

Ledelse og forandringer

Kopenhagen Konsulting, 29. august 2025
med Jon Kjær Nielsen, Jon.dk



Dagens materiale og mere:
jon.dk/kopenhagenkonsulting

Kultur







Måder vi tager fejl på

- **Ambiguity effect** – the tendency to avoid options for which missing information makes the probability seem "unknown."^[8]
- **Anchoring** or **focalism** – the tendency to rely too heavily, or "anchor," on a past reference or on one trait or piece of information when making decisions.
- **Attentional bias** – the tendency to pay attention to emotionally dominant stimuli in one's environment and to neglect relevant data, when making judgments of a correlation or association.
- **Availability heuristic** – the tendency to overestimate the likelihood of events with greater "availability" in memory, which can be influenced by how recent the memories are, or how unusual or emotionally charged they may be.
- **Availability cascade** – a self-reinforcing process in which a collective belief gains more and more plausibility through its increasing repetition in public discourse (or "repeat something long enough and it will become true").
- **Backfire effect** – when people react to disconfirming evidence by strengthening their beliefs.^[9]
- **Bandwagon effect** – the tendency to do (or believe) things because many other people do (or believe) the same. Related to **groupthink** and **herd behavior**.
- **Base rate fallacy** or **base rate neglect** – the tendency to base judgments on specifics, ignoring general statistical information.^[10]
- **Belief bias** – an effect where someone's evaluation of the logical strength of an argument is biased by the believability of the conclusion.^[11]
- **Bias blind spot** – the tendency to see oneself as less biased than other people, or to be able to identify more cognitive biases in others than in oneself.^[12]
- **Choice-supportive bias** – the tendency to remember one's choices as better than they actually were.^[13]
- **Clustering illusion** – the tendency to over-expect small runs, streaks or clusters in large samples of random data
- **Confirmation bias** – the tendency to search for or interpret information or memories in a way that confirms one's preconceptions.^[14]
- **Congruence bias** – the tendency to test hypotheses exclusively through direct testing, instead of testing possible alternative hypotheses.
- **Conjunction fallacy** – the tendency to assume that specific conditions are more probable than general ones.^[15]
- **Conservatism** or **regressive bias** – tendency to underestimate high values and high likelihoods/probabilities/frequencies and overestimate low ones. Based on the observed evidence, estimates are not extreme enough.^{[16][17][18]}
- **Conservatism (Bayesian)** – the tendency to **revise belief** insufficiently when presented with new evidence (estimates of conditional probabilities are conservative)^{[16][19][20]}
- **Contrast effect** – the enhancement or diminishing of a weight or other measurement when compared with a recently observed contrasting object.^[21]
- **Curse of knowledge** – when knowledge of a topic diminishes one's ability to think about it from a less-informed perspective.
- **Decoy effect** – preferences change when there is a third option that is asymmetrically dominated
- **Denomination effect** – the tendency to spend more money when it is denominated in small amounts (e.g. coins) rather than large amounts (e.g. bills).^[22]
- **Distinction bias** – the tendency to view two options as more dissimilar when evaluating them simultaneously than when evaluating them separately.^[23]
- **Duration neglect** – the neglect of the duration of an episode in determining its value
- **Empathy gap** – the tendency to underestimate the influence or strength of feelings, in either oneself or others.
- **Endowment effect** – the fact that people often demand much more to give up an object than they would be willing to pay to acquire it.^[24]
- **Essentialism** – categorizing people and things according to their essential nature, in spite of variations.^[25]
- **Exaggerated expectation** – based on the estimates, real-world evidence turns out to be less extreme than our expectations (conditionally inverse of the conservatism bias).^{[16][26]}
- **Experimenter's or expectation bias** – the tendency for experimenters to believe, certify, and publish data that agree with their expectations for the outcome of an experiment, and to disbelieve, discard, or downgrade the corresponding weightings for data that appear to conflict with those expectations.^[27]
- **False-consensus effect** - the tendency of a person to overestimate how much other people agree with him or her.
- **Functional fixedness** - limits a person to using an object only in the way it is traditionally used
- **Focusing effect** – the tendency to place too much importance on one aspect of an event; causes error in accurately predicting the utility of a future outcome.^[28]
- **Forer effect** or **Barnum effect** – the observation that individuals will give high accuracy ratings to descriptions of their personality that supposedly are tailored specifically for them, but are in fact vague and general enough to apply to a wide range of people. This effect can provide a partial explanation for the widespread acceptance of some beliefs and practices, such as astrology, fortune telling, graphology, and some types of personality tests.
- **Framing effect** – drawing different conclusions from the same information, depending on how or by whom that information is presented.



