

# BOARD PERSPECTIVES

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## VELKOMMEN

TIL DANMARKS FREMMESTE BESTYRELSESPUBLIKATION

*Board Perspectives - nyheder, tendenser og holdninger*



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## VELKOMMEN TIL BOARD PERSPECTIVES

- DANMARKS FREMMESTE BESTYRELSESPUBLIKATION

Velkommen til enogtyvende nummer af Board Perspectives fra Board Network, The Danish Professional Directors Association. Board Perspectives henvender sig til alle, som interesserer sig for bestyrelsesagendaen i Danmark, og er den fremmeste, danske publikation med fokus på Corporate Governance og Board Leadership.

Board Perspectives udkommer kvartårligt – og byder i hvert nummer på en række artikler, skrevet af førende, eksterne eksperter samt interviews, nyheder og meget andet. Fokus er på indhold over form – og på nyhedsvinkler og holdninger med kant.

I dette nummer har vi fået bidrag fra;

CEO Thomas Fischer og Senior Partner Brian Daniel Jacobsen, begge Valcon, Partner Henrik Wellejus, Deloitte, Partner Thomas L. Heintzelmann, Case Rose | InterSearch samt CEO & President Kersi Porbunderwalla, EUGDPR Institute.

**When true Board Leadership is exercised, the potential impact created is not only confined in the boardroom, but extends much further – to the entire company, its shareholders and the surrounding society**

*(Creating Impact In And From The Boardroom – Global Board Survey 2019)*

Siden sidst har Board Network i tæt samarbejde med et af verdens førende headhunterfirmaer, **InterSearch**, gennemført den største bestyrelsesundersøgelse nogensinde med et dansk udgangspunkt; Creating Impact In And From The Boardroom – Global Board Survey 2019. Rapporten er baseret på en global undersøgelse med i alt 1.317 bestyrelsesmedlemmer fra 66 lande, og udkommer d. 5. marts 2019.

Af denne undersøgelse fremgår det, at den stærkeste megatrends i globale bestyrelsesmedlemmers øjne også i år er disruptive og eksponentielle teknologier.

Disruption, globalisering, digital transformation, radikal innovation, den agile organisation – alt sammen er buzzwords hentet fra business-agendaen de seneste 5 år. Men ikke alt er forblevet rene

floskler – men har tværtimod udmøntet sig i store strategiske omlægninger, kæmpestore innovationsinvesteringer, nye ledelsesstrukturer, ændrede virksomhedskulturer og ikke mindst et skift i mindsettet hos de fleste.

"De fleste" har således nu forstået, at "don't fix it if it ain't broken"-mantraet så absolut kun var holdbart dengang man uden problemer kunne operere med 5- og 10-årige strategiplaner, 20- og 30-årige afskrivninger på anlægsinvesteringer, og hel- eller semi-årlige markeds- og konkurrentanalyser.

Men selvom en eksponentiel kurve er eksponentielt stigende uanset, hvor man zoomer ind på den, er det først når tallene når en vis størrelse, at det rigtigt går op for os, hvad forskellen er mellem eksponentiel og lineær udvikling. Og med stort set en fordobling af datakraften ca. hver 18. måned, har de seneste år betydet et paradigmeskift fra "hurtig" til "ufattelig hurtig" og en datamængde fra "enorm" til "helt uforståelig kolossal". Og med en prisudvikling, der samtidig har betydet et fald på ca. 90% over de seneste 20 år, er al konkurrencekraft blevet demokratiseret.

Hvor størrelse tidligere var en af markedslederens største styrker, er agilitet i dag en langt vigtigere faktor. Og evnen til at stille de rigtige spørgsmål er vigtigere end at kunne give de fleste svar. Dem, der formår at tænke ud over omverdenens forventninger baseret på vanetænkning er dem, der også i fremtiden vil vinde.

Det har direktionerne de seneste forstået og omfavnet for stort set alles vedkommende, nogle har dog måttet erfare det på den hårde måde. Men generelt har de fleste virksomheder, både i Danmark og globalt, kunnet konstatere vækst og øgede marginer. Strategier er blevet omformuleret på agil vis, nye ledelseslag er kommet til, og nye ansvarsområder er blevet definerede.

MEN: Hvad er der sket i bestyrelserne? Uagtet at verden både er blevet mere global, digital og generelt uforudsigelig, er bestyrelser (i det store hele) fortsat er indrettet og arbejder ganske lig situationen for 10-15 år siden.

Ganske vist kan vi konstatere visse, mindre ændringer som f.eks. øget tidsforbrug, man er rykket tættere på direktionerne

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og driften, der arbejdes med flere bestyrelsesudvalg, og en større kompetencediversitet i sammensætningen kan klart konstateres. Men hvad med digitalisering i bestyrelseslokalet? Globaliseringen? Kønsdiversiteten? Årshjulet? FNs SDG-mål? Honoreringen? Nye etiske forventninger til bestyrelsesmedlemmerne? Er der sket ret meget her? Ikke i Danmark i hvert fald – og præcis derfor sætter Board Network fokus på "The Futuristic Board" på Den Store Danske Bestyrelseskonference tirsdag d. 5. marts kl. 11.30-19 i Axelborgsalen i København.

Her vil en lang række danske og internationale topnavne give konkrete bud på hvordan vi kan indrette bestyrelserne og bestyrelsesarbejdet i dag, så det i langt højere grad matcher morgendagens end gårsdagens udfordringer. Mød bl.a:

- **Risto Siilasmaa** (FI) – bestyrelsesformand for Nokia, F-Secure og Federation of Finnish Technology Industries samt næstformand for Confederation of Finnish Industries
- **Anne Broeng** (DK) – bestyrelsesformand for Velliv, næstformand for Bruhn Holding, samt bestyrelsesmedlem i NASDAQ Nordic, NNIT, VKR Holding, Velux, ATP, Lønmodtagernes Garantifond, Aquaporin, IFU, Danske Commodities, Købmand Ferdinand Sallings Mindefond samt Bikubenfonden
- **Lars Rasmussen** (DK) – bestyrelsesformand for Coloplast og Lundbeck, samt bestyrelsesmedlem i William Demant Holding
- **Liselott Kilaas** (NO) – bestyrelsesformand for Coala Life, samt bestyrelsesmedlem i Orkla, Norsk Hydro, DNV-GL, Folketrygd-fondet, Memira, Peab og Nobina
- **Thomas Fischer** (DK) – CEO i Valcon, samt bestyrelsesmedlem i SAS Cargo, Noclav Design og Ærø Whisky
- **Liselotte Hægertz Engstam** (SE) – CEO Innovisa, bestyrelsesmedlem i Tieto, Zalaris, Transterma, Aino Health og FCG, samt medlem af EU Kommissionens Corporate Governance-ekspertpanel
- **Mats Magnusson** (SE) – Professor, KTH Royal Institute of Technology, samt Chairman of the Continuous Innovation Network

- **Anders Hvid** (DK) – medstifter og CEO for DareDisrupt samt medlem af SIRI Kommissionen
- Dagens ordstyrer er **Jens Harsaae** (DK) – bestyrelsesformand for LanguageWire, Plus Pack, Peter Justesen Company, samt bestyrelsesmedlem i CO-RO, Conscia og Abacus Medicine.

Vi glæder os til at se alle vore medlemmer igen – næste gang tirsdag d. 5. marts kl. 11.30 - 19 i Axelborgsalen i København. Hermed igen velkommen til enogtyvende nummer af Board Perspectives. Rigtig god læselyst.

Jakob Stengel  
**Founder & Chairman**

## KOMMENDE ARRANGEMENTER

Vi er meget stolte over at kunne præsentere en perlerække af talere og nye aktuelle temaer de kommende 12 måneder:

- Tirsdag d. 5. marts, 2019, den 8. årlige udgave af Den Store Danske Bestyrelseskonference – denne gang med temaet "The Futuristic Board"
- Onsdag d. 29. maj, 2019 med temaet "Board Evaluations & Board Dynamics"
- Torsdag d. 5. september, 2019 med temaet "Bestyrelsens rolle ved ejer- og generationsskifte"
- Mandag d. 25. november med temaet "Boards and Cyber Risks"

# ARE YOU READY FOR CHANGE?

We need to develop our organisations to be in a constant state of readiness, but how to do that when roadmaps and recipes for success are a thing of the past?

Read the article by CEO Thomas Fischer and Senior Partner Brian Daniel Jacobsen on page 7.

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# HVORDAN GENSKABER VI TILLIDEN TIL SAMFUNDET OG VORES LEDERE?



**Af Henrik Wellejus**  
Partner & Revisionsleder i Deloitte

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*På dette års World Economic Forum i Davos var det gennemgående tema tillid – eller rettere mangel på tiltro til samfundets institutioner og virksomheder samt beskyttelse af privatlivet på sociale medier.*

Mangel på tillid er et resultat af flere faktorer, herunder politisk polarisering oven på Trump, Brexit og de gule veste i Frankrig. Men også skandaler i finanssektoren resulterer i øget mistillid, da det er den sektor, som bør være ryggraden i samfundsøkonomien.

Men ikke kun politikere og finansielle institutioner påvirkes af tillidskrisen. En stigende mistillid afspejler sig også i virksomheder og enkeltpersoner, da kravene til samfundsansvar, ordentlighed og etisk korrekt opførsel er skarpere end nogensinde. Det er ikke nok at overholde love og regelsæt. Vi skal i stigende grad opføre os ordentligt.

Så hvordan genskaber man tilliden til virksomhederne og til samfundets ledere? På baggrund af mit daglige virke i revisions- og rådgivningsbranchen har jeg et bud på, hvordan vi kommer et skridt i den rigtige retning. Men først vil jeg fremhæve nogle nye fakta omkring topledernes syn på verden anno 2019.

I Deloitte har vi med analysen Success personified in the Fourth Industrial Revolution adspurgt 2000 CEO'er, inklusiv 140 nordiske ledere, om deres syn på fremtiden.

Rapporten sætter fokus på ledernes syn på den fjerde industrielle revolution ud fra parametrene strategi, samfundsansvar, teknologi og talent. Jeg vil her dykke ned i ledernes syn på strategi, talent og teknologi.

Ser vi på strategien, har lederne stor tillid til, at de kan lede virksomhederne i dag, men de er udfordrede af de hastige forandringer. De tre største udfordringer er 1) begrænset sigtbarhed og forudsigelighed, 2) for mange teknologiske muligheder samt 3) organisatoriske og geografiske siloer, der begrænser samarbejde og innovation. I Norden skiller lederne sig ud, idet de har markant større tiltro til, at de har solide beslutningsprocesser til at tilpasse strategien (51 pct. mod 29 pct. globalt), ligesom de i højere grad mener, at den strategiske proces er påvirket af en bred gruppe af stakeholders og datadrevet viden.

### **KLØFTEN MELLEM KOMPETENCER OG KRAV STIGER**

I forhold til talenter er topledere meget bevidste om kløften mellem arbejdsstyrkens kompetencer og fremtidens krav. Hele 55 pct. peger på det som den største udfordring i forhold til, om arbejdsstyrken er klar til den fjerde industrielle revolution. Her adskiller de nordiske ledere sig, idet 61 pct. har tillid til, at uddannelsessystemet kan forberede medarbejderne mod

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kun 43 pct. af de globale ledere. De nordiske ledere tager også en mere proaktiv tilgang til at ville igangsætte intensiv videreuddannelse af de eksisterende medarbejdere.

Lederne anerkender således dybden i kompetencegabet, og andelen der vil efteruddanne medarbejderne er næsten fordoblet. Her er det positivt, at de nordiske ledere udviser langt mere handlekraft og samtidig også tiltro til, at vores uddannelsessystemer kan løfte en del af opgaven.

Men som samfund og ledere skal vi tage ansvar for, at en del af medarbejderstyrken skal omstilles til helt nye jobfunktioner.

På det teknologiske område viser undersøgelsen, at de nordiske ledere i høj grad bruger teknologien til at disrupte markedet, hvor de globale ledere primært har fokus på at anvende teknologi til at beskytte deres virksomheder.

## TRO PÅ AT VI KAN GØRE EN FORSKEL

Forventninger og krav til nutidens ledere og virksomheder er således høje. Vi skal tage et stort samfundsansvar og opføre os etisk korrekt samtidig med, at vi tænker langsigtet, disrupter

det marked vi opererer i samt tiltrækker og investerer i at omstille vores talenter til at håndtere nye arbejdsopgaver.

Det kræver stærke ledere, et klart formål og en vilje og tro på, at det man bidrager med giver mening. Og at tilliden kan genskabes.

Vores formål i Deloitte er ikke at sælge revisionsløsninger og konsulenttydelser, men at gøre en forskel i det samfund, vi lever og arbejder i. Det gør vi ved at styrke *tilliden til virksomheder og finansielle markeder* og ved at bringe innovative og bæredygtige løsninger til markedet. Ser vi på revision handler det om meget mere end tal. Tallene fortæller en historie. Om resultater og forhåbninger. Gennemførte projekter og nye planer. Ved at bringe overblik og sikkerhed kan vi være med til at øge graden af tillid.

Det kræver en fælles indsats at fremme tilliden til samfundet og vores ledere. Et godt sted at starte er at holde virksomhedens formål som en ledestjerne for god adfærd og gennem vores handlinger vise, at vi gør noget for samfundet og dermed gør os fortjent til tilliden.



# THE AGILE CHALLENGE IN THE BOARDROOM



**Thomas Fischer**  
CEO, Valcon A/S

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How can we adapt the strategy, business model and organisation to the market and the world we are facing? These questions have always been asked by both the executive team and the board of directors, but instead of three-year strategy cycles and yearly strategy reviews, these kinds of questions now need checks and answers on an almost daily basis. The level of complexity and uncertainty has never been higher, and the same goes for the corresponding need for adaptability, information processing and agility to stay on a winning course.

It is indisputable that the strategic space for companies has changed significantly, so where do the boards fit into this new picture? What role do they play in these constantly changing markets?



**Brian Daniel Jacobsen**  
Senior Partner, Valcon A/S

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The brief answer is that the boards have to become far closer to the business in two ways: First, by sparring with the executive team on how to work with a broad vision instead of specific targets. Second, by being up to speed on which trends and tendencies currently characterise the markets and sectors in which the company operates. The individual board member needs to move out of his or her comfort zone to contribute with valuable knowledge on what the company should do now and not only on what the company should aim for in five years.

And the board and not least the individual board member should carefully consider what kind of value they can offer the company. Because even though it is popular among retiring CEOs to offer their experiences and services to the boardrooms, a gilded CV and solid experience are no longer a guarantee that you will be able to add value to the board and to the company.

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Your experience is still valuable, but only if coupled with broad and extensive insights into current developments and trends. For the same reason, diversity in terms of both background, age and gender is necessary to ensure breadth as well as depth in the combined knowledge pool of the board.

But let us first look briefly into the kind of changes that are happening in the companies and affecting the role of the board.

## THE PERMANENTLY READY ORGANISATION

Irrespective of sector, the technological development, social media and the UN global goals all contribute to the fact that every link in the company's value chain and every element in the business model may potentially change overnight. The tricky question is not whether we need to change but rather where, when and how!

Our organisations basically have to be designed to be able to handle speed and complexity. It is no longer enough to develop the organisation to be able to produce a service or product in the most efficient way. The most critical competitive advantage that the company can develop is the ability to course adjust at any given time. In other words, how do we develop our

business model and organisation to be in a permanent state of readiness for potential change, and how do we know when to execute which change? All without stressing the organisation but rather motivating it? This is a fundamentally different way to both lead and develop your organisation, also for the board.

And it will have rather dramatic consequences in terms of how we think, lead and execute the development of our organisations. A natural consequence of this is that knowledge, decision-making and execution powers need to be strengthened throughout the organisation. First of all, it simply takes too long to run decisions back and forth in a conventional hierarchical system. Second of all, it becomes necessary to mobilise the organisation to always be on top of new developments and tendencies, whether they are changes in customer or user behaviour and needs and/or technological opportunities that will affect the service, etc. Everyone in the organisation needs to be prepared to make fast changes, be they minor or major.



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## THE PERMANENTLY READY BOARD

So what does this all mean to the board's role in the company? The question that any board should ask itself is what role and value they can and should have in the development of the "permanently ready" organisation. Or to put it bluntly: If the board wishes to avoid simply becoming company administrators that retrospectively follow up on how things went and want to truly contribute to the development of the company going forward, then the boards also need to prepare themselves for a permanent state of readiness.

Let us explore three possible avenues for achieving this:

### *Vision statement*

The executive team has to focus far more than ever on defining visions more than conventionally defined balanced scorecard strategies. The executive team also has to ensure that the frameworks and prerequisites are present to enable the organisation to relate to strategic decisions, which used to be reserved for the executive floor.

But where does that leave the board of directors?

First and foremost, it makes it necessary for the board to take the vision into account and to contribute to its definition. And even more essentially, to follow up on the strategy definition and the related KPIs, to spar with the executive team, to challenge the executive team, to cooperate with the executive team – perhaps quarterly, perhaps more often than that – on how to best ensure that the prerequisites for success are present in the company. Just as the executive team has to facilitate its managers and middle managers, so does a board have to do with its executive team.

### *Trend spotters*

Those days are gone where you automatically brought value to the board by the grace of your past merits and the sum of your experience. We do not mean to say that this experience is not valuable because it is – it is just not enough. A board member must bring new trends and inspiration to the table.

Not only because the board must be able to contribute to the vision but also because the board must offer valuable sparring to the executive team and challenge them in constantly and gradually developing the organisation to the next stage in permanent readiness. This requires both insight into and a fundamental understanding of the company as well as an outlook on the trends and possible developments with respect to technology, policy, customers, etc. that may affect the company either positively or negatively. The board's knowledge level and understanding must be in sync with the market, and the individual board member must be able to contribute to this dynamic.

### *Dynamics in the board*

The board of directors will soon become the only part of an organisation that is considered permanent. But when the rest of the organisation must be able to be agile and change from day to day, to obtain new knowledge and convert it into action, the same should apply to the board. If the board is to be able to truly contribute to defining the right visions, to spar with the executive team and to contribute to the achievement of the vision, the board must possess both insights and the ability to spot trends. Irrespective of the sum of experience in the boardroom, you have to create a flow in the composition of the board that matches the need for knowledge or to create a more dynamic board composition to ensure that the board is an active catalyst in ensuring the prerequisites for success.

And yes, we know that this is far more easily said than done. The tricky part is that we cannot provide you with a roadmap for getting started on setting up the perfect board or being the best board member that you can be. The whole point is that roadmaps and recipes for success are a thing of the past. The only thing we know for certain is that we all need to prepare ourselves for being in a constant state of readiness.



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# SHOULD THE BOARD OF DIRECTORS AND SENIOR MANAGEMENT TAKE A KNEE FOR THE IT GOVERNANCE, DATA-PROTECTION AND PRIVACY, AND GDPR ISSUES CHARTING THE FUTURE



**By Kersi Porbunderwalla**  
President & CEO, EUGDPR Institute and CEO,  
Copenhagen Compliance

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*The board of directors are now accountable for the IT and data issues that gives businesses a commercial base and the public the opportunity to efficiently interact with the stakeholders. It forms the basis of corporate existence. After the GDPR implementation, last year Data privacy and protection issues are now considered as a fundamental right in most of the EU and the western world as a uniform privacy standard. To strike a balance, the board needs to understand the intricacies of IT and data components to perform their duties of the shared privacy data and take a bow for the virtues of GDPR implementation.*

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The GDPR implementation of IT and personal data control was necessary. The old Data Protection Directive was 23 years old and did not keep up with the news requirements of social media, big data and IoT. Therefore there are advantages for all corporate stakeholders as IT, and data protection can create customer confidence, proper IT and data management and safeguard against data breach that potentially violates trust and the organisation's earnings base.

IT Governance, risk analysis, documentation and implementation costs – but above all, the fear the significant fines and expensive legal bills is often the primary motivator for compliance because non-compliance is costly and causes substantial reputational damage. At the EUGDPR Institute, we focus on the apparent benefits to achieve through the excellent data protection and by adding the components of Governance and Risk management.

GDPR is in most organisations a business-critical area that requires a structured implementation methodology but rarely something that is at the top of the agenda for board meetings, even though more reports, show that most organisations still do not meet the future data protection and GDPR requirements.



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## **1. Confidence in digitisation is a catalyst for growth.**

Digitisation has long been focused on reducing costs and streamlining resources. However, it must be evident that digitisation also dramatically creates value as a change tool for the organisation and all stakeholders.

Confidence is eliminated when cybercriminals have accessed data, sites are hacked, services downloaded, or our sensitive information sent in the wrong direction. Data protection is a fundamental condition for us to interact freely through digital services.

The trust must be maintained. GDPR is, therefore, a good starting point for collection and handling of personal data is made under controlled conditions and with full transparency in policies and procedures.

## **2. Giving power to the data subject.**

Individually, we also achieve better privacy and control of our data with GDPR. Just as well as being entitled to control over your own home, it is a right to allow the individual to decide on his / her personal data. Today, the situation is often that much of the control of our digital data is out of our hands. It is untenable and potentially offensive to the individual.

The goal of GDPR is precise to ensure transparency in and control of processing our personal data - whether in the public or private sector. Data must always be treated correctly and confidentially. GDPR thus contains good principles for data hygiene, for the benefit of all stakeholders.

## **3. Without trust, there can be no business.**

Ethical principles for data protection can provide a clear competitive advantage. For example, in trade between EU countries Denmark and the US for billions of Danish kroner.

Data exchange and transfers are vital component of trade. The corporate economy thus depends on our digital gaming rules between businesses, consumers and the public. Potentially, our future jobs and livelihood depend on the companies who dare to opt out of focusing on data protection. These companies will be perceived as companies that do not take responsibility for their employees, customers and consumers because without trust in IT, data and privacy matters there can be no commercial activity.

## **4. GDPR protects us from expelling old habits.**

Most violations of the rules in personal data processing occur either by mistake or random and inappropriate use of data within the organisation.

Therefore, starting with establishing a good IT Governance and developing discipline with data protection culture at all levels of the organisation is essential. GDPR helps us focus on the right

places that include HR, Legal, Logistics, IT and the Sales and Marketing departments. Due to the across the organisation involvement, a corporate digital environment is built so that the entire organisation can reliably put the personal data in a structured way, where the purpose is clear, necessary and the GDPR objectives are met for compliance and risk management.

## **5. Fear can be a good motivator**

Fear is an excellent motivator and sells the history of GDPR, both on the board and in the media, but it should not be necessary to fear GDPR. It is thus my hope that the focus can shift from the amount of the fine potentially to the far-reaching negative consequences of compromising personal data and digital trust in another way.

At Copenhagen Compliance® and The EUGDPR Institute, we conduct Master Class and Executive certification seminars to address the above issues.

Please see: <https://www.eugdpr.institute/executive-certification/> and [https://www.eugdpr.institute/download/GDPR-Executive\\_Certifications.pdf](https://www.eugdpr.institute/download/GDPR-Executive_Certifications.pdf)



## LANDETS FØRENDE UDGIVELSE OM TOPLEDELSE

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**Publikationen læses af** topledere i de 300 største virksomheder, hvor der er særlig fokus på tilrettelæggelse af god selskabsledelse, bestyrelsesarbejdet, og de nye krav til samfundsansvar, herunder interessenternes forventninger til virksomheden.

**ØU Ledelse har i 15 år** inspireret ledelsen i toppen af dansk erhvervsliv. Publikationen udkommer digitalt hver anden uge med 16 artikler, analyser og interviews, med fokus på nye tendenser i konkrete virksomheds cases, best practice og interviews med toneangivende bestyrelsesformænd og topchefer.

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**Økonomisk Ugebrev Ledelse**

Om bestyrelsesarbejde, strategi og samfundsansvar

# RECRUITMENT VS. PRECRUITMENT



**Af Thomas L. Heintzelmann**  
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If you underprioritize intelligence about likely changing needs for future organizational capabilities, while hoping to be able to patch whatever competency gaps that may arise by means of traditional recruitment, you are probably not doing the good that your Board and your shareholders would expect you to. Skipping strategic workforce analysis while focusing on delivering on the expectations for the current fiscal year, might very well prove to be a serious mistake.

There are urgent situations in which "all hands' on deck" apply and when you have to stop doing what you do, to stop the ship

from sinking. When unforeseen events lead to short and immediate financial decline, when markets fall or when scandals force our businesses to a halt, we need to pull together and work harder to stay in business. That is a fact.

### ***The busy companies***

In some organizations however, this becomes a constant state of mind. Historically these organizations have trained vigorously in fixing problems here and now, and very often they are experts in it. They typically thrive on executing today rather than analyzing the situation and solve it in a perhaps smarter way tomorrow. Other organizations get "caught in the headlights" by rapid increases in competition, seemingly sudden value driven ethical demands from their customers, legislation or simply because they have failed to deliver on their own strategic workforce needs.

Such organizations tend to develop an ear and very often a taste for urgency you could say. Having spent a year putting together

and getting the new strategy approved by the Board, they almost instantly start workshopping it, breaking it down into tiers and prioritizing these into different groups categorized by their individual importance and urgency, and then label them sprints or marathons while often taking out the tiers prioritized less important. More often than not strategic workforce considerations are being placed in the category important but not urgent and sometimes even less important and hence becomes a "marathon" or completely taken out. That is unfortunate.

What can you do then? Strategic workforce considerations provide for the future success of your Company and eventually will help you out of the "urgency treadmill" and into a much more efficient and healthy state of organizational flow. So, be bold and choose it. Choose to organize in a smart way looking years ahead to foresee what changes in organizational capabilities you will encounter and start precruiting for it.

### ***Precruitment***

And what is Precruitment then. Technically it is the opposite of recruitment. In recruitment you wait for a vacancy to occur and

# BOARD PERSPECTIVES

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then start your internal process of filling the gap yourself, or by means of external vendors. Typically, time is critical in recruitment since someone already decided to vacate the position in question, which by the way brings us back to the urgency treadmill. Because you are time-restrained you are forced to narrow down the exercise geographically and in terms of looking for alternative profiles, also you probably end up having to choose between candidates in a narrow local pool.

Pre-recruitment is taking your future need for changed organizational capabilities into account and acting on it now rather than waiting for vacancies to appear. You go through your already established strategic workforce analysis results or, if you don't already have one, team up with an external vendor that can help you establish a strategic workforce plan, identify the critical persons and roles in your organization and start looking for candidates in a much wider scope. The process steps in Pre-recruitment are no different from those in Recruitment (Search), but your knowledge about your future needs and thus ability to target your campaign, the timing of the entire process, the geographical spread and the quality of your candidates are. And here is the thing. Since you are now prepared when critical people leave your organization, it is not nearly as expensive to the organization as Recruitment is.

## **Strategic Succession Management**

Strategic Succession Management take all these moving parts into account, including assisting workforce strategy building, planning and identification of critical roles and persons. The Pre-recruitment part of this service however, concentrates on

critical roles and persons only, 15-30 of them in most organizations, depending on how you choose to define critical.

As the currently sole external provider of this service, we have conceptualized the work and organized ourselves to deliver on it as an insurance-type global prescription service. We will go through your workforce analysis results with you to ensure alignment with your business strategy and help you assess the almost endless possibilities on the global candidate market. If you haven't already made your analysis, we will be happy to assist you. We will help you identify the organizational- and business critical roles and persons, and offer to stockpile external global talents for them, ready to engage with as soon as the vacancy emerges. The talents we identify are being processed in the same manner as in a Recruitment process. Interviewed, tested and reference taken.

Pre-recruitment also happens to be the preferred hiring method for the millennial generation and most likely those following them. It takes up too much time and often efforts in vain to apply for positions in endless looking corporate recruitment software systems. We would much prefer to be contacted with relevant challenges and opportunities, even if it means future opportunities rather than current vacancies.



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Bestyrelsesguiden giver nye såvel som erfarne bestyrelsesmedlemmer et unikt opslagsværk, med mulighed for at blive opdateret om nye tendenser i bestyrelsesarbejdet.

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**BESTYRELSESGUIDEN**

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**Jakob Stengel**, cand.jur., har i 20 år beskæftiget sig med Corporate Governance samt ledelsesrådgivning, først 10 år i den finansielle sektor, og de seneste 10 år som konsulent og partner hos flere af headhunterbranchens mest fremtrædende, internationale aktører, i dag i regi af Case Rose / InterSearch ([www.caseroose.com](http://www.caseroose.com)), hvor han er Managing Partner og Global Head of Board Practice. Jakob er grundlægger af og formand for Board Network - The Danish Professional Directors Association, og virker tillige som bestyrelsesformand og -medlem i en række danske bestyrelser.