

# REFLECTIONS

*A Nordic Nine toolkit  
– for a positive future*

# REFLECTIONS

## **What is this?**

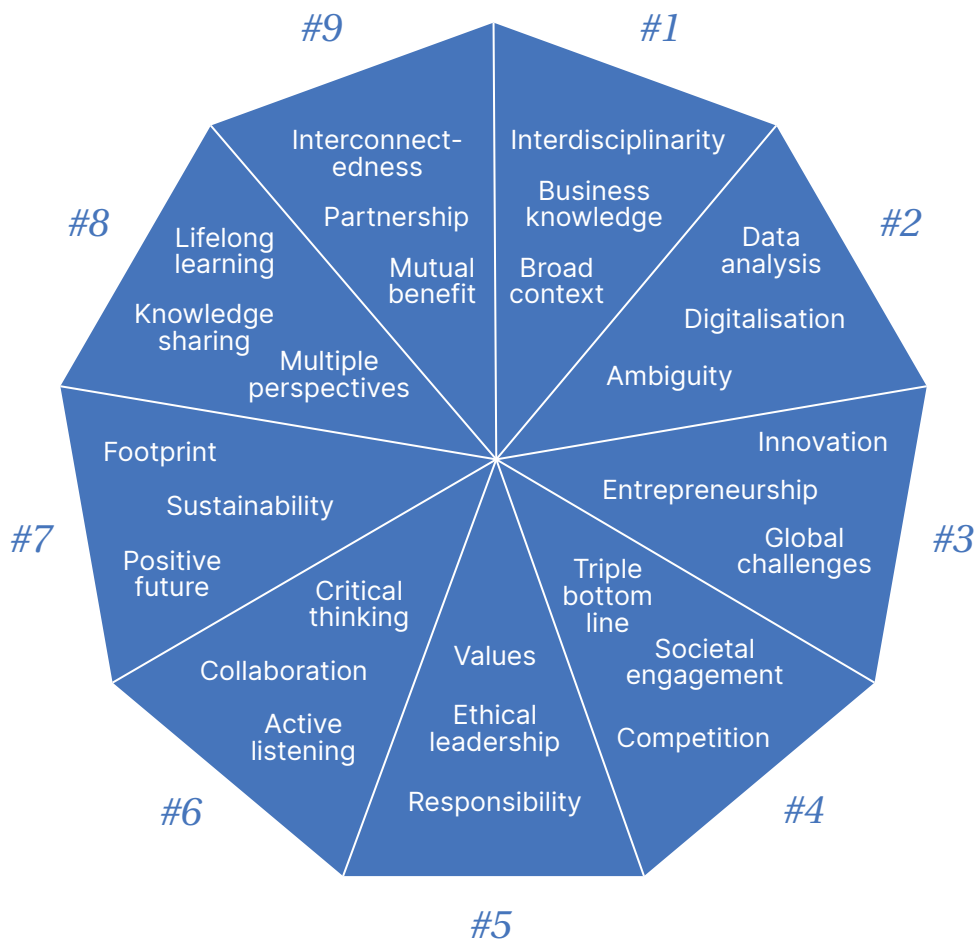
'Reflections' is a toolkit designed to support the CBS community and our friends in solving problems with a positive future in mind. Each card represents one of our Nordic Nine transformative capabilities and serves as a guide to reflection for everyone regardless of their role in society.

## **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?*

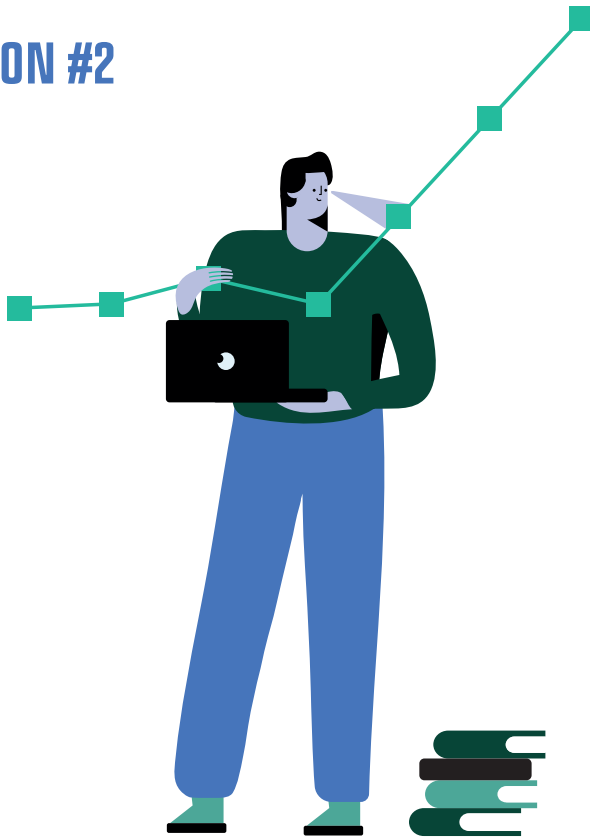
*Expand your reflection by turning to Nordic Nine #5 or #9*

*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?*

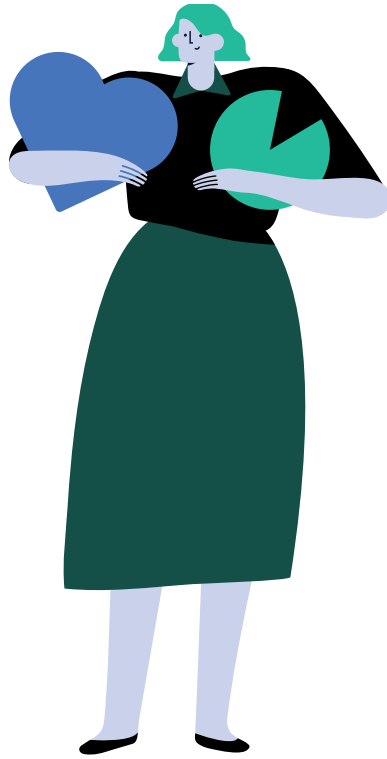
*Expand your reflection by turning to Nordic Nine #4 or #7*

*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.

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