

**Rethinking Jobs and Leadership for the Post-COVID World**

**[www.workplaceinnovation.eu](http://www.workplaceinnovation.eu)**







# YOUR SPEAKERS

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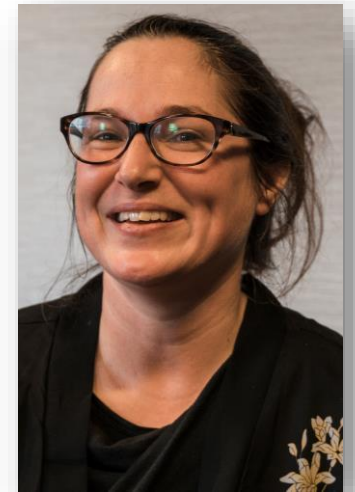
Rosemary



Dorte



Peter



Natalie



## Can we help?

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Send us a private chat message on GoTo before the end of the webinar

Or email:

Workplace Innovation Europe: [contact@workplaceinnovation.eu](mailto:contact@workplaceinnovation.eu)

Scottish Enterprise: [Hazel.Black@scotent.co.uk](mailto:Hazel.Black@scotent.co.uk)

Skills Development Scotland: [James.Burns@sds.co.uk](mailto:James.Burns@sds.co.uk)



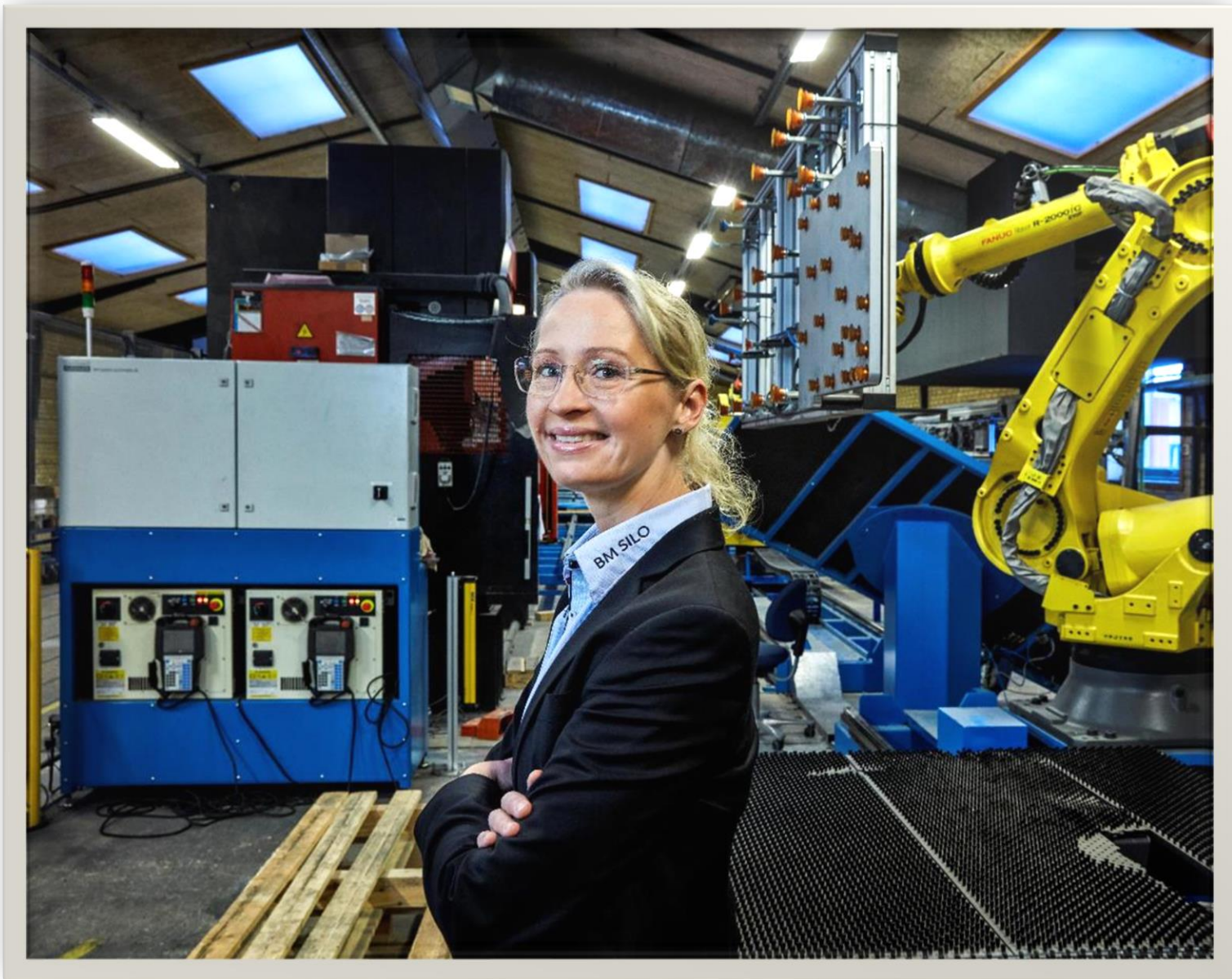
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# Welcome to BM Silo...

Let's inspire each other...





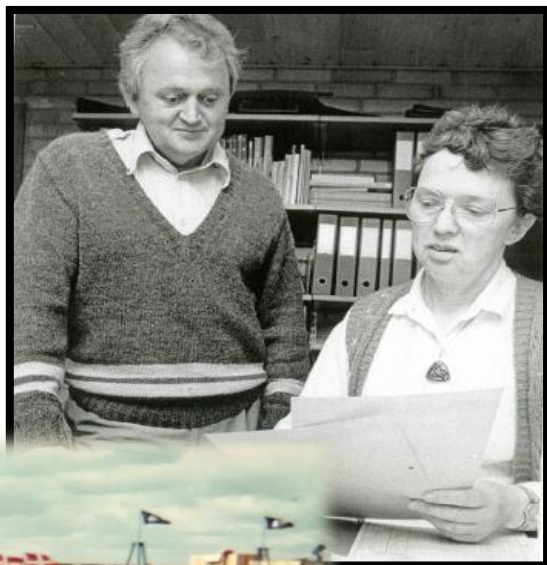
.. en MARTINSEN SILO  
tørre som solen



**BENT MARTINSEN**

*Silofabrik*

# Family business from 1965





# What does we produce? **Eurocodes**

1998-1



**AAA**

CE

Ex



On my way to a customer meeting in Sweden on March 11. 2020  
- when the prime minister closed Denmark behind me...



I wrote home at 9.30 p.m. – “find the old plan from 2014 and go live with it at all platforms“..

..... **NOW** ...

At 9. a.m the next day the plan was up running...



# ” Outside - inside - circle”

## Crisis management / Risk management

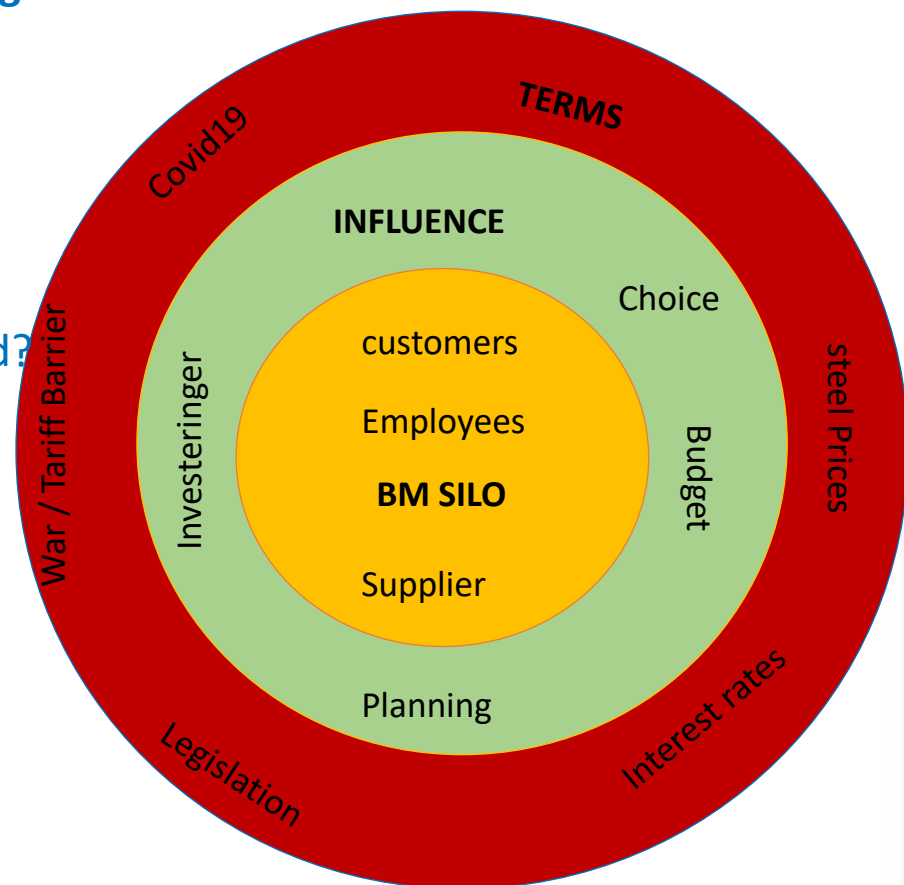
Rules / laws - MUST / MUST ..?

Step 1-2-3 - Management Plan

Create overview / confidence

Be clear and informative

What can / will you leave behind?



## ” The lonely job”

- ” Good morning - cake”
- Tell the good stories
- Be honest - put the deadline on
- Create a common goal - multidisciplinary
- Development or settlement
- We're all in the same “boat”...



“Old Sales Training”  
from 2014 – was  
what we needed...



68 % af ophørt samarbejde mellem BTB kunder skyldes manglende opmærksomhed fra den sælgende part!!

**68% of discontinued cooperation between bTb customers is due to lack of attention on the part of the seller of ...**



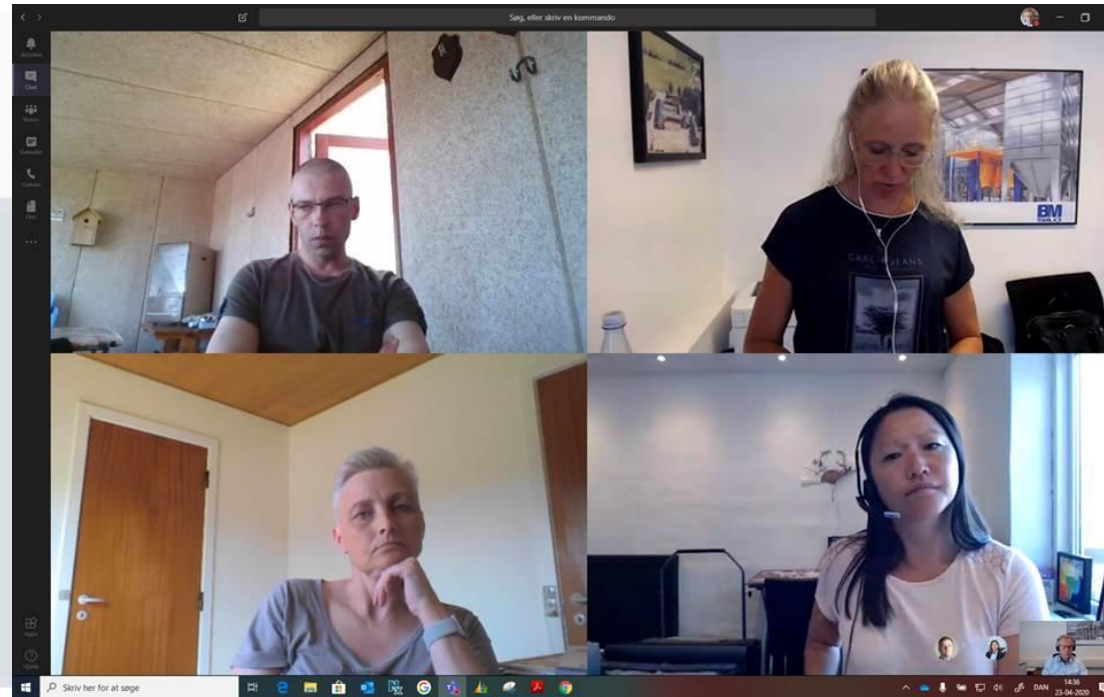
- Reuse old knowledge - Skype training
- Follow up on offers - create relationships = SALE
- Set a common sales goal - help each other in the team



Information to  
everyone again  
and again ec...



Working from home –  
or at a distance...



**We are fully connected in this coronavirus  
pandemic time**

Dear customers and partners,

Working remotely can make some of us feel isolated and disconnected, but we adapted and have found our way to stay connected and our entire team is performing well in this COVID-19 pandemic.

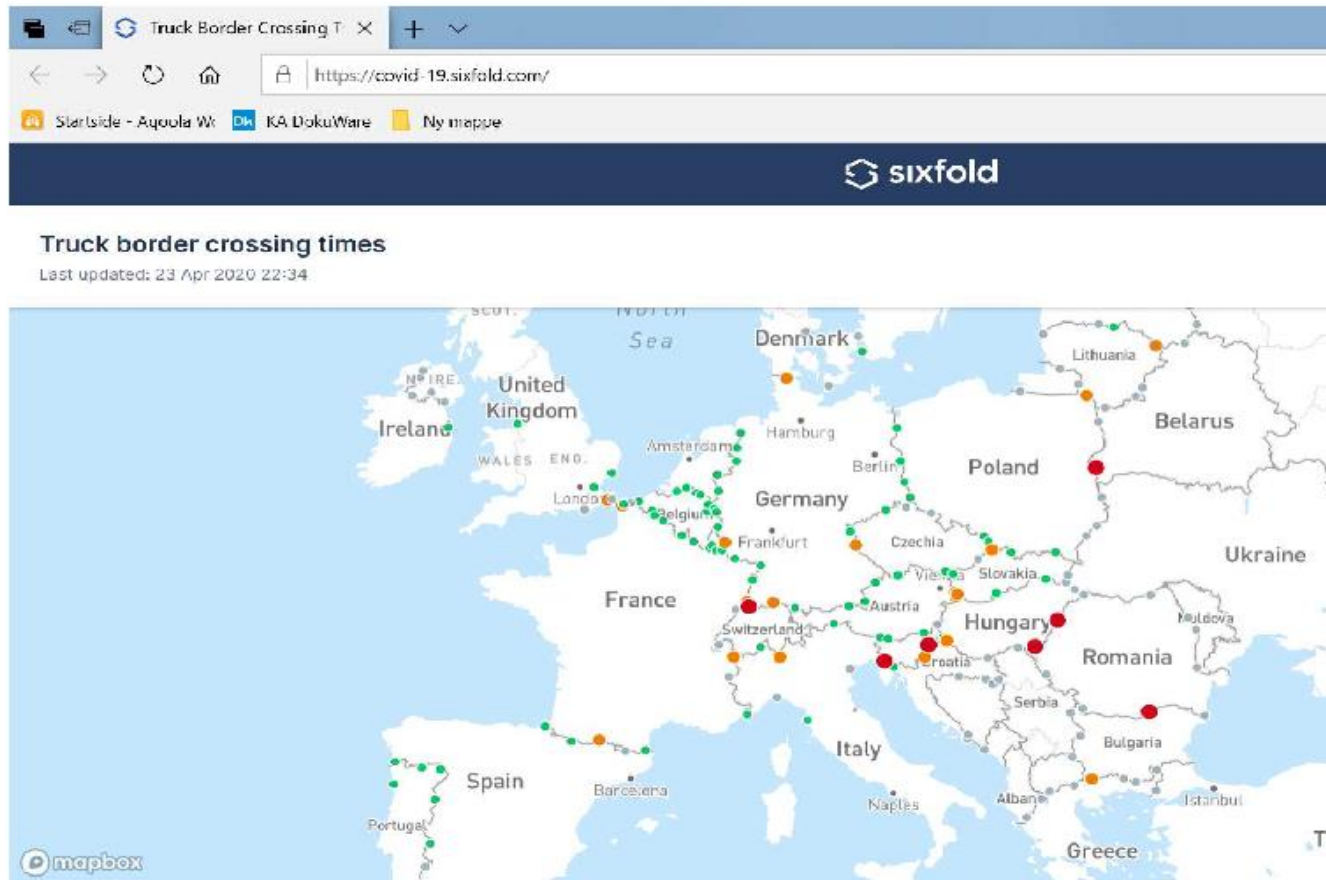
To interact more authentically and being social we have daily short status meetings, sales and marketing meetings and we always use video conferencing.

We import 90 % of all our raw materials from all over the world...





Freight in and out of national borders...  
On-line and daily contact with all our freight  
forwarders...





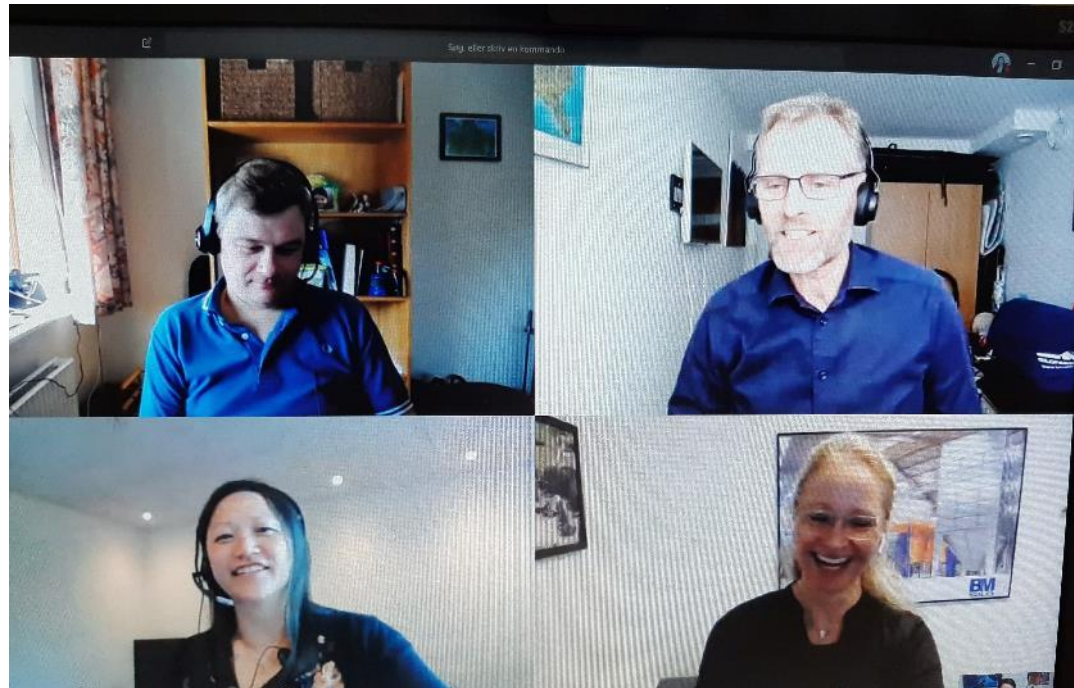
It got very very quiet in the canteen and the office...



... But very very busy in sales and production around the clock...



# "Dream-Team" BM Silo... Sales Meeting at TEAMS every day..

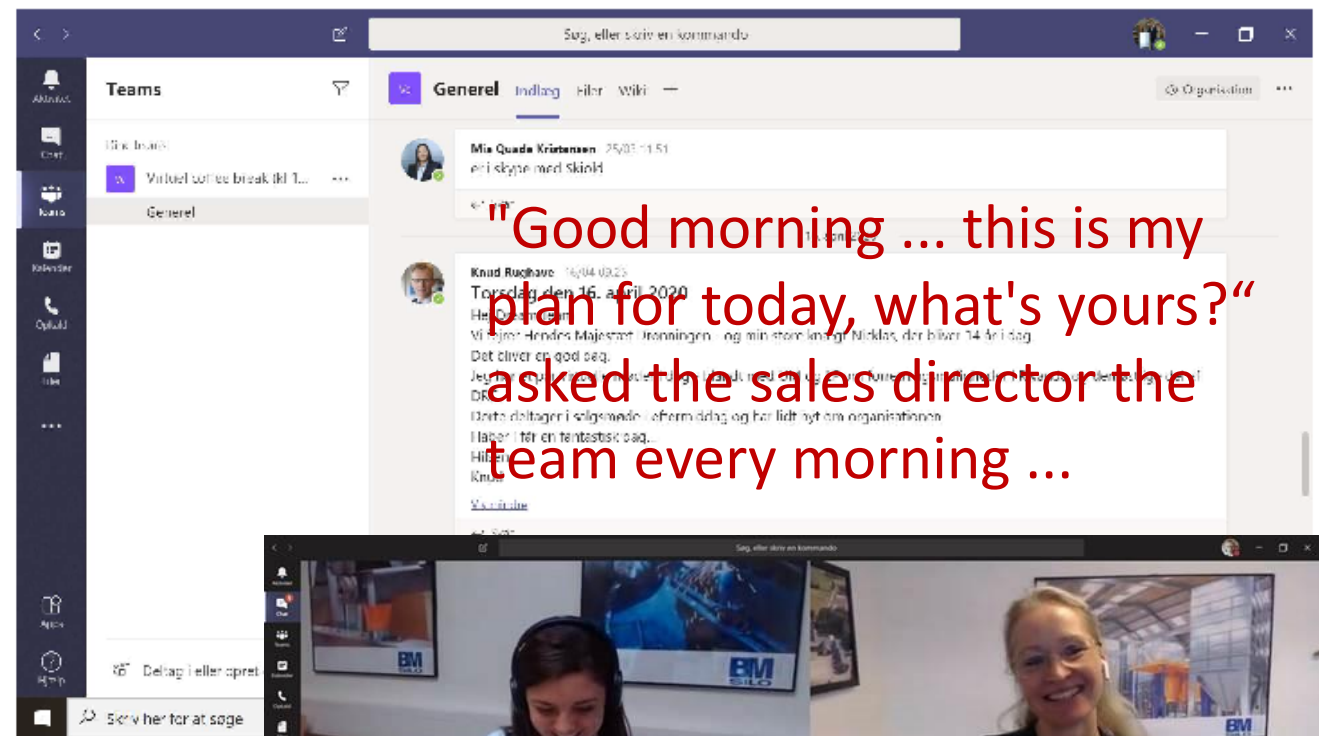


**Salgsmøde**

14.30 - 15.15 ↻

Microsoft Teams-møde

**Deltag**





# Multidisciplinary and flexible production...



We teamed up with working 24/7 = double capacity

Dorte Zachø Martensen, CEO

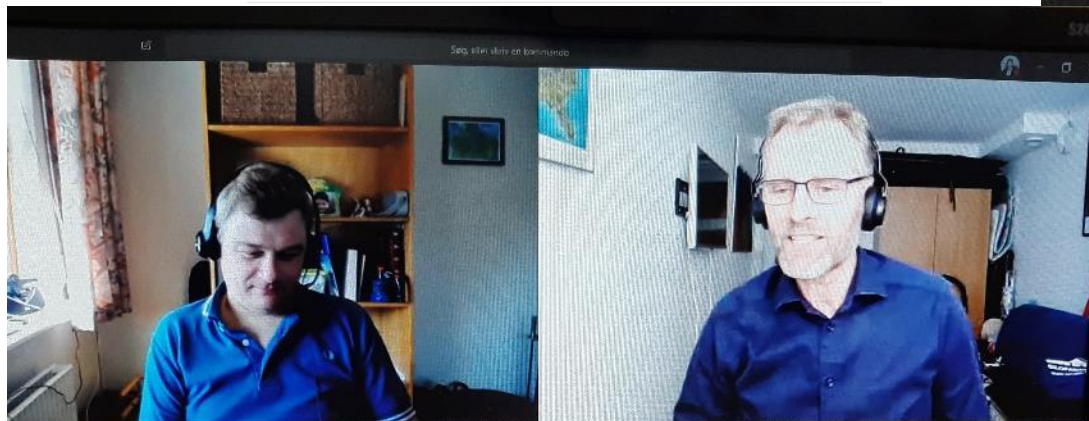




Virtuel coffee break  
kl 11.50 - håber vi s...  
11.50 - 12.05  
Virtuel coffee break (kl  
11.50)/Generelt

Deltag

“Virtual coffee break every day”...



Social at a  
distance...

Selvom vi er midt i en krise, skal vi huske  
at nyde de gode stunder: en god kop kaffe  
i solskin ☺







## BM Silo - "Spil-hinanden-gode" >

PRIVAT GRUPPE · 24 MEDLEMMER



Videosammenkom

Skriv noget ...

Internal  
Facebook group  
"Play-each  
other-good"



All the fun social and  
internal information





# BM Run/walk Messenger group

Klar til en rask gåtur ☀️



**LØB**  
23. april 2020 kl. 06.15

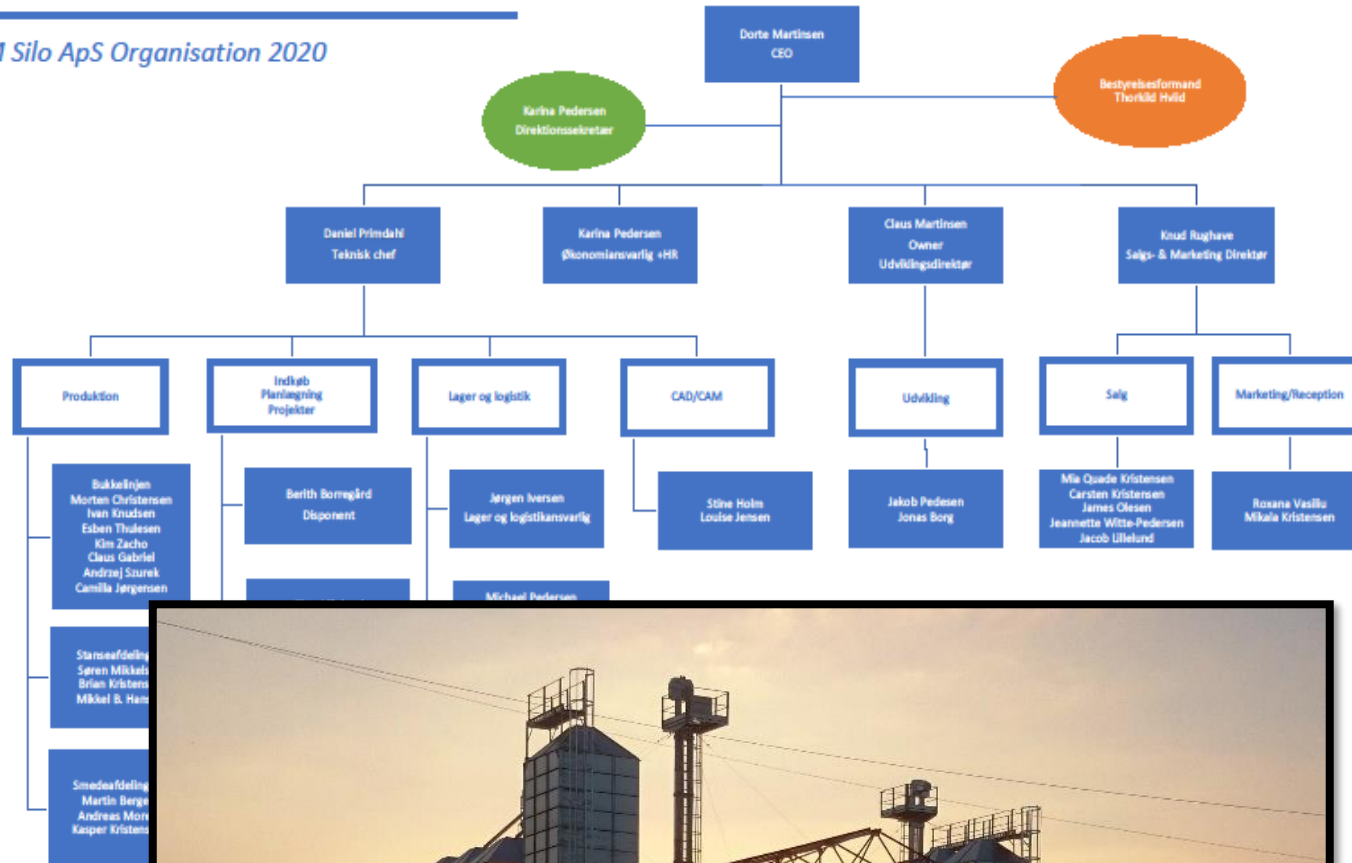
**3 KM - 16:30**  
ABSOLUT REKORD | PR FORBEDRET MED 0:06

Oversigt

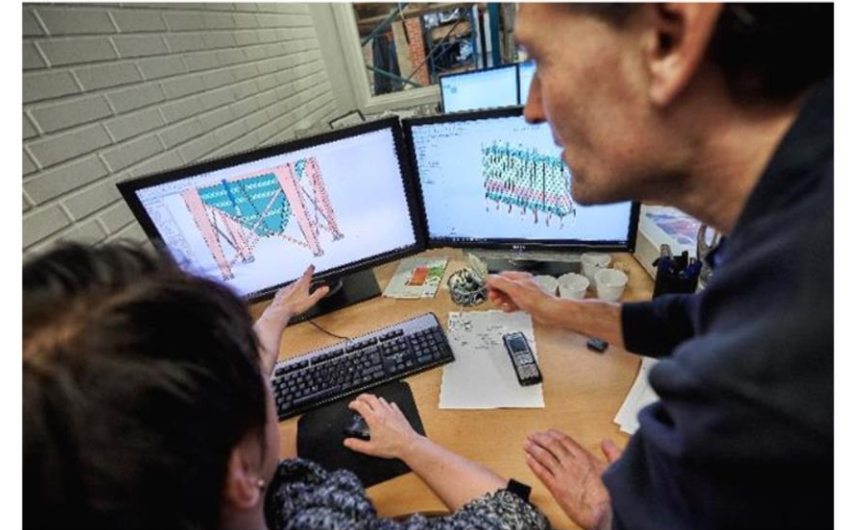
DISTANCE	TID
4.47 km	25:18
GNS. TEMPO	MAKS. TEMPO
5:39 min/km	4:51 min/km
GNS. HASTIGHED	MAKS. HASTIGHED
10.6 km/t	12.4 km/t
KALORIER	VÆSKEBALANCE
364 kcal	0.11 liter
PULS	GNS. PULS
102-188 slag/min	166 slag/min







New development department set up on May 1st...



“We develop new processes, products and digital tools for our customers and employees”...



Our new Corona everyday ...





# Turning Crisis into Advantage

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Everything we know from decades of research evidence and practical experience about what makes a productive, innovative and healthy organisation cannot be put on hold until the end of the crisis.

On the contrary, it is now more important than ever.

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# Hard choices may well be necessary . . .

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*. . . but those who stay will need to work in very different ways  
– acquiring the knowledge, skills and mindsets that enable  
them to become more productive, enterprising and versatile.*

## Create an organisation fit for (near) future challenges

Changing the focus from  
functional job roles to multi-  
functional task orientation  
and versatility . . .

. . . enabling all employees to use and  
develop their skills, knowledge,  
experience and creativity to the full





# Employee-Driven Innovation as competitive edge

- Devolve problem-solving & decision-making
- Make it safe to ask difficult questions
- Make times and spaces
- Use anecdotes to stimulate reflection
- Build organisation-wide relationships



- Encourage enterprising behaviour
- Experiment
- Make people believe that it's for real
- Suspend judgement - don't evaluate too soon
- Eliminate conflicting messages

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# Remove blockages to empowerment and innovation



Break down silos

Align management roles & behaviours

Build a coaching culture

Devolve decision-making

Streamline procedures



# Co-Created Leadership



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# Co-Created Leadership



Mirror 1: A source of energy and enthusiasm

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# Co-Created Leadership



Mirror 1: A source of energy and enthusiasm

Mirror 2: Being a living example

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# Co-Created Leadership



Mirror 1: A source of energy and enthusiasm

Mirror 2: Being a living example

**Mirror 3: Coaching in two directions**

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# Co-Created Leadership



Mirror 1: A source of energy and enthusiasm

Mirror 2: Being a living example

Mirror 3: Coaching in two directions

**Mirror 4: Being a good facilitator**

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# Co-Created Leadership



Mirror 1: A source of energy and enthusiasm

Mirror 2: Being a living example

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Mirror 4: Being a good facilitator

**Mirror 5: Leaders as communicators**

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# Co-Created Leadership



Mirror 1: A source of energy and enthusiasm

Mirror 2: Being a living example

Mirror 3: Coaching in two directions

Mirror 4: Being a good facilitator

Mirror 5: Leaders as communicators

**Mirror 6: Leaders as bulldozers**

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# Co-Created Leadership



Mirror 1: A source of energy and enthusiasm

Mirror 2: Being a living example

Mirror 3: Coaching in two directions

Mirror 4: Being a good facilitator

Mirror 5: Leaders as communicators

Mirror 6: Leaders as bulldozers

**Mirror 7: Keeping the customer in focus**

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# Workplace Innovation

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Introducing workplace practices that enable all employees to use and develop their skills, knowledge, experience and creativity to the full, leading to enhanced performance and quality of working life.

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# Workplace Innovation

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Comparing like with like, companies adopting workplace innovation practices systematically **achieve 20-60% gains** in productivity, innovation and employee well-being.

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## Try Our Free Short Diagnostic



Test your organisation against twelve evidence-based workplace practices associated with high performance and employee engagement.

On completion you will receive a short report and recommendations, and you can contact us to explore your results in more detail.

**TRY OUR TASTER DIAGNOSTIC**

## Your Guide to Workplace Innovation



How do you build a high-performing organisation that is also a great place to work?

Our **free Guide** offers inspiration and solutions, helping you assess current practices in your organisation, suggesting pathways to change, and signposting further sources of information and support.

**DOWNLOAD YOUR FREE GUIDE**



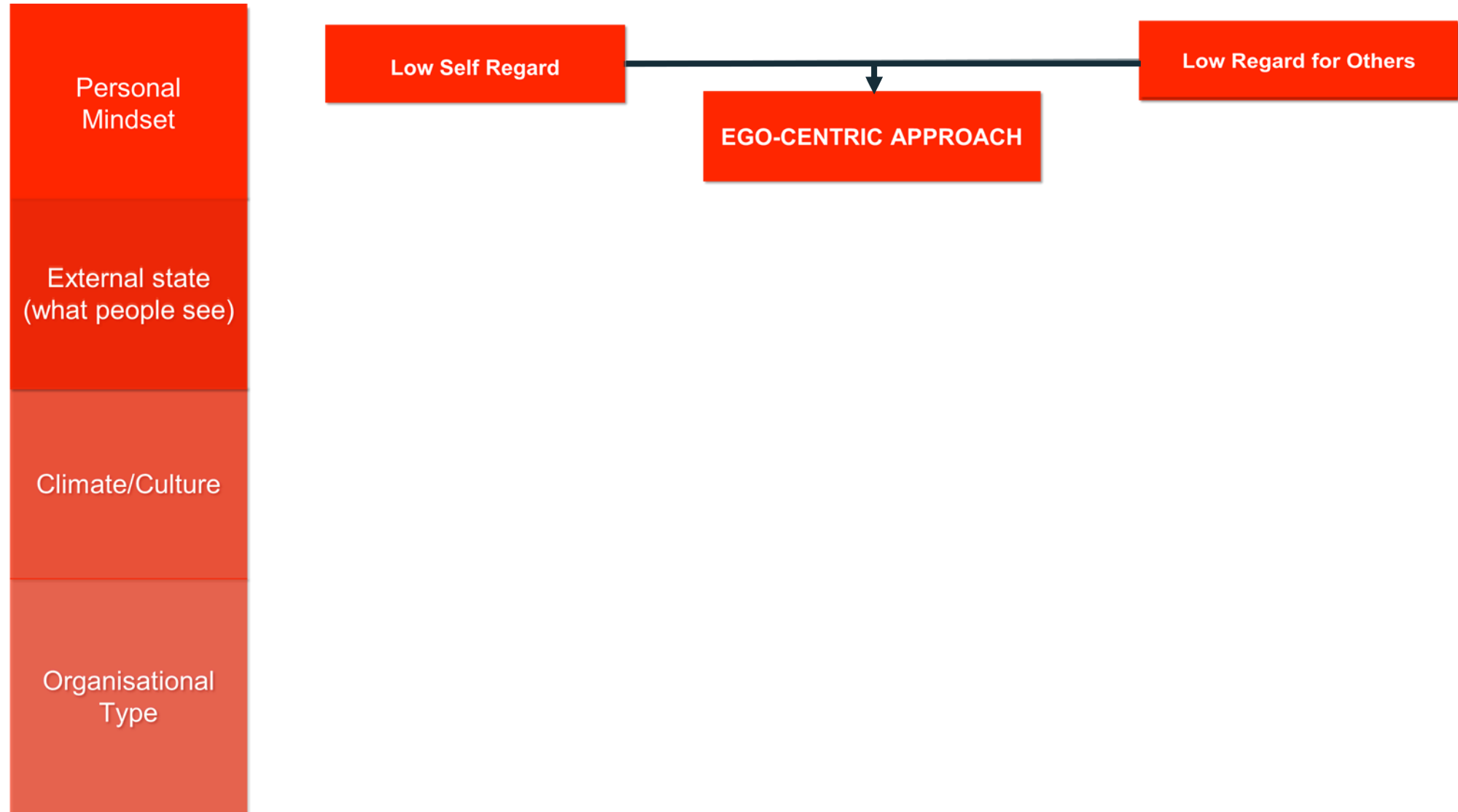


Natalie

# **Co-Created Leadership and Emotional Intelligence**

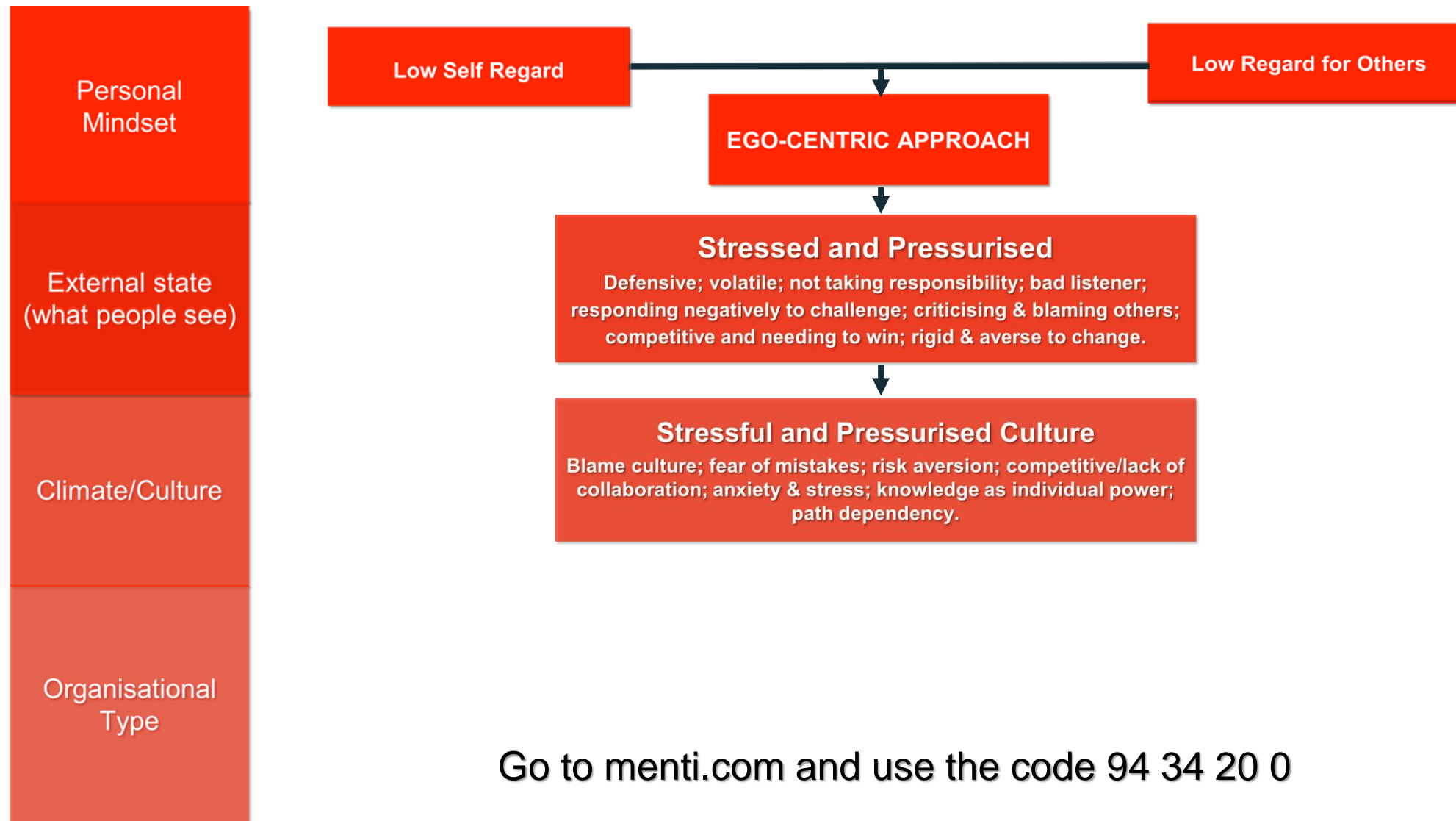


# Leader with Low EI = Disconnected Leadership



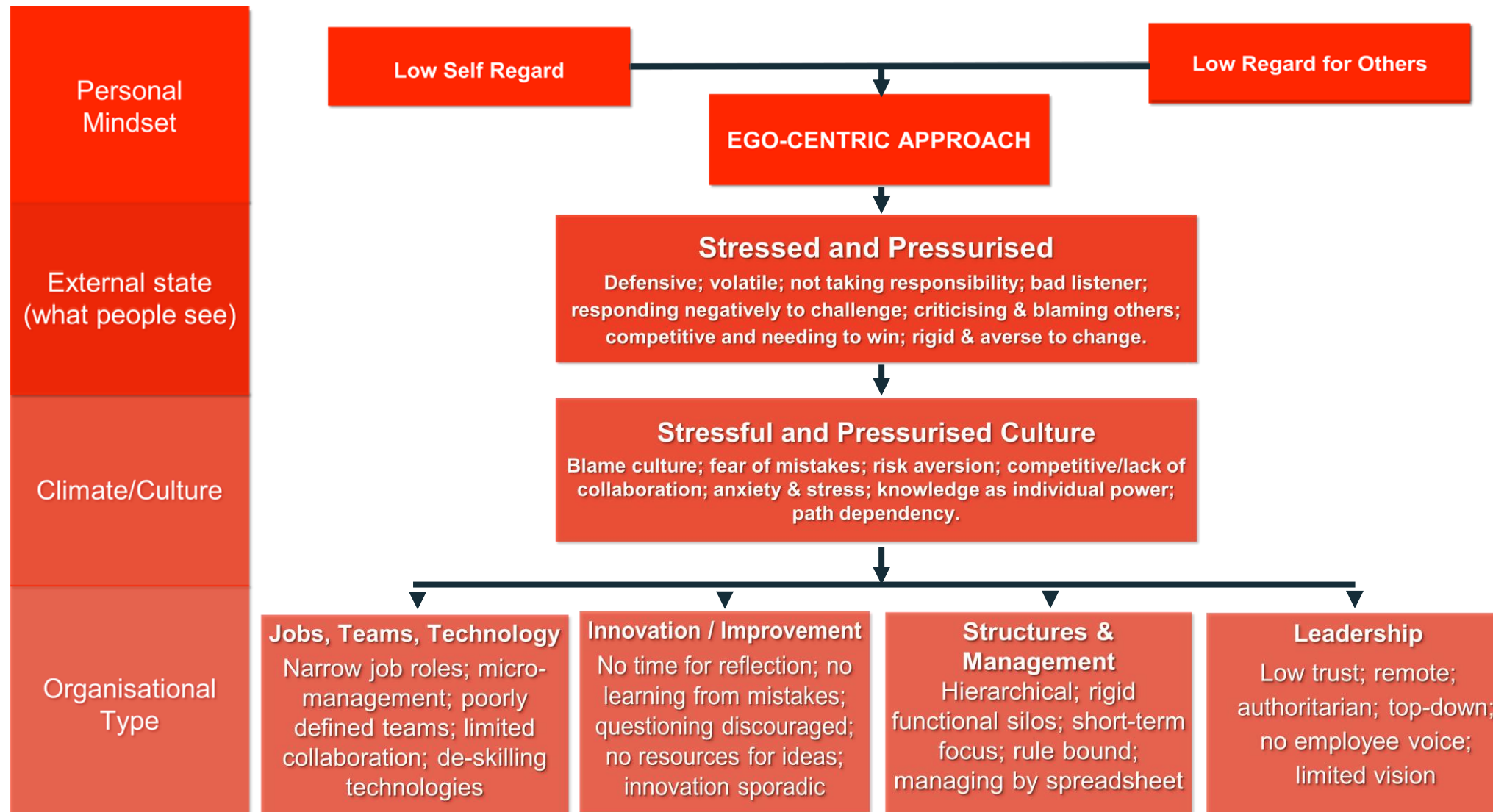


# Leader with Low EI = Disconnected Leadership



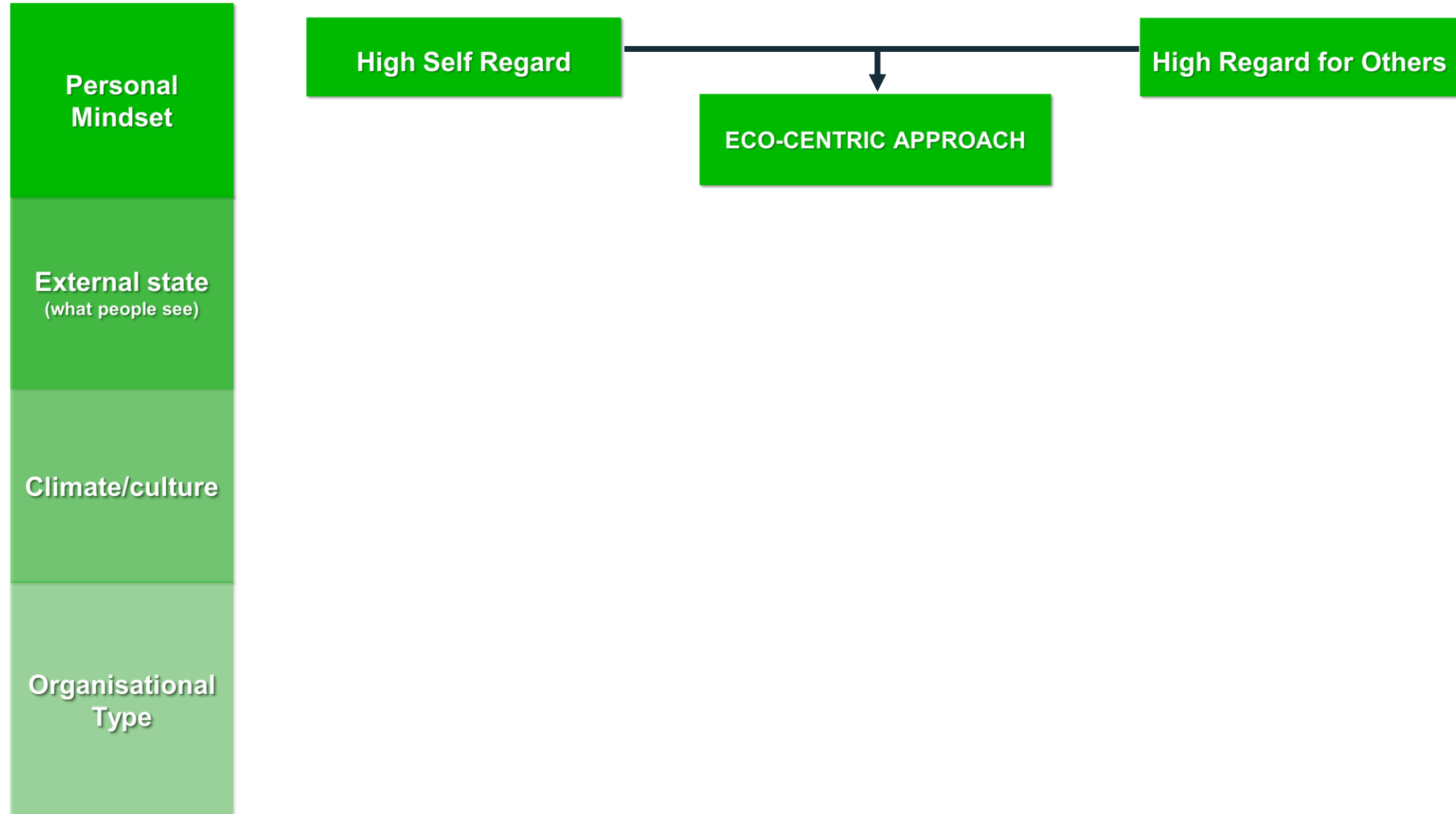
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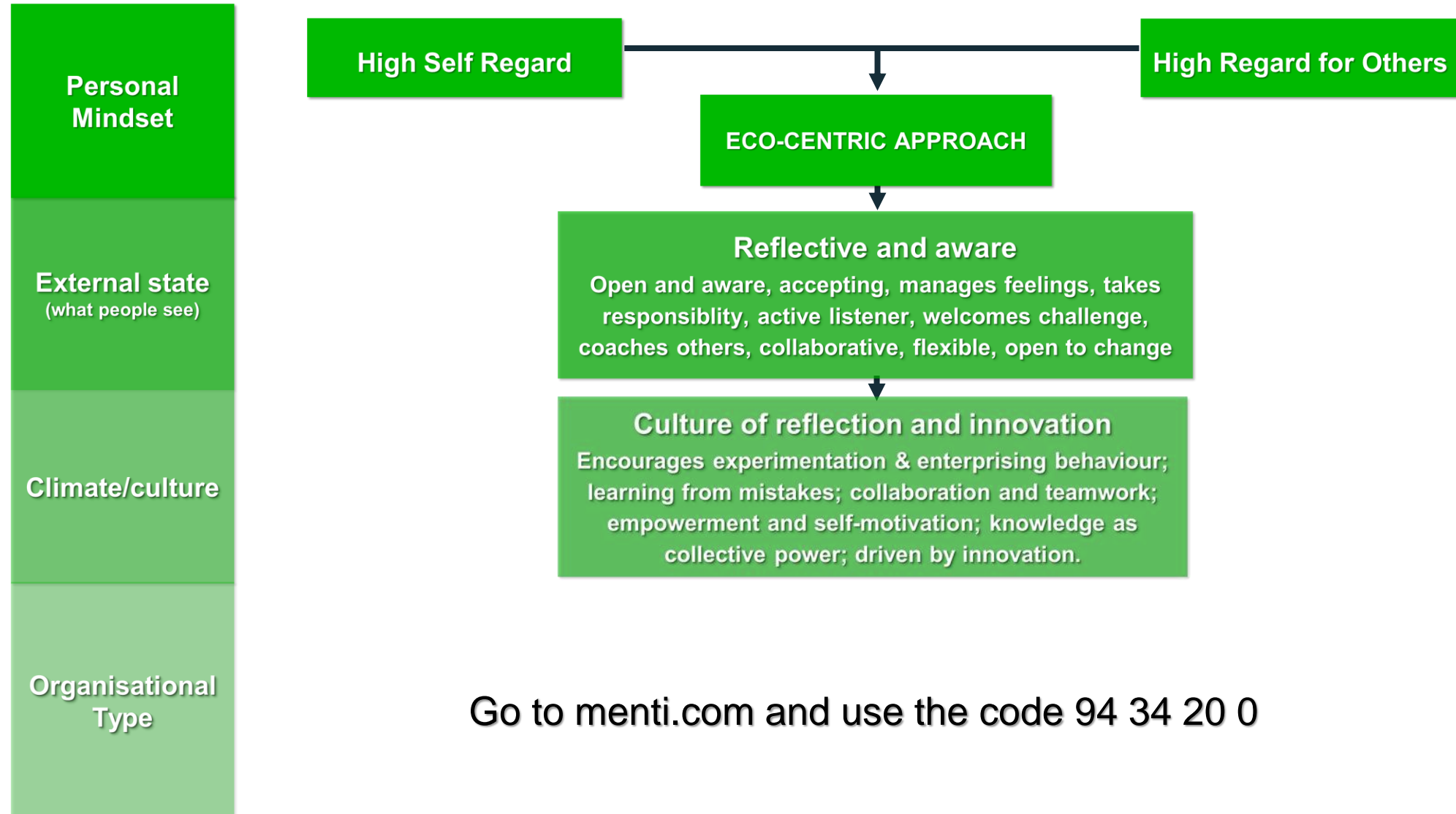




# Leader with High EI = Co-Created Leadership



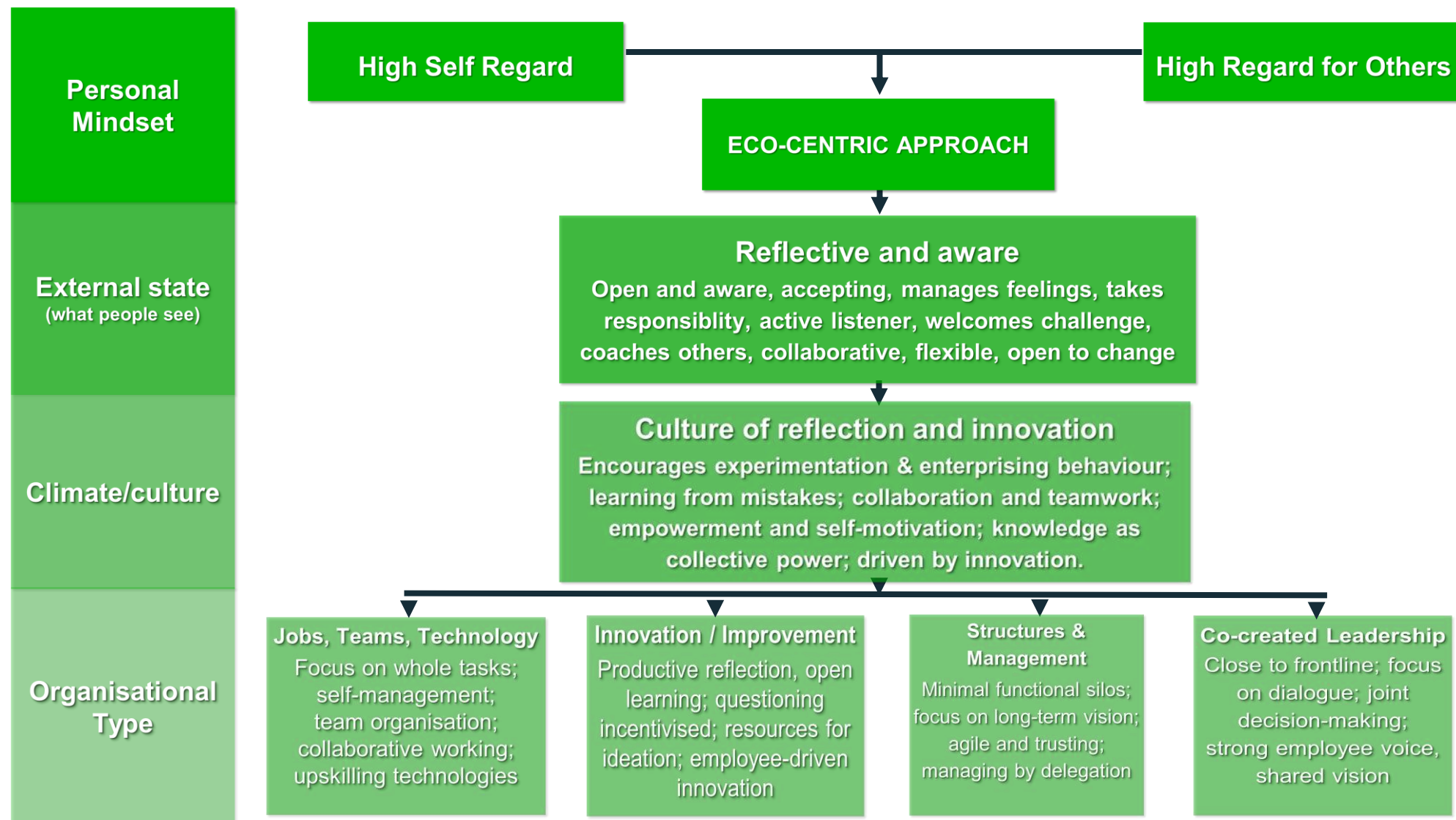
# Leader with High EI = Co-Created Leadership



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# Leader with High EI = Co-Created Leadership





# DISCUSSION

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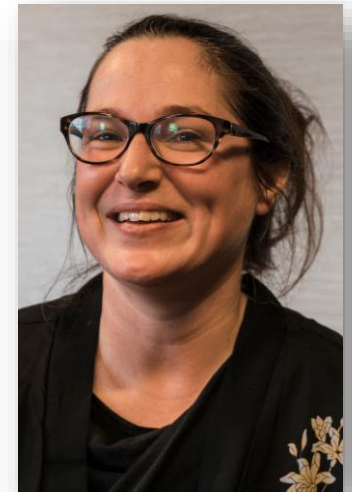
Rosemary



Dorte



Peter



Natalie

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**One positive action  
from today . . .**

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# HOW DID WE DO?

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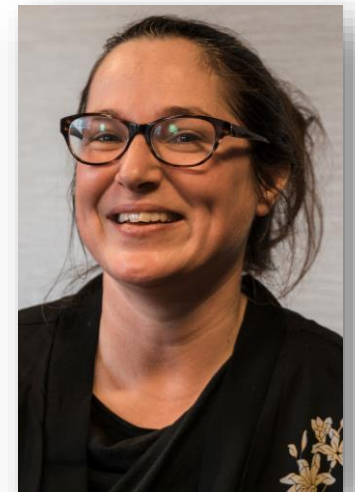
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Scottish Enterprise: [Hazel.Black@scotent.co.uk](mailto:Hazel.Black@scotent.co.uk)

Skills Development Scotland: [James.Burns@sds.co.uk](mailto:James.Burns@sds.co.uk)

Thursday 27th August at 14.00 – 15.30

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**FOLLOW-UP WEBINAR**  
Helping you deliver real change







# LAST WORDS . . .

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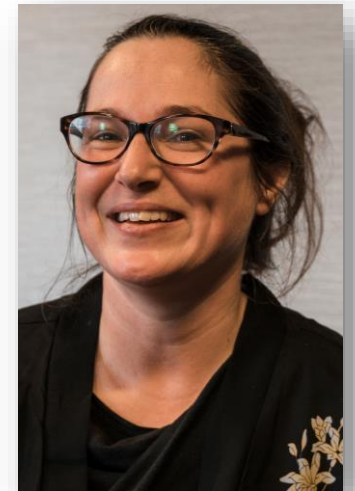
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