

REFLECTIONS

*A Nordic Nine toolkit
– for a positive future*

REFLECTIONS

What is this?

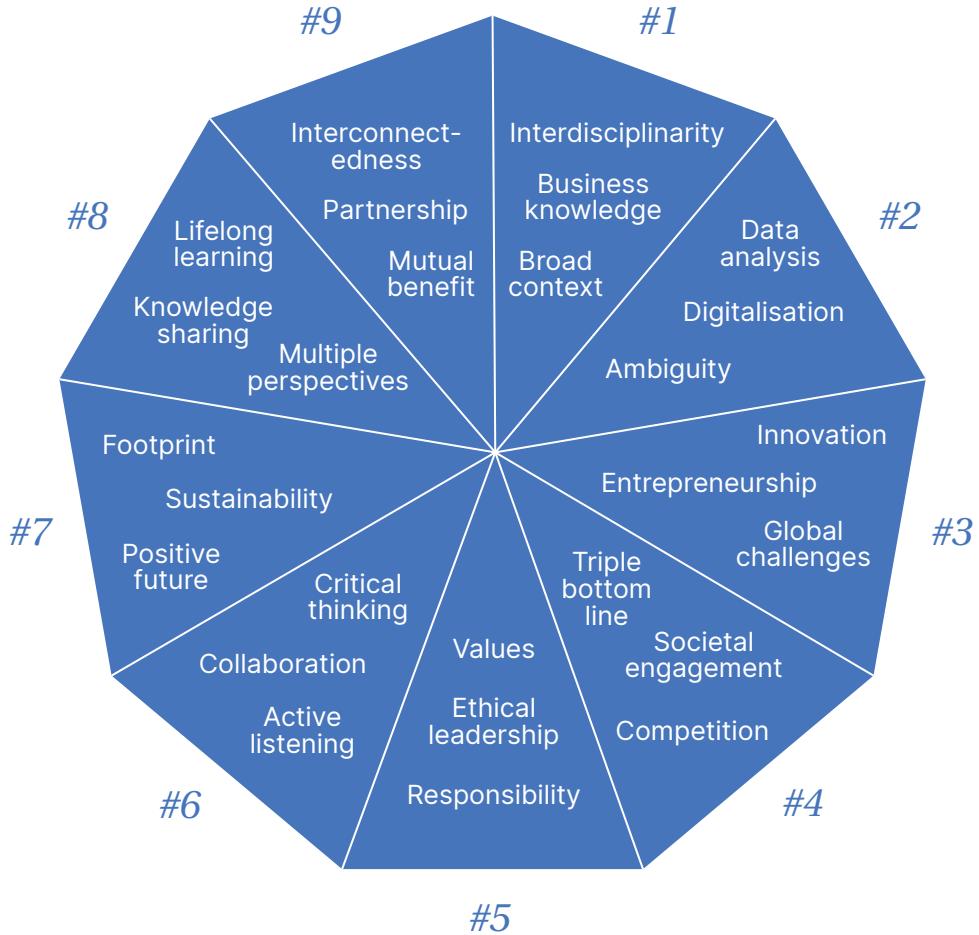
‘Reflections’ is a toolkit designed to support the CBS community and our friends in solving problems with a positive future in mind. Each card represents one of our Nordic Nine transformative capabilities and serves as a guide to reflection for everyone regardless of their role in society.

How does it work?

1. Begin by taking a couple of minutes to focus on the project or task at hand.
2. Look at the compass on the reverse side of this card. Which of the words resonate most with your project? Use the corresponding Nordic Nine cards as the starting point for your reflection.

Each card includes the specific Nordic Nine formulation, a quote and some questions to prompt your reflection and discussion. You will also find connections to other cards to further expand your thinking.

COMPASS



Let the reflection begin!

The compass shows keywords related to the Nordic Nine capabilities. Take a minute to browse the keywords and select the starting point(s) for your reflection.

*You have
deep business
knowledge
placed in a
broad context*

*“Business knowledge in itself doesn’t
mean much unless it’s used to make
ourselves, a client and society better”*

*– Camilla Kruse,
Head of Talent, Deloitte*

REFLECTION #1



*What is the broader context
of your project or task?*

*How will it influence the approaches
you choose – e.g. whether you prioritise
societal, economic or environmental
considerations?*

*How do your stakeholders' interests
affect your project decisions?*

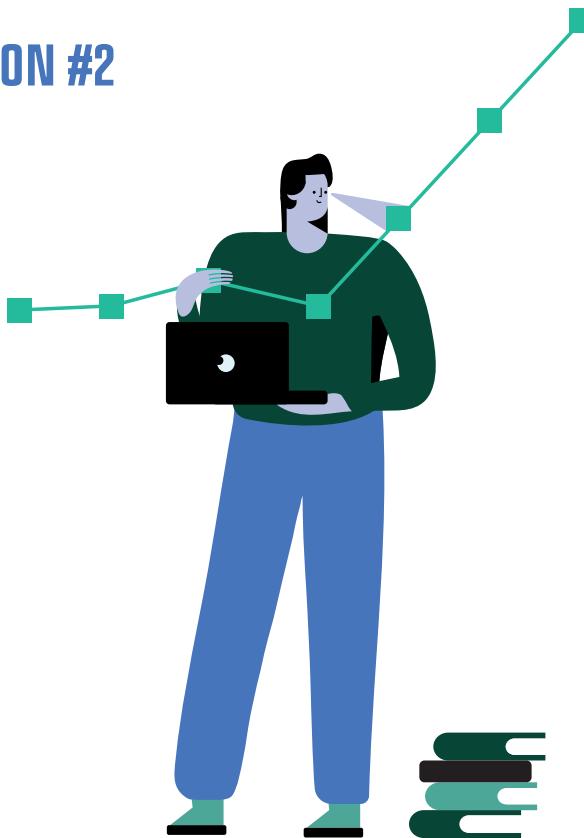
Expand your reflection by turning to Nordic Nine #5 or #9

*You are
analytical
with data and
curious about
ambiguity*

*“We have to ask curious and critical
questions such as: What is the origin
of the data? Who created it?
What does it contain?”*

*– Mikkel Flyverbom,
Professor, CBS*

REFLECTION #2



How do you plan to analyse data sets in your project? What methods or tools will you use?

What criteria do you use to assess the credibility and reliability of your data sources?

How do you balance data-driven insights with intuition and experience when making project decisions?

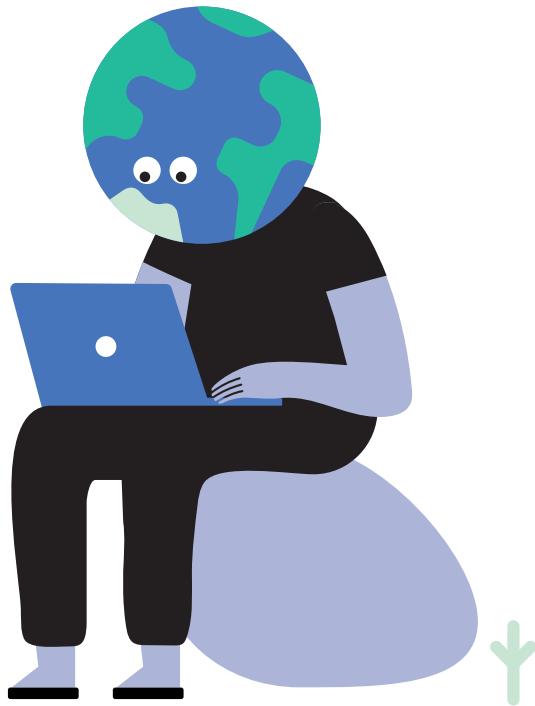
Expand your reflection by turning to Nordic Nine #6 or #8

*You recognise
humanity's
challenges and have
the entrepreneurial
knowledge to help
resolve them*

*“I believe that entrepreneurship as
the desire to create something is
what it takes to change the status quo”*

*– Aviaja Riemann,
CEO & Co-founder, Agrain*

REFLECTION #3



Can you link your project with one (or more) of humanity's grand challenges?

How do you make space and time for entrepreneurial thinking to help you solve the problem you've identified?

In your project, how do you balance the need for quick, effective gains with the importance of long-term sustainability?

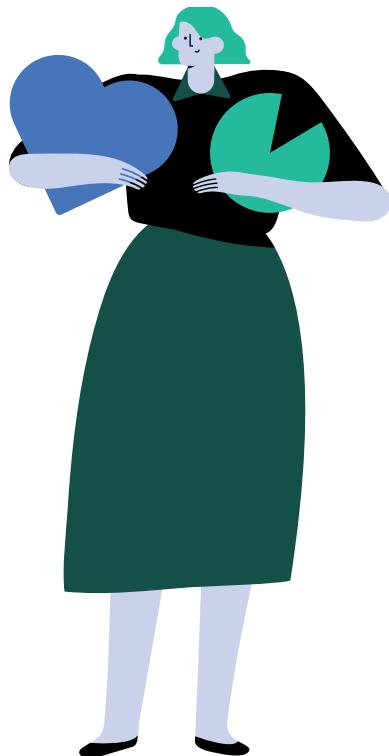
Expand your reflection by turning to Nordic Nine #4 or #7

*You are competitive
in business and
compassionate
in society*

*“There’s no conflict between being a
considerate part of society and being
competitive. There’s a lot to be gained by
regarding oneself in a larger context”*

*– Christian Sparrevohn,
Co-founder, The Footprint Firm*

REFLECTION #4



How will your project impact various stakeholders, e.g. employees, customers and the community?

How can you ensure this impact is positive?

In which way does your project achieve business competitiveness while also contributing positively to society?

Expand your reflection by turning to Nordic Nine #3 or #7

*You understand
ethical dilemmas
and have the
leadership values
to overcome them*

*“Companies that distinguish
themselves ethically in the coming
decades will undoubtedly win”*

*– Christian Bason,
Former CEO, Danish Design Center*

REFLECTION #5



*What ethical dilemmas
might arise in your project?*

*When leading your project, how will you ensure
that your decision-making process is ethical and
responsible, particularly in challenging situations?*

*In what ways will your leadership values help
you make the right choices in your project?*

Expand your reflection by turning to Nordic Nine #1 or #9

*You are critical
when thinking and
constructive when
collaborating*

*“Sustainability isn’t the same
as it was a mere five years ago.
It’s constantly evolving – because
of critical thinking”*

*Melissa Kälin,
CBS Student*

REFLECTION #6



How do you facilitate open and respectful dialogue in your project team?

When disagreements arise, how do you address them constructively?

How do you weigh the different options available in your project against each other?

How do you ensure that all viewpoints are thoroughly questioned, also those from experts and authorities?

Expand your reflection by turning to Nordic Nine #2 or #8

*You produce
prosperity and
protect the prosperity
of next generations*

*“We need to rethink ‘prosperity’ as about
much more than just material wealth
but also about thriving biodiversity,
vibrant generous communities and a healthy
awareness that we already have enough.
We can make these goals a reality by
committing to regenerative practices
in our everyday lives”*

*– Maribel Blasco,
Associate Professor, CBS*

REFLECTION #7



Within your project or task, what actions can you take to help create a positive future for next generations?

What could be the tradeoffs of the decisions you make?

Does the scarcity of resources introduce new dimensions to the definition of 'success' on your project?

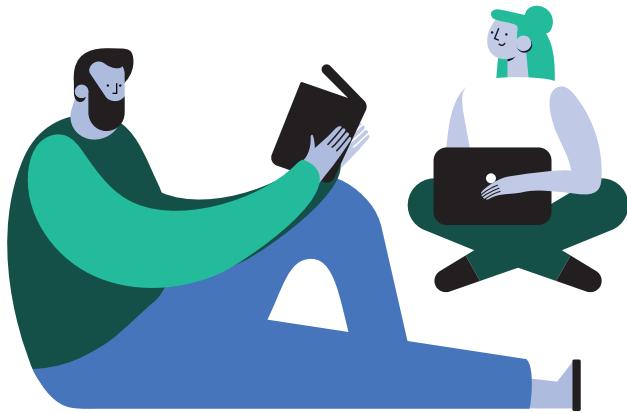
Expand your reflection by turning to Nordic Nine #3 or #4

*You grow by
relearning and
by teaching others
to do the same*

*“It is crucial to create an
environment where you
dare to create and also fail”*

*– Markus Fritz Hansen,
Head of Partnerships and
Collaboration, Station*

REFLECTION #8



How can you create an environment where everyone feels safe to share their ideas?

How can you as a team grow by learning from setbacks and failures?

What steps can you take to ensure that learning and development are ongoing processes within your team?

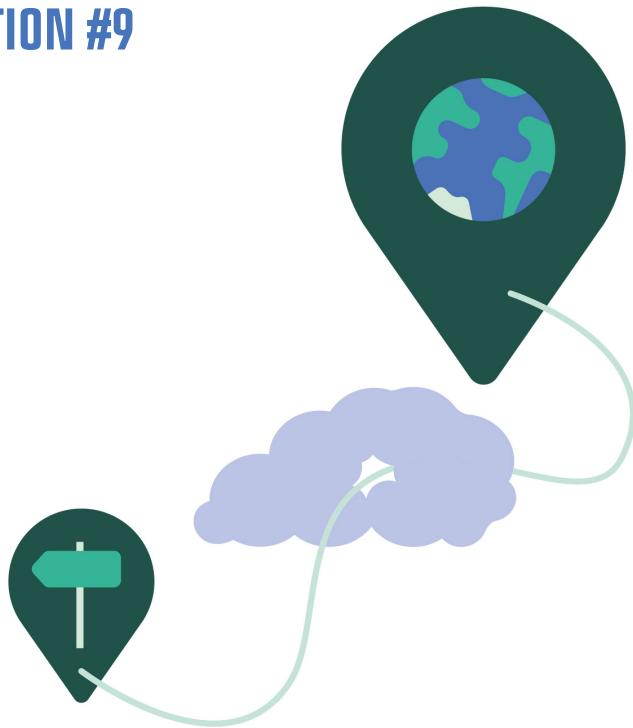
Expand your reflection by turning to Nordic Nine #2 or #6

*You create
value from global
connection for
local communities*

“We give our customers a good coffee experience, for which they’ll pay more so that we in turn can pay the farmers better and they can invest in improving their quality and sustainability”

*– Peter Dupont,
Co-founder, Coffee Collective*

REFLECTION #9



What global solutions or opportunities could be relevant to your project or task?

What challenges might you face?

How can you ensure that the global solutions you implement are culturally and contextually appropriate?

How can you engage local stakeholders to ensure community buy-in and support?

Expand your reflection by turning to Nordic Nine #1 or #9

Every choice we make defines the future. How do we share the resources? How green do we need our world to be? How should we treat people around us? What should we pass on to future generations?

Our daily lives pose difficult questions that we need to address, and we need to take a closer look at some of the things we used to take for granted but now require urgent attention.

This new reality is reflected in the business community and society where employees and leaders are expected to co-create new ethical, responsible and sustainable solutions. With Nordic Nine, we train the ability for reflection that lives in all of us to contribute to a positive future.

Copenhagen Business School introduced Nordic Nine back in 2020. An immense work involving more than 3,000 stakeholders has been put into formulating nine transformative capabilities. Since then CBS has included these capabilities in various ways across our entire programme portfolio.

Contact: nordicnine@cbs.dk