

Susanne Boch Waldorff

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Research interests

Public sector management is intriguing. I explore how ideas in the shape of contemporary reforms, policies, and steering technologies are implemented or translated into organizational practices. Empirically I investigate the health care, police and social sectors. My projects evolve around public sector governance, organizational change, discursive strategies, innovation, professions, and public value creation.

Present and former positions

2013-	Department of Organization, CBS	Associate Professor
2009-2013	Department of Organization, CBS	Assistant Professor
2006-2009	Department of Organization, CBS	PhD scholar
2005-2006	National Institute of Public Health	Researcher
1998-2005	City of Copenhagen,	Head of Division
1995-1998	Ministry of Health	Head of Section
1992-1995	City of Copenhagen,	Head of Section

Education

2006-2009	PhD, The Doctoral School of Organisation and Management studies, CBS
1986-1992	Master in Political Science, Copenhagen University
1989-1990	Erasmus student, Verwaltungswissenschaft, Konstanz Universität, Germany

Visiting scholar

2018 -	TIAS School for Business and Society, Tilburg University, The Netherlands (host Professor Nicolette van Gestel)
2009, 2012	WU, Vienna University of Economics and Business, Austria (host Professor Renate Meyer)
2007	Alberta School of Business, University of Alberta, Canada (host Professor Royston Greenwood)

INTERNATIONAL PEER REVIEWED JOURNAL ARTICLES

1. Holt, D. H, Waldorff, S. B, Tjørnhøj, T & Rod, M. H. 2018. Ambiguous expectations for intersectoral action for health: A document analysis of the Danish case. *Critical Public Health*. Vol. 28, No. 1, pp 35-47.
2. Holt, D. H. Rod, M. H, Waldorff, S. B. & Tjørnhøj-Thomsen, T. 2018. Elusive implementation: an ethnographic study of intersectoral policymaking for health. *BMC Health Services Research*.
3. Reay, T., Goodrick, E., Waldorff, S.B. & Casebeer, A. 2017. Getting Leopards to Change their Spots: Co-Creating a New Professional Role Identity. *The Academy of Management Journal*. Vol. 60, No. 3, 2017, pp 1043-1070.
4. Sørensen, E. & Waldorff, S.B. 2014. Collaborative policy innovation: Problems and potential. *The Innovation Journal: The Public Sector Innovation Journal*, Volume 19(3), 2014, article 2.
5. Waldorff, S. B. 2013. What is the meaning of Public Sector Health? Translating discourse into new organizational practices. *Journal of Change Management* special Issue of on Discourse, Translation and Change, Vol. 13, No. 3, pp 283-307.
6. Waldorff, S. B. 2013. Accounting for organizational innovations: Mobilizing institutional logics in translation. *Scandinavian Journal of Management*, Vol. 29, No. 3, pp 219-234.
7. Waldorff, S. B., Reay, T. & Goodrick, E. 2013. A tale of two countries: How different constellations of logics impact action. In Lounsbury, M. & Boxenbaum, E. (Eds.) *Institutional Logics in Action – Part A (Research in the Sociology of Organizations, Volume 39a)*, Emerald Group Publishing Limited, pp 99-129.
8. Waldorff, S. B. & Greenwood, R. 2011. The Dynamics of Community Translation: Danish Health-Care Centres. In Christopher Marquis, Michael Lounsbury, Royston Greenwood (Eds.) *Communities and Organizations (Research in the Sociology of Organizations, Volume 33)*, Emerald Group Publishing Limited, pp 113-142.
9. Nissen, N. K., Madsen, M., Kjoeller, M, Waldorff, S. B. & Zwisler, A. O. 2008. Are hospitals also for relatives? A survey of hospitals' activities regarding relatives of cardiac patients. *Scandinavian Journal of Public Health* (36), pp 827-831.

BOOKS

1. La Cour, A., Waldorff, S.B. & Højlund, H. (Eds) 2017. "*Når teknologier holder mere end de lover – Kritiske perspektiver på ledelse af velfærd*". Samfundslitteratur.
2. Waldorff, S. B., Pedersen, A. R., Fitzgerald, L. & Ferlie, E. (Eds.) 2015. *Managing Change: From Health Policy to Practice*. Palgrave Macmillan.
3. Justesen, L. & Waldorff, S. B. (Eds). 2013. *Strategies in action: A Case collection*. Frederiksberg: Samfundslitteratur.
4. Justesen, L. & Waldorff, S. B. (Eds.) 2012. *Strategier i praksis: En casesamling*. Frederiksberg: Samfundslitteratur.
5. Waldorff, S. B. 2010. *Emerging Organizations: In between local translation, institutional logics and discourse*. Frederiksberg: Copenhagen Business School Press, 2010.