Jon Kjær Nielsen -
Foredragsholder &
Forfatter

Civilingeniør, 2002.
Tidl. HR-specialist.

Foredragsholder og
konsulent fra 2006.

Motorcyklist, læsehest,
hobbykok, podcast vært





Jon.dk

#37922



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125,-**





Jon Kjær Nielsen

@jondk · 648 abonnenter · 96 videoer

Jeg brænder for at skabe fede arbejdspladser og jobs vi holder af - ikke bare holder ud. I de... >

jon.dk

Abonner

Start Videoer Live Playlister Fællesskab

Videoer ▶ Afspil alle



Robotterne kommer i 2024.
Fra Tesla, Sanctuary, Figure...

159 visninger · for 5 dage siden



Robotterne kommer.
Introduktion til det nye...

100 visninger · for 5 dage siden



Godt Gået! Rosekort til mere
anerkendelse, Tips #23 til...

64 visninger · for 3 måneder siden



Fremtidens Fagforening, en
samtale mellem Signe Bjørg...

53 visninger · for 4 måneder siden



Det Store
Fordybelseseksperimentet,...

56 visninger · for 5 måneder siden



4-dages arbejdsuge,
effektivitet og bedre møder...

220 visninger
· for 6 måneder siden

Arbejdsglæde ▶ Afspil alle



The powerful difference of
happy work: Jon Kjaer Nilse...



Cebu Pacific FAs dancing
wingco1129



Knald på kontoret
DGISTorkoebenhavn



ledelse
Morten Bertelsen



Sammendrag af: Projekt
Arbejdsglæde



Music and Life - Alan Watts
seandulac

Indhold

- Menneskelige reaktioner - hvorfor vi ofte tøver
- Den kritiske løftestang: Trivsel og arbejdsglæde
- Kultur, vores fælles virkelighed.
- Cases, egne eksempler.
- Lederens faldgruber
- Sådan får du andre med.
 - Undervejs dialog og gruppediskussioner —



Faldgruben:
“Nu må vi
vente og se...”







Søge boks

Forsiden

Butikker

Kategorier

Legetøj

Spil og konsol

Køretøjer

Vandhunden

Den kreative

I haven

Mor og barn

Børneværelset

Børnetøj og sko

Sæsonartikler

Diverse

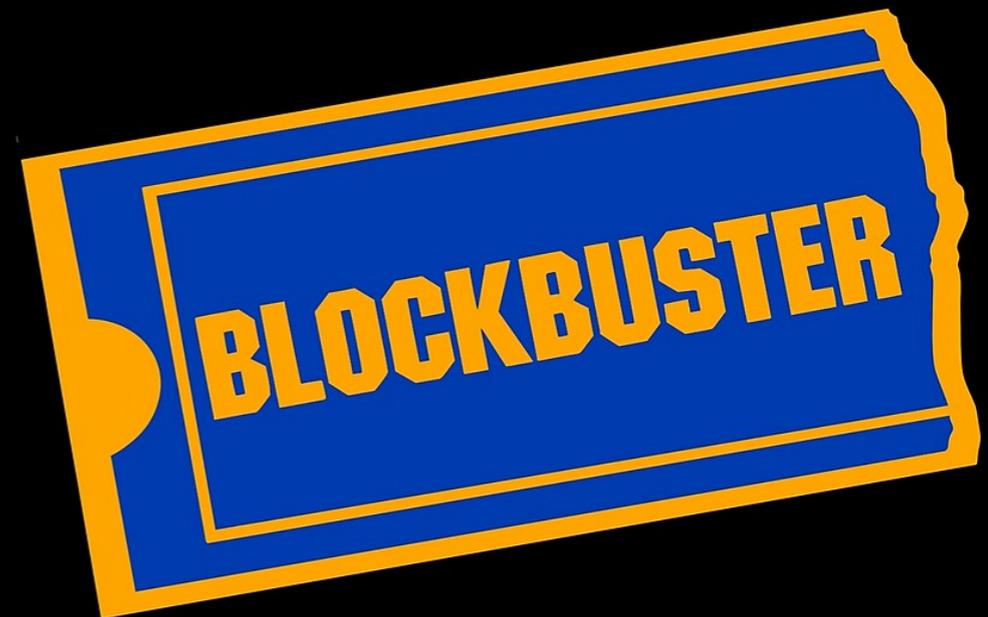
Mere legetøj end du vidste fandtes.

**71 forhandlere, med 360.723
aktive produkter**

Vi viser dig udvalget fra alle butikkerne, så du nemt kan finde det hele her. Når du finder det du vil ha, kan du nemt klikke dig videre til lige netop den butik der har dit ønskede produkt, og afslutte din handel der.



Forandringer





Forandringer



FONA



Hvorfor tøver vi?

Frygt og

Hvor har vi oplevet dette (i os selv eller hos kunder) ?

- Det ukendte
- Forringede kompetencer
- Statustab
- Mistede relationer
- Mangel på autonomi / indflydelse
- Negativity Bias

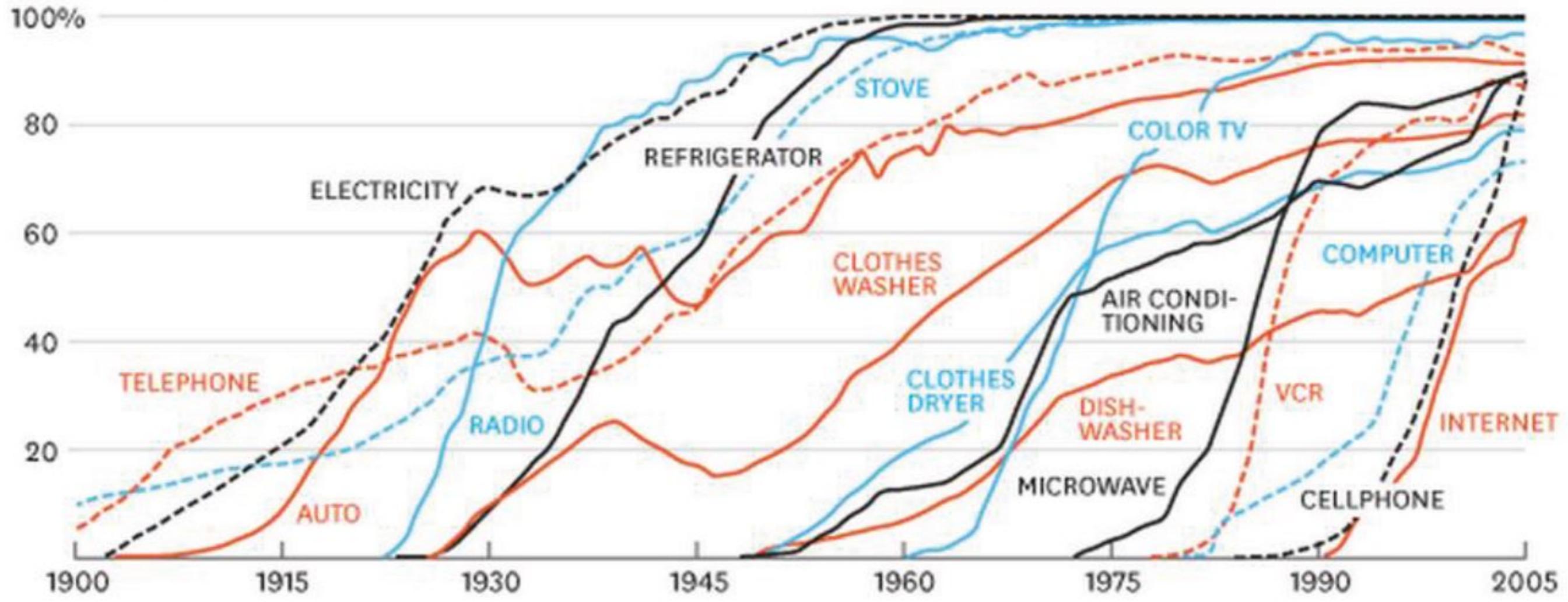


1874 "Star" Roadster
This carriage was built in the
Western Lake Erie Chapter SDC
in 1874. It is a four-wheeled
carriage with a canopy and
seats for two people. It was
used for transportation in the
area.

This Vehicle Adopted By:
Western Lake Erie Chapter SDC

WOOD
1874

PERCENT OF U.S. HOUSEHOLDS

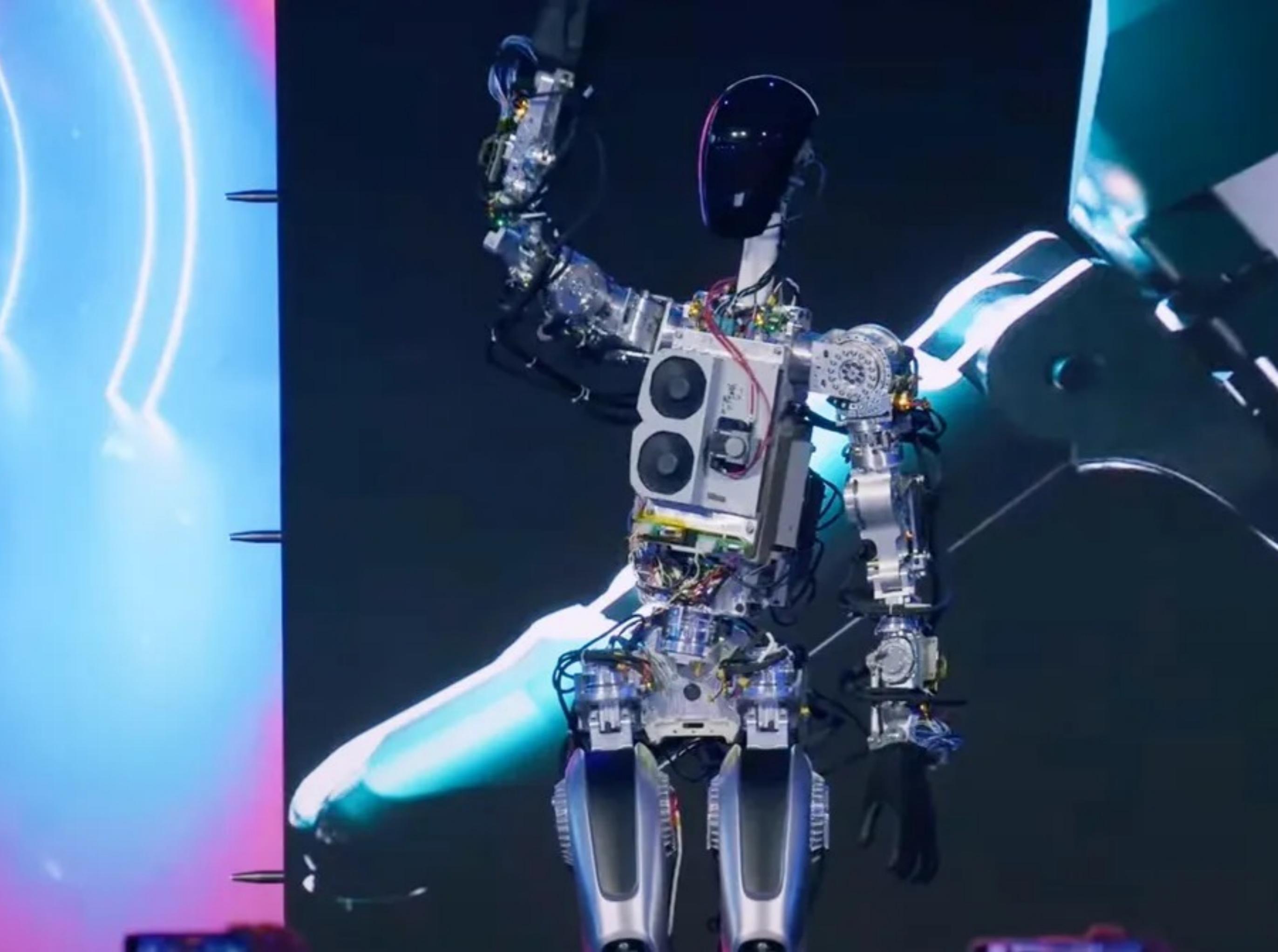


SOURCE MICHAEL FELTON, THE NEW YORK TIMES

HBR.ORG

TESLA









Nøglen:
Lyst til at hoppe
ned



Arbejdsglæde!
Gode kolleger!
Positivt fælleskab!



“Et bedre sted at være
er et bedre sted”

Produktivitet

Service

Teamwork

Sygefravær

Salg

Personaleomsætning

Kreativitet

Ledelse

Forandringsparathed

Indlæring

HBR.ORG

Harvard Business Review

JANUARY-FEBRUARY 2012

68 **The Big Idea**
Runaway Capitalism
(Beware the Peacock Effect)
Christopher Meyer and Julia Kirby

139 **Managing Yourself**
The Skills Every
21st-Century
Manager Will Need

188 **Life's Work**
Kareem Abdul-Jabbar

PLUS Audacious Ideas 2012

SPECIAL DOUBLE ISSUE

THE VALUE OF HAPPINESS

HOW EMPLOYEE
WELL-BEING
DRIVES PROFITS



Kilderne til
arbejdsglæde

Refleksion



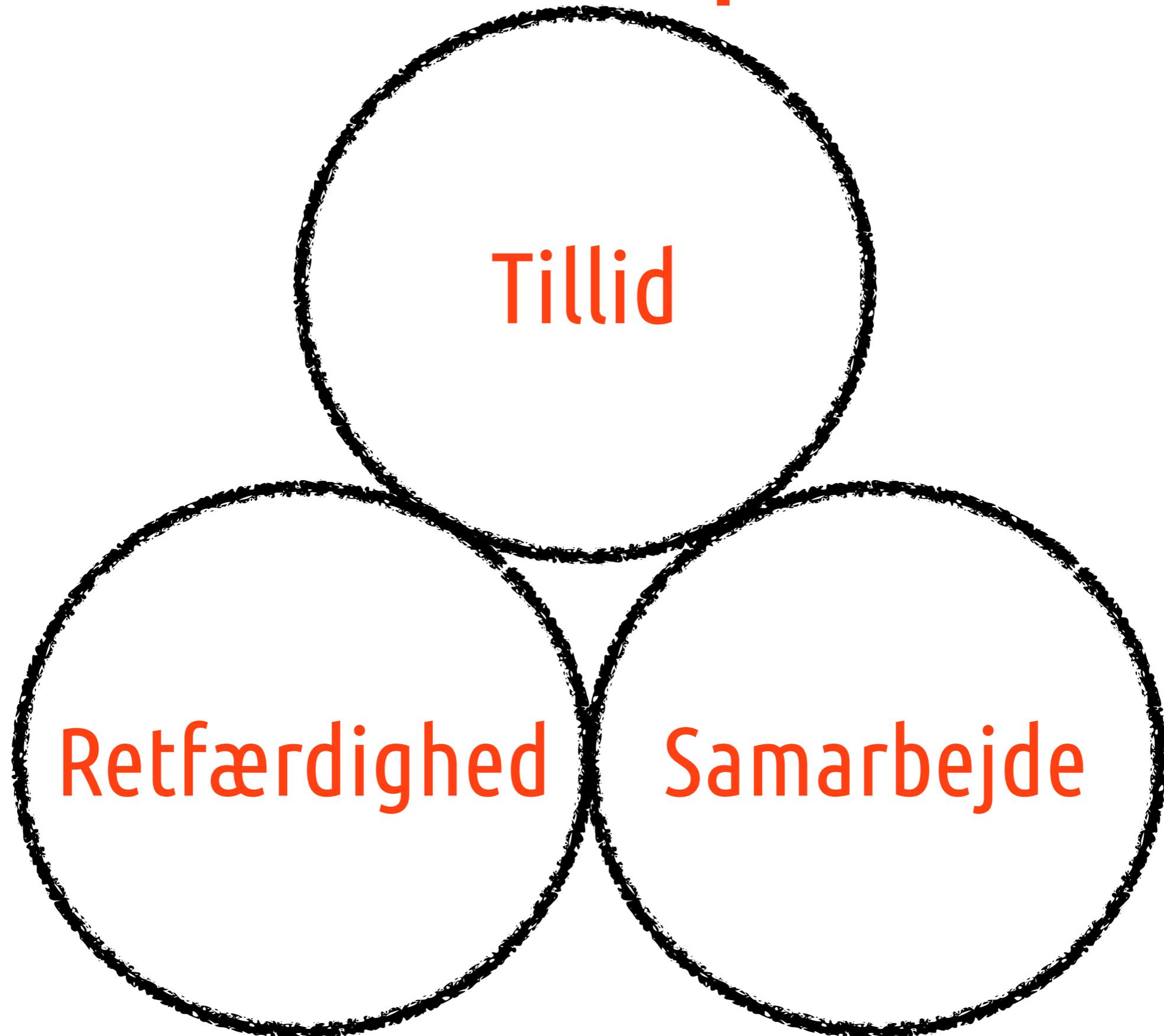
Tænk på en god
oplevelse på
jobbet

Opgave

1. Hver person fortæller om en god dag (maks 1 minut)
2. Diskuter hvad der giver arbejdsglæde. Har vi noget til fælles?
3. Opsamling i plenum.



Social Kapital



Tillid

Retfærdighed

Samarbejde

Retfærdighedseksperimentet



