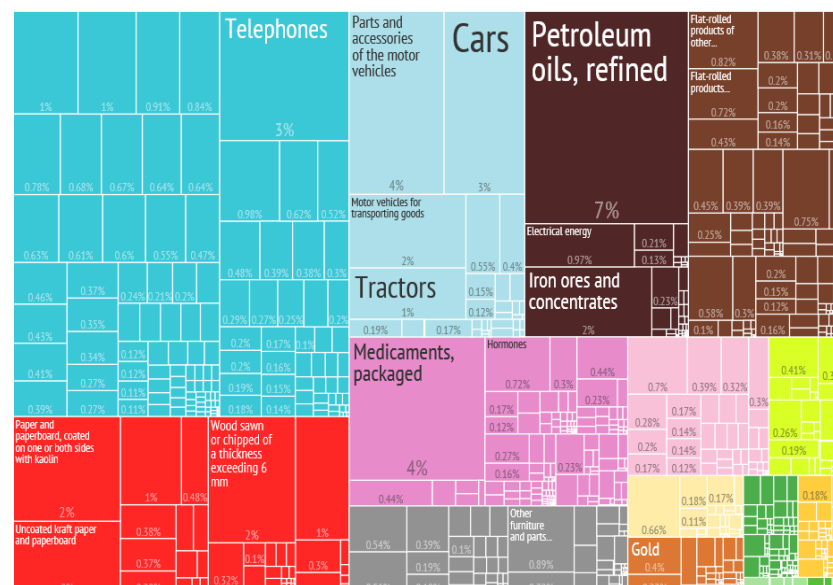
Source: Harvard Economic Complexity Index



# Norway



# Sweden



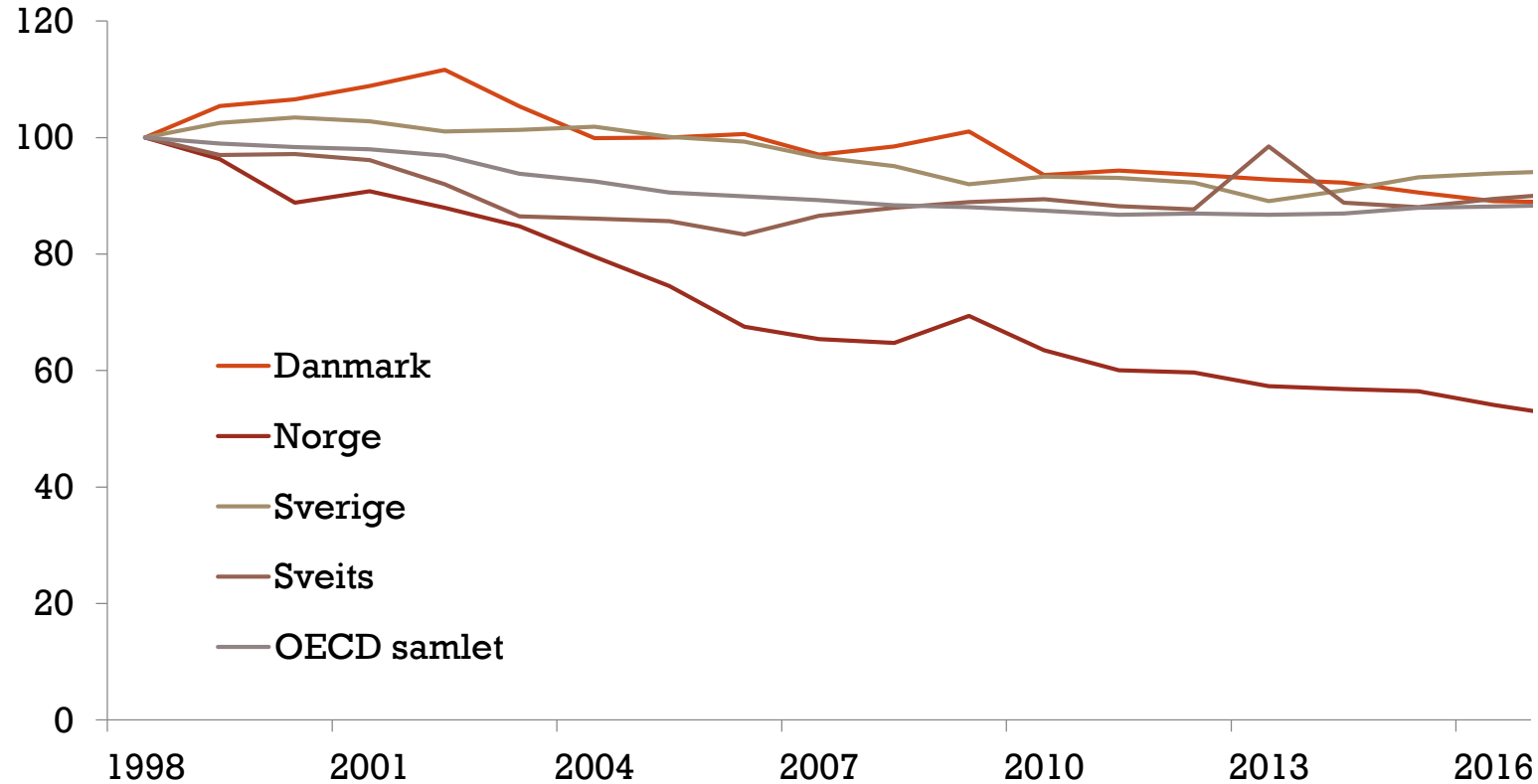
Source: Harvard Economic Complexity Index.





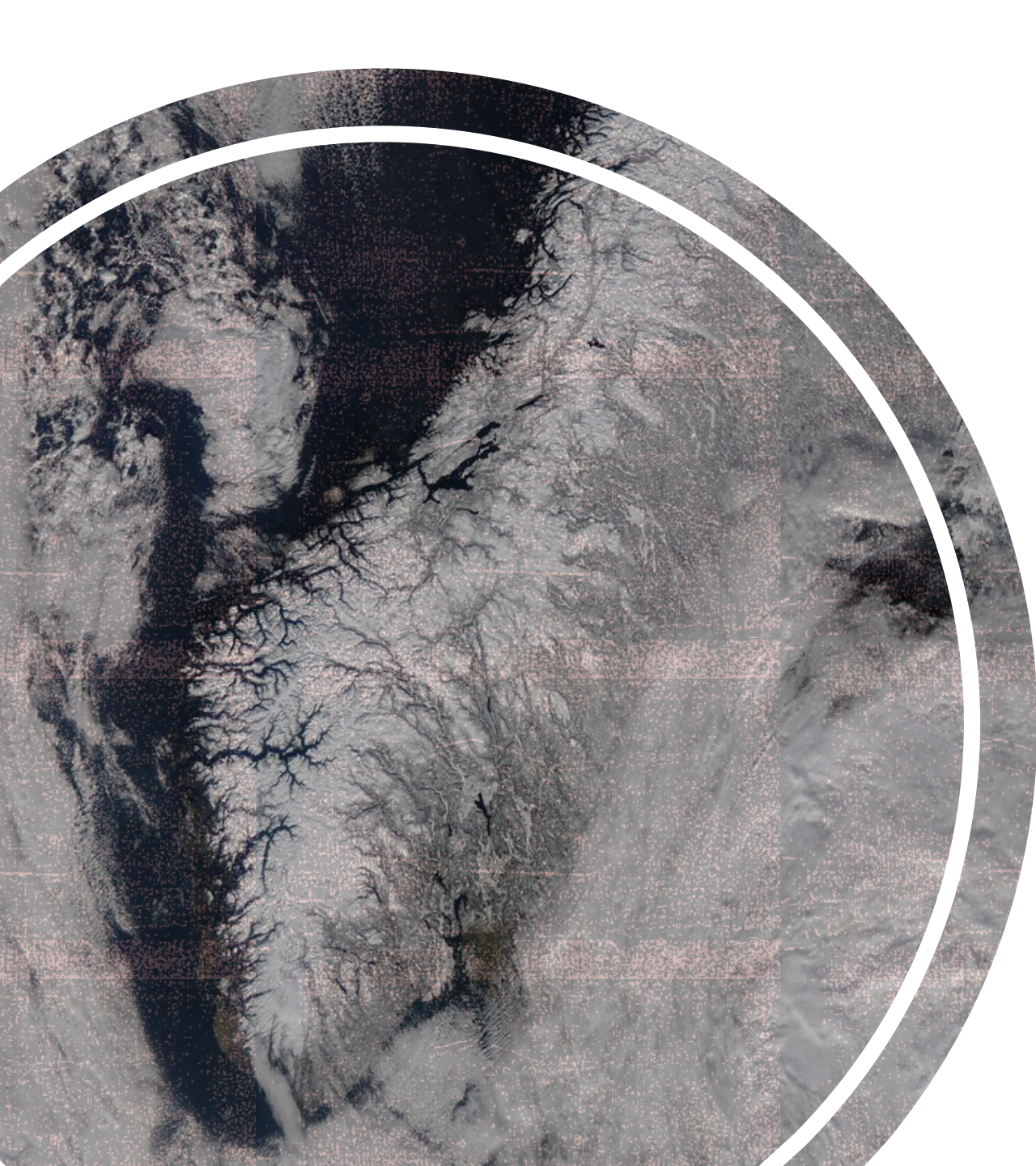
## NORWEGIAN EXPORT – FALL OF MARKETSHARE SINCE 1998 COMPARED TO OTHER COUNTRIES

INDEKS, 1998=100



Kilde: OECD Economic Outlook



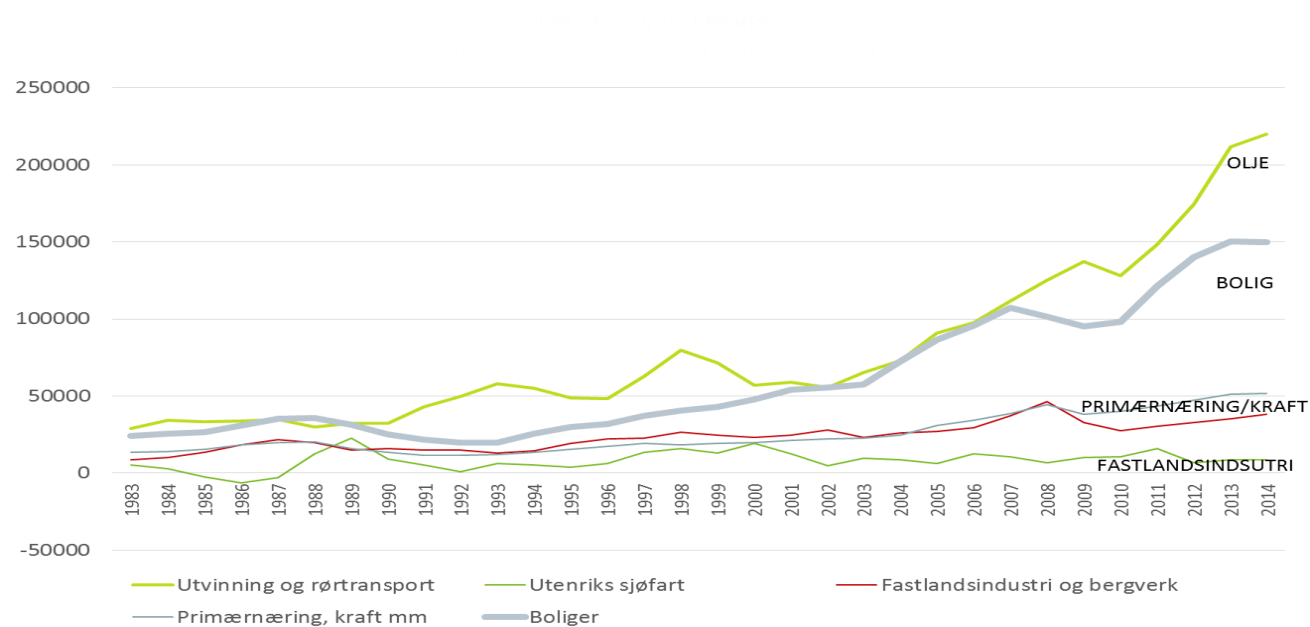


# NORWAY — AN X-SME COUNTRY

- **5 companies, 40% of export**
- **100 companies, 77% of export**
- **8 of 10 companies i Norway have four or less employees (2016)**



# INVESTMENTS SINCE 1983



Source; Investinor/SSB årlig nasjonalregnskap/Menon Business Economics



# «INTERNATIONAL EXPERIENCE OF SENIOR MANAGERS»

**2013 World Competitiveness Yearbook:**

- Sweden no. 4, Norway no **34**



# SUSTAINABLE DEVELOPMENT GOALS







**FINALLY, IT'S TIME FOR OUR GENERATION TO REDEFINE THE  
NEXT 'POLE POSITION' OF OUR COUNTRY!**





# POWERSHIFT



**What can  
Norway  
bring to  
the table?**





LEDERARTIKLENE SKRIVES AV AFTENPOSTENS KOMMENTATORGRUPPE. DEN LEDES AV POLITISK REDAKTØR TRINE EILERTSEN.  
OPPDATERT: 31.MAJ.2016 19:51 | PUBLISERT: 31.MAJ.2016 19:51



# THE DREAM COMMITMENT 2.0

- Mobilize the people
- Innovation Speech 2016
- Local innovation speeches in regions and abroad
- Proposal for a New Direction for Norway
- Reports on opportunity areas







Our Assets today	Our Dream Commitment:	Global Challenges
		
<p>Dream Team:</p>	<p>Drivers of change:</p> <p>Political: _____</p> <p>Cultural: _____</p> <p>Environmental: _____</p> <p>Economical: _____</p> <p>Other factors: _____</p>	<p>Global Challenges</p>
<p>Dream Team:</p>	<p>Timeline:</p> <p>2025 2030</p>	<p>Global Challenges</p>
<p>Dream Team:</p>	<p>Timeline:</p> <p>2025 2030</p>	<p>Global Challenges</p>

# CHALLENGES = OPPORTUNITIES

- The global challenges represent opportunities for Norwegian industry and Norwegian competences.

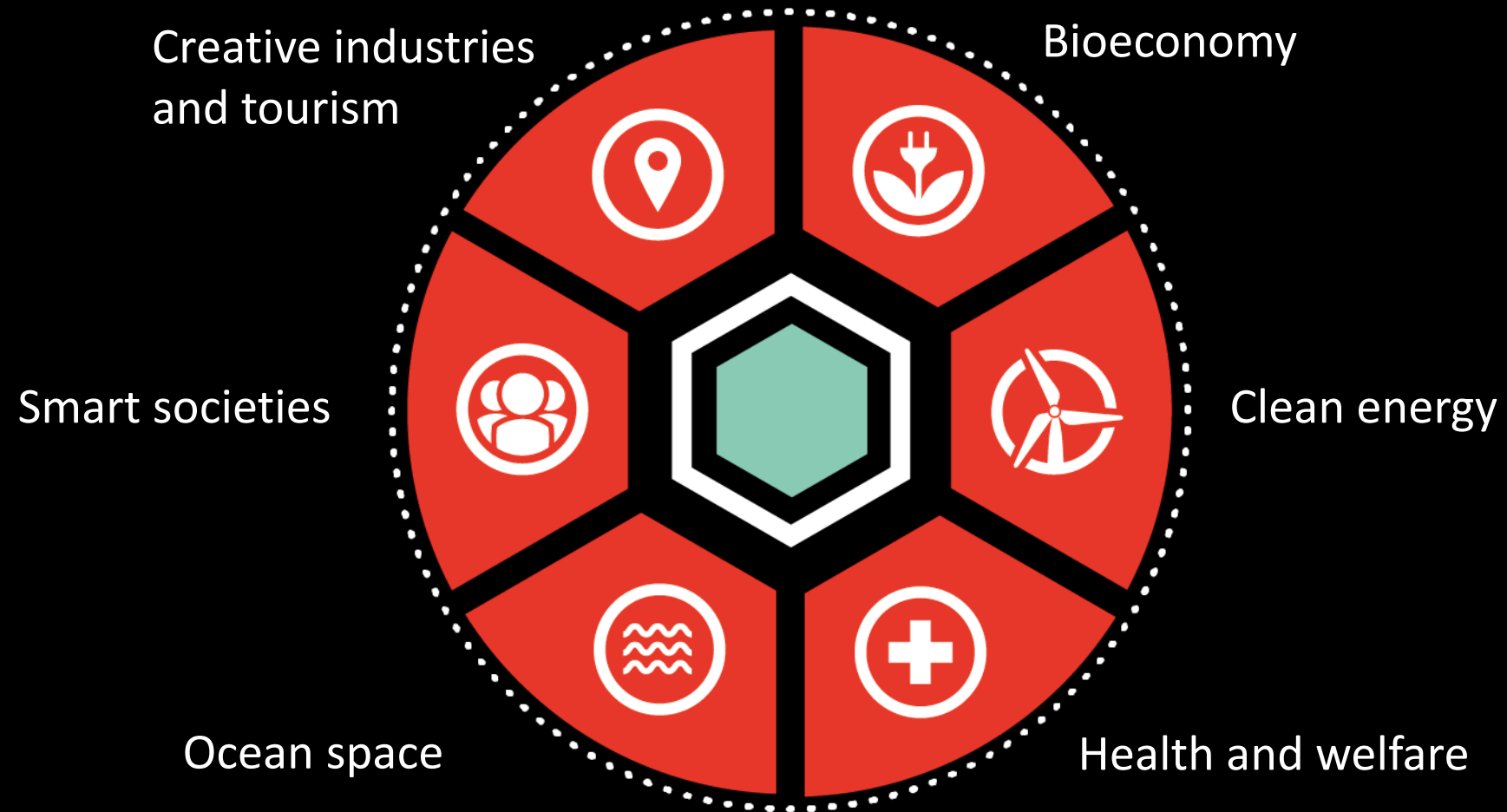


# HORIZONTAL COORDINATION

- Industries
- Research institutions
- Disciplines
- Technologies
- Policy-areas
- Regions
- National/International
- Policy measures
- Public/private
- Goods/services









An aerial photograph of a rural landscape. The foreground and middle ground are filled with a patchwork of agricultural fields in various shades of green and brown, indicating different crops and stages of growth. Several farm buildings, including red barns and white houses, are scattered throughout the landscape. A winding road or path cuts through the fields. The background is dominated by a dense forest of tall, green trees. The overall scene depicts a typical agricultural region.

**"WE MUST PRODUCE MORE FOOD FOR THE  
NEXT 40 YEARS, THAN ALL FARMERS IN  
HISTORY HAS HARVESTED OVER THE PAST  
8000 YEARS. "**

- Ernst van den Enden
- Adm. Dir Wageningen Universitet







**WE WILL NOT REACH UN'S  
SUSTAINABILITY GOALS  
WITHOUT AGRICULTURE  
AND BIOECONOMY**





# Norwegian AgriTech Start-ups

Value added products

biovotec

norilia

Indoor farming

Tilus Microgreen Hamar Micro Green



Protection & fertilizer

N2 — Applied



BioCHÔS

Commerce

Handleriet.no



Energy

Antec Biogas

KYOSO

Machinery & Robotics



Smart farming

Fense farmforce



Smartbjella

find°my



Genetics



spermvital



PATOGEN

Waste



TOTALCTRL

New bioresources

invertapro



CO2BIO



Botnagaard Bioprotix



Monitoring



aquafit

Fish Health



Equipment



# LEADERSHIPS AS A CHANGE CATALYST

Catalyst is a substance that

**speeds up**

a chemical reaction without being used. Speed increases because

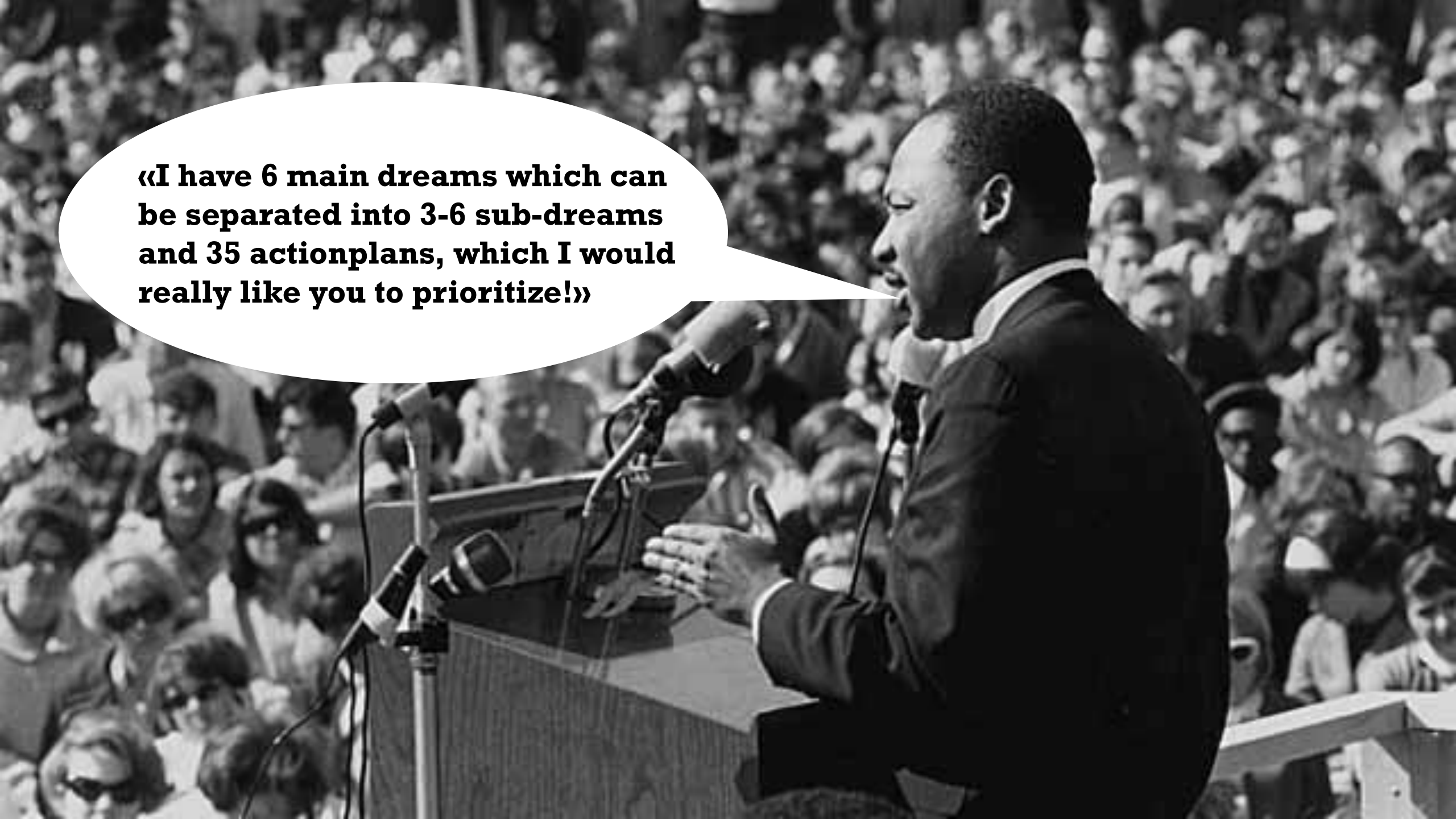
**the catalyst** reduces the reaction activation energy.









A black and white photograph of Martin Luther King Jr. speaking at a podium. He is shown in profile, facing left, with his hands raised in a gesture of emphasis. The podium has several microphones. In the background, a large, dense crowd of people is visible, filling the frame. A white speech bubble is overlaid on the left side of the image, containing text.

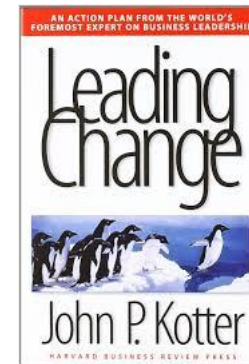
**«I have 6 main dreams which can be separated into 3-6 sub-dreams and 35 actionplans, which I would really like you to prioritize!»**

# LEADERSHIP IN PRIVATE AND PUBLIC SECTOR



# TRANSFORMATION DEMANDS MORE LEADERSHIP

Leader	Manager
Copes with change	Copes with complexity
Challenges the status quo	Works with the status quo
Asks Why	Asks What
Plans long term	Plans short term
Aligns people	Organizes people
Motivates and inspires	Administrates and control
Focuses on people	Focuses on systems and structures
Communicates and delivers the Vision	Follows the vision
Looks into the future	Works in the present



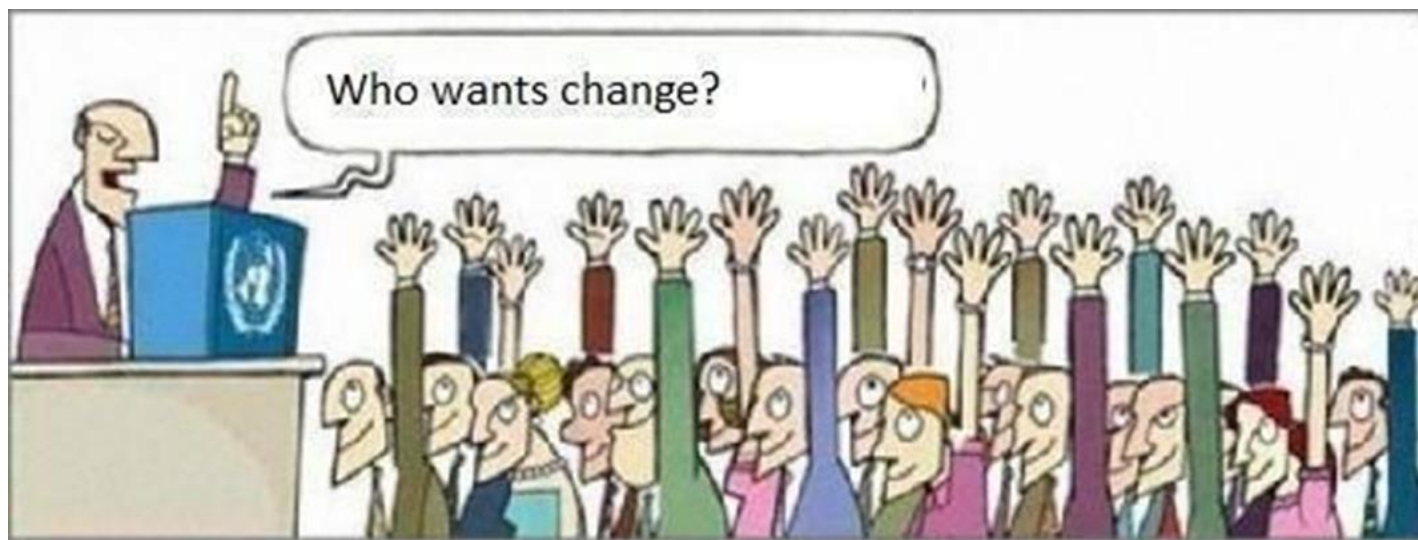


# THE 8-STEP PROCESS FOR LEADING CHANGE



*\*The 8-Step Process for Leading Change – Dr. John Kotter*





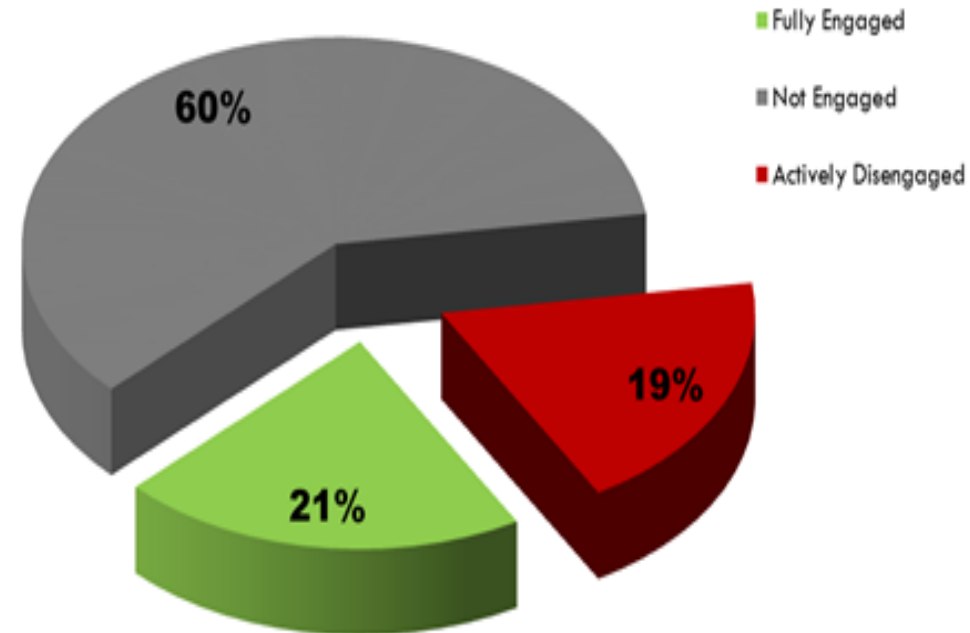
# PEOPLE

The Three Types of Employees	
1	<b>ENGAGED</b> employees work with passion and feel a profound connection to their company. They drive innovation and move the organization forward.
2	<b>NOT-ENGAGED</b> employees are essentially "checked out." They're sleepwalking through their workday, putting time -- but not energy or passion -- into their work.
3	<b>ACTIVELY DISENGAGED</b> employees aren't just unhappy at work; they're busy acting out their unhappiness. Every day, these workers undermine what their engaged coworkers accomplish.

Source: The Gallup Management Journal  
(180 million employees)

## How **Engaged** are Employees?

6



- *Only 21-26% of all employees are fully engaged in their jobs*
- 55-60% of all employees are not engaged in their jobs
- 19% of all employees are actively disengaged from their jobs





# IT STARTS WITH YOU

- Make a personal decision, actively engaged or?
- Change focus from management to leadership
- Ensure broad involvement
- Critical mass is enough in phase 1
- Place some «Big Bets»
- Work, work, work