BOOK CHAPTERS

1. Berg Johansen, C., & Waldorff, S. B. 2017. **What are institutional logics - and where is the perspective taking us?** In C. Mazza, R. Meyer, G. Krucken & P. Walgenbach (Eds.), *New themes in institutional analysis: Topics and issues from European research* (1st ed.), E. Elgar, pp 51-76.
2. Waldorff, S.B. 2017. **På forkant med kriminalitet: Politiets implementering af strategisk analyse.** In La Cour, A., Waldorff, S.B. & Højlund, H. (Eds). "Når teknologier holder mere end de lover – Kritiske perspektiver på ledelse af velfærd". Samfundslitteratur, pp 43-64.
3. Waldorff, S. B., Sørensen, E. & Petersen, A. 2014. **Samarbejdsdrevet politikinnovation i Det Ethiske Råd: En succes der ikke bliver gentaget.** In Torfing, J., Sørensen, E. and Aagaard, P. (Eds.) *Samarbejdsdrevet innovation i praksis*. Copenhagen: Jurist- og Økonomforbundets Forlag, pp 71-92.
4. Waldorff, S. B., Ebbesen B. V. & Kristensen, L. S. 2014. **"The Complexity of Governance: Challenges for Public Sector Innovation"** in Ansell, C. and Torfing, J. (Eds). *Public Innovation Through Collaboration and Design*. New York, NY: Routledge, pp 70-88.
5. Waldorff, S. B. & Justesen, L. 2012. **Indledning.** In Justesen, L. & Waldorff, S. B. (Eds). 2012. *Strategier i Praksis: En casesamling*. Frederiksberg: Samfundslitteratur, pp 11-22. [in English 2013]
6. Waldorff, S. B. & Justesen, L. 2012. **Dong Energy.** In Justesen, L. & Waldorff, S. B. (Eds). 2012. *Strategier i Praksis: En casesamling*. Frederiksberg: Samfundslitteratur, pp 63-84. [in English 2013]
7. Degnegaard, R. & Waldorff, S. B. 2012. **Politiet.** In Justesen, L. & Waldorff, S. B. (Eds). *Strategier i Praksis: En casesamling*. Frederiksberg: Samfundslitteratur, pp 101-121. [in English 2013]
8. Lisby, M. & Waldorff, S. B. 2012. **Kræftens Bekæmpelse.** In Justesen, L. & Waldorff, S. B. (Eds). 2012. *Strategier i Praksis: En casesamling*. Frederiksberg: Samfundslitteratur, pp 123-142. [in English 2013]
9. Waldorff, S. B. & Justesen, L. 2012. **Arla Foods.** In Justesen, L. & Waldorff, S. B. (Eds). 2012. *Strategier i Praksis: En casesamling*. Frederiksberg: Samfundslitteratur, pp 163-180. [in English 2013]
10. Waldorff, S. B. 2011. **Sundhedscentre - som resultat af samarbejdsdrevet innovation.** In Sørensen, E. & Torfing J. (Eds), *Samarbejdsdrevet innovation – i den offentlige sektor*. Copenhagen: Jurist- og Økonomforbundets Forlag, pp 321-338.
11. Waldorff, S. B. 2010. **Et nyt sundhedscenter: Men for hvem?** In Kjær, P. & Reff, A. (Eds.), *Ledelse gennem patienten: Nye styringsformer i sundhedsvæsenet*. Copenhagen: Handelshøjskolens Forlag, pp 181-207.

CONFERENCE PAPERS

- Waldorff, S.B. & Madsen, M.H. 2018. 'Moving a pyramid into the deep blue sea': Institutional translation of value based management in health care. Presented at **EGOS**, Tallin.
- Waldorff, S.B & Madsen, M.H. 2018. The impact of context on public sector implementation: Translating the concept of value based management into health care. Presented at the **International Research Society in Public Management**, Edinburgh.
- Waldorff, S.B. & Madsen, M.H. 2018. Why are we doing this? Translating value based management into health care. Presented at **2nd Nordic Network for Health Policy, Health Management and Health Services Research**, Copenhagen.
- Waldorff, S.B. 2017. "Police Paradoxes: Conflicting interpretations in public value creation". Presented at **International Research Society in Public Management**, Budapest.

- Waldorff, S.B. 2017. "Police Paradoxes: Conflicting interpretations in public value creation". Presented at the **New Institutional Workshop**, Jerusalem.
- Waldorff, S.B. 2016. "Strategic Analysis in the National Police: Translating economic and societal concerns into organizational practices". Presented at **EGOS**, Naples.
- Waldorff, S.B. 2016. "This isn't some kind of shoe factory": Expert knowledge as regulating organizational practices in the National Police". Presented at **LAEMOS**, Chile.
- Johansen, C.B. & Waldorff, S.B. 2015. What are logics? An investigation of the methodologies in the Institutional Logics perspective. Presented at **Academy of Management**, Vancouver.
- Pedersen A.R. & Waldorff, S.B. 2015. Public managers without organizations? The concept of public management in public administration theory and organization theory. Presented at **EGOS**, Athens.
- Reay, T., Goodrick, B., Waldorff, S.B & Casebeer, A. 2014. How can you get a leopard to change its spots? Institutional logics and physician role identity. Presented at **Organizational Behavior in Health Care**, Copenhagen.
- Johansen, C.B. & Waldorff, S.B. 2014. What are logics? An investigation of the methodologies in the Institutional Logics perspective. Presented at the **New Institutional Workshop**, Rome.
- Waldorff, S.B & Pedersen, A.R. 2013. Public innovation hybrids: When policy narratives draw differently on logics of state and market. Presented at **EGOS**, Montreal.
- Reay, T., Goodrick, B. & Waldorff, S.B. 2013. How can you get a leopard to change its spots? Changing physician practice and identity. Presented at **EGOS**, Montreal.
- Sørensen, E. & Waldorff, S.B. 2013. Collaborative policy innovation: Possibilities and challenges. Presented at the **International Research Society in Public Management**, Prague.
- Waldorff, S.B. 2013. Discourses in Health Care: Translating new meaning into organizational practices. Presented at **Body, Public Health & Social Theory**, Copenhagen.
- Waldorff, S.B, Ebbesen B.V & Kristensen, L.S. 2012. Innovation and governance approaches in the public sector – New challenges? Presented at **EGOS**, Helsinki.
- Waldorff, S.B, Reay, T., & Goodrick, B. 2012. Collaborative Innovation in Health Care: The case of family physicians. Presented at **Organizational Behavior in Health Care**, Dublin.
- Waldorff, S.B., Reay, T. & Goodrick, B. 2012. Collaborative Innovation in Health Care: The case of family physicians. Presented at the **International Research Society in Public Management**, Rome.
- Waldorff, S.B, Ebbesen B.V & Kristensen, L.S. 2012. The Complexity of Governance: Challenges in Public sector innovation processes. Presented at the **International Research Society in Public Management**, Rome.
- Waldorff, S.B., Reay, T. & Goodrick, Beth. 2011. Collaborative Innovation in Health Care: The case of family physicians. Presented the **ABC-seminar**, Boston.
- Waldorff, S.B., Reay, T. & Goodrick, Beth. 2011. Collaborative Innovation in Health Care: The case of family physicians. Presented at CLIPS research conference '**Innovation i den offentlige sektor**', Denmark.
- Waldorff, S.B. 2010. Creating a New Organization: Discursive Legitimizing Strategies in Danish Health Care. Presented at the **ABC seminar**, Copenhagen.
- Waldorff, S.B. 2010. Translations of an organizational concept into local contexts: Creating legitimizing accounts linking to multilevel institutional logics. Presented at **EGOS**, Lisbon.

- Waldorff, S. B. 2009. Struggling to Define and Legitimate a New Organization. Presented at **EGOS**, Barcelona.
- Waldorff, S. B & Greenwood, R. 2008. The dynamics of community translations: Danish Health Care Centre. Presented at the 3. Nordic Workshop on **Health Management and Organization**, Uppsala.
- Waldorff, S. B. & Greenwood, R. 2008. The dynamics of community translations: Danish Health Care Centre. Presented at the **Capacity Building Workshop - AIM at Aston Business School**, Birmingham.
- Waldorff, S. B. & Greenwood, R. 2008. The politics of community translations: Danish Health Care Centre. Presented at **EGOS**, Amsterdam.
- Waldorff, S. B. 2008. Variation in organizational forms. Actors' translation of multiple logics into their local context. Presented at **Academy of Management**, Anaheim.
- Waldorff, S.B. 2008. Community Translation Processes: the Case of Danish Health Care Centres. Presented at **Forum for Sundhedstjenesteforskning, 14. årsmøde: Sundhedsfremme, evidens og praksis**, Denmark.
- Waldorff, S. B. 2007. Variation in organizational forms. Actors' translation of multiple logics into their local context. Presented at **Nordic Workshop on Health Management and Organization**, Gothenburg.

REVIEWER

- European Management Review (member of Editorial Board)
- Critical Policy Studies
- Academy of Management Journal
- Administrative Science Quarterly
- Nordiske Organisasjonsstudier
- Journal of Professions and Organization
- Journal of Management Studies
- Tidsskriftet Politik

Organizer of scientific conferences and workshops

INTERNATIONAL CONFERENCES

- 2017 European Group for Organizational Studies – in Program Committee planning the 33th. EGOS colloquium. Copenhagen Business School.
- 2014 “The 9th International Organisational Behaviour in Healthcare Conference” organized together with Anne Reff Pedersen, CBS, Louise Fitzgerald, University of Oxford, Ewan Ferlie, King’s College London, and Aoife McDermott, Cardiff University. Copenhagen Business School.
- 2013 “Body, Public Health & Social Theory” – an international conference organized with Nanna Mik-Meyer, CBS and Morten Hulvej Rod, The National Institute of Public Health. Keynotes: Bryan Turner, Annemarie Mol, Richard Jenkins, Peter Taylor-Gooby, Simon Cohn, and Katherine Frohlich. Copenhagen Business School.

Convener of conference sub-themes:

- EGOS (2016, 2017)
- The 10th New Institutional Workshop, Rome (2014)
- International Research Society in Public Management, Prague (2013)
- Nordic Workshop on Health Management and Organization, Copenhagen (2011)

SEMINARS AND WORKSHOPS

- 2018 ‘Ethnography and Institutions’ – a seminar organized with colleagues Lærke Højgaard Christiansen and Roderick Walker. Invited guest speakers were Rebecca W. B. Lund, University of Tampere, Finland, and Tammar B. Zilber, The Hebrew University, Israel.
- 2017 “User involvement in practice and policy” - a workshop organized with colleague Mette Brehm Johansen as a collaboration between Centre for Health Management, CBS, and VIBIS, a knowledge network on user involvement in health care.
- 2016 “Sustaining research in practice: Implementing new ways of managing and organizing health care” - a workshop organized with Anja Svejgaard Pors and Kathrine Hoffmann Pii as a collaboration between the Public-Private Platform/Centre for Health Management, CBS, and the University College Metropol.
- 2015 “Health care in new settings” - a workshop organized with colleagues Amalie Martinus Hauge and Marie Henriette Madsen as a collaboration between the Public-Private Platform/Centre for Health Management, CBS, and the Danish Institute for Local and Regional Government Research, KORA.

Funding and awards

- Granted 2,0 million Dkr for an industrial PhD scholarship on “Organisational change in the Danish tax administration”. From the Danish Ministry for Taxation, the Innovation Fund Denmark, and CBS (2018-2020).
- Granted 2,0 million Dkr for a PhD scholarship in public innovation (together with colleague Carsten Greve). From Center for Offentlig Innovation (Center for Public Innovation) and CBS (2018-2020).
- Awarded FUHU’s Excellence in Teaching Prize, Copenhagen Business School (2012)
- Granted post.doc. position as part of the research project ‘Collaborative Innovation in the Public Sector’ (CLIPS) - a network of four universities (CBS, RUC, KU, AAU), one union (FTF), one public sector management school (Metropol) and one theatre group (Dacapo). The project was managed by Eva Sørensen and funded by the Danish Council for Strategic Research (2009-2013).
- Funded member of the 'ABC network' – an international research network on the micro-foundations of institutions. The research network was a joint partnership between Copenhagen Business School, University of Alberta, Harvard University, Boston College, Ecole des Mines de Paris, and WU Vienna University of Economics and Business. The network was managed by Eva Boxenbaum and funded by the Danish Council for Independent Research / Social sciences (FSE) (2009-2013).

- Awarded 40.000 Dkr for a research stay at University of Alberta, Canada (15.000 Dkr from Otto Mønsted Fond; 6.000 Dkr from Familien Hede Nielsens fond; 8.500 Dkr from Oticon; and 10.000 Dkr from CBS (2007).
- Granted 1,6 mio Dkr for PhD-project from the National Institute for Public Health, Copenhagen Business School, and the Danish Agency for Science, Technology and Innovation (2006-2009).

Appointed responsibilities and administrative positions

- 2018- Member of Center for Public Organization, Value and Innovation (POVI)
- 2016 - Appointed 'Supervision ambassador' at the Assistant Professor Program, CBS Teaching & Learning. Supervision of assistant professors' teaching, including classroom observations, feedback and assessments
- 2016 - Appointed member of the Bibliometric Research Indicator network (Public health group)
- 2014 - 2018 Director of 'Center for Health Management' at CBS (Member since 2006)
- 2015-2017 Elected member of internal Staff Involvement Committee' at Department of Organization, CBS
- 2013 -2016 Appointed Teaching facilitator at the 'CBS Public-Private Platform'
- 2014-2016 Appointed member of 'Horizon 2020 reference group for health care and innovation', the Ministry for Research and Innovation
- 2010 Appointed member of advisory board for "project 18" in the Capital Region - implementation of a pathway program for patients with COPD
- 2006-2008 Project manager of a research project and evaluation of Danish health care centres. The project was financed by the Ministry of Health and carried out by researchers at the National Institute of Public Health (2006-2008).

ASSESSMENT FOR POSITIONS (CHAIR)

- Applications for an Associate Professor position, committee chair, CBS (2018)
- Applications for an Associate Professor position, Gothenburg University (2017)
- Applications for an Associate Professor position, committee chair, CBS (2015)
- Applications for a PhD position, committee chair, CBS (2014)

Supervision and thesis assessment

- PhD supervision:
 - Ditte Thøgersen, CBS, main supervisor (2018-)
 - Katharina Jeschke, CBS, main supervisor (2018-)
 - Ann Fugl-Meyer, CBS, main supervisor (2018-)
 - Maria Krysfelt Rasmussen, CBS, co-supervisor (2017-)
 - Christian Uhrenholdt Madsen, Aalborg University, co-supervisor (2016- 2017)
 - Ditte Heering Holt, Southern Copenhagen University, co-supervisor (2014-2016)

- PhD thesis assessment
 - Maya Christiane Flensburg Jensen, CBS: 'Boundaries of professionalization at work: An ethnographic-inspired study of care workers' dilemmas at the margin'. Committee chair, (2017)
 - Emmie E.M. Vossen, Radboud Universiteit, Nijmegen: 'Uncovering the microfoundations of the activation paradigm: A translation perspective on sickness absence practices in Dutch and Danish hospitals', (2016)
 - Lene Tolstrup Christensen, CBS: 'The marketization of public service provision and state ownership. The Danish and Swedish case of passenger rail'. Committee chair, (2016)
 - Sofie Blinkenberg Federspiel, CBS: 'IT, organisation og digitalisering: Institutionel forandring i den kommunale administration', CBS, Committee chair, (2014)
- Discussant at PhD Work-In-Progress seminars:
 - Anne Mette Møller, Political Science, Copenhagen University (2018)
 - Niels Borch Rasmussen, Political Science, Copenhagen University (2017)
 - Marcia Arico, CBS, (2017)
 - Jannick Friis Christensen, CBS (2017)
 - Mie Plotnikof, CBS, (2015)
 - Lara Anne Hale, CBS, (2014)
 - Anne Petersen, CBS, (2013)
- Master thesis supervision: Master of Public Governance (2015, 2016, 2017, 2018), MSc in Strategy, Organization and Leadership, (2010, 2011, 2012, 2016), MSc in Human Resource Management, (2012), MSocSc Management of Creative Business Processes, (2013), MSocSc in Political Communication & Management, (2014) and Master of Public Health, Copenhagen University, (2006).

Teaching

PROGRAM AND COURSE COORDINATION

- Coordinator of "Business research methods" at HD1, 10 courses in Danish, 1 in English and 1 online, approx. 500 students (2016-)
- Coordinator of 15-20 electives every semester, Master of Public Governance, approx. approx. 600 students (2011-)
- Coordinator of the PhD-course "Perspectives in Organizational Analysis", The Doctoral School of Organization and Management Studies, CBS, together with Morten Thanning Vendelø (2014, 2015, 2016, 2017, 2018)
- Coordinator of the PhD course "Institutional Logics and Conventions in Organizational Analysis", The Doctoral School of Organization and Management Studies, CBS, together with Ann Westenholz and Christina Berg Johansen. With invited guest professors Roger Friedland and Laurent Thévenot (2015)
- Coordinator of "Managing public value creation", together with Lene Holm Petersen, Copenhagen University, Master of Public Governance, (2018)
- Coordinator of "Managing reform and change", together with Carsten Greve, Master of Public Governance, (2011, 2012, 2013, 2014, 2015, 2016, 2017, 2018)
- Coordinator of "Organizations and Society", MSc in Strategy, Organization and Leadership, (2013-2014)
- Program co-director of MSc in Business and Psychology, (2014)
- Deputy program director, Master of Health Management, (2010)

PHD LEVEL -TEACHING

- **“Institutions and Ethnography”**, invited as professor into self-organized PhD course, The Doctoral School of Organization and Management Studies, CBS, (2018).
- **“Perspectives in Organizational Analysis”**, The Doctoral School of Organization and Management Studies, CBS, (2014, 2015, 2016, 2017, 2018).
- **“Institutional Organizational Analysis – Change and Transformation”**, The Doctoral School of Organization and Management Studies, CBS, (2016, 2018).
- **“Institutional Logics and Conventions in Organizational Analysis”**, with invited guest professors Roger Friedland and Laurent Thévenot. The Doctoral School of Organization and Management Studies, CBS, (2015).
- **“Methodology in organization and management analysis”**, The Doctoral School of Organization and Management studies, CBS, (2012).

GRADUATE LEVEL-TEACHING

- **“Organizing Health Care Innovation”**, MSc in Innovation in Health care, (2016, 2017)
- **“Managing Innovation and Change”**, MSc in Strategy, Organization and Leadership, (2017)
- **“Organizations and Society”**, MSc in Strategy, Organization and Leadership, (2010, 2011, 2012, 2013, 2014).
- **“Change management”**, MSc in Business Administration and Psychology, (2011)

UNDERGRADUATE LEVEL -TEACHING

- **“Strategy”**, BSc in Economics and Business Administration, (2010)
- **“Organizing and Society”**, BSc in Business Administration and Philosophy (2010)
- **“Organizational Analysis”**, BSc in Economics and Business Administration, (2008)
- **“Foundation and qualitative methods”**, BSc in Business Administration and Service Management (internal examiner), (2010, 2011, 2012)

EXECUTIVE LEVEL- TEACHING

- **“Strategy in Practice”**, Master of Public Governance in Edinburgh (2018)
- **“Managing public value creation”**, Master of Public Governance, (2018)
- **“Managing reform and change”**, Master of Public Governance, (2011, 2012, 2013, 2014, 2015, 2016, 2017, 2018)
- **“The relationship between politicians and public administration”** (internal examiner), (2017)
- **“Managing professionals”**. Master of Public Governance (internal examiner), (2014)
- **“Economic incentives”**, Master of Public Governance (internal examiner), (2013, 2014)
- **“Organization, Management and Finance”**, Master of Public Health, Copenhagen University, (2010, 2011, 2012, 2013)
- **“Modern welfare organizations’ work in the perspective of power”**, Master of Public Governance (internal examiner), (2013, 2014)
- **“Political governance in health care”**, Master of Public Governance, (2011, 2012)
- **“Social science methodology”**, Master of Public Governance (internal examiner), (2012, 2014)
- **“Organizing health care”**, Master of Health Management, (2009)
- **“Reform and management”**, Master of Public Administration, (2008)
- **“Bottom up policy analyse”**, Master of Health Management, (2007)

TEACHING DEVELOPMENT PROJECTS

- Implementing digital learning methods (blended learning) at “Business research methods”, HD1, both Danish and English courses, (2016-)
- Organizer of an ‘Elective workshop’ at the Master of Public Governance. The purpose of the workshop was to involve current students, former students, private companies and NGOs in developing new electives to match public sector needs (2015)
- Developer of an educational game CO-CREATOR on collaborative innovation (with colleague Anne Reff Pedersen). The purpose of the game is to enhance public managers’ and employees’ understanding of collaborative innovation in health care. The game is produced by the company GameTools (2012).
- Developer of an interactive web based teaching material (with colleagues Lise Justesen, Martin Kornberger, Marianne Stang Våland and Mette Lisby). The material consist of video interviews with practitioners at top management level in the Danish society (e.g. Lisbeth Knudsen, CEO, Berlingske Media; Anders Eldrup, CEO, DONG Energy and Jens Henrik Højbjerg, Chief of National Police) (2010-2011). The project was funded by Taxameterpuljen. A case study book published in Danish and English at Samfundslitteratur adds to the videos. This is a link to the video material: https://sf.cbs.dk/strateginet_uk/about_strateginet. The web based teaching material was awarded the *FUHU teaching prize* in 2012.

Public engagement - guest speaker/expert at seminars

- “Value based management”, Master of Health Management alumni network (2017)
- ”Managerial challenges in future health care”, management program, The Capitol Region (2017)
- “Value based management”, Master of Public Governance master class (2017)
- “Implementing Public School Reform”, KORA (2017)
- “Implementing innovative solution”, Welfare innovation conference, the think-tank Mandag Morgen (2016)
- “Family physicians in cross-collaborative work”. Workshop organized by the Public-Private Platform/Centre for Health Management, CBS, and the University College Metropol: “Sustaining research in practice: Implementing new ways of managing and organizing health care” (2016)
- “Policy Innovation”, internal seminar, Department of Business Studies, Uppsala University (2015)
- “Implementation of solutions in health systems in Europe”. A workshop organized by Creo.Dk at the Capital Region Denmark EU Office, Brussels (2014)
- “Management of health care and medical dilemmas in management”, management program, Danish Medical Association, (2012, 2014)
- ”Reforms in Denmark”, course seminar, Norwegian Master of Public Administration, CBS Executive, (2013, 2014)
- “Public innovation and leadership”, conference workshop, Master of Public Governance, (2013).
- “Challenges in policy innovation”, conference, Municipalities’ Innovation Academy, (2013).
- ”Complexity in governance”, management program, Moderniseringsstyrelsen, (2013)
- “Collaborative innovation in the public sector”, intro seminar, Master of Public Governance, (2013)
- ”Danish Health care centers”, workshop, UK Leadership delegation, Local Government Association, (2012)
- ”Research based Innovation”, management program, The Capitol Region, (March, June, September, 2011)

- “Health care centers and policy implementation”, seminar, Alumni of Master of Health Care Management, (2010)
- “Health care centers in Denmark”, seminar, The Association of Health Visiting and School Nursing, (2009).
- ”Institutional theory”, public sector organization program, CBS Executive, (2008)
- “Health care centers”, Health care conference, Local Government Denmark [KL], (2008)
- ”Danish health care centers”, Conference, The association of municipalities in Region Midt, (2007)
- ”The development of health care centers”, Heart rehabilitation conference, Center for Competence development, (2007)
- ”The development of health care centers”, seminars, a network of health care center managers, Local Government Denmark [KL], (2006, 2007, 2008).

OTHER PUBLICATIONS INTENDED FOR PUBLIC AUDIENCES

- Due, T.D., Waldorff, S. B., Aarestrup, A. K., Laursen, B & Curtis, T. 2008. *Sundhedscentre i Danmark – organisering og samarbejdsrelationer*. Copenhagen: National Institut of Public Health. Copenhagen. A report financed by the Danish Ministry of Health.
- Waldorff, S. B., Kristoffersen, J. & Curtis T. 2007. *Nyhedsbrev om sundhedscentre – april 2007*. Copenhagen: National Institut of Public Health.
- Waldorff, S. B., Kristoffersen, J. & Curtis T. 2006. *Sundhedscentre i kommunerne. Status om målgrupper, organisering og typer*. Copenhagen: National Institut of Public Health.
- Waldorff S. B. 2003. Københavns kommunes håndtering af mediernes negative omtale af ældreomsorgen. In Riis, P. (Ed.). *Ældrebilledet i medierne*. Ældre Forum.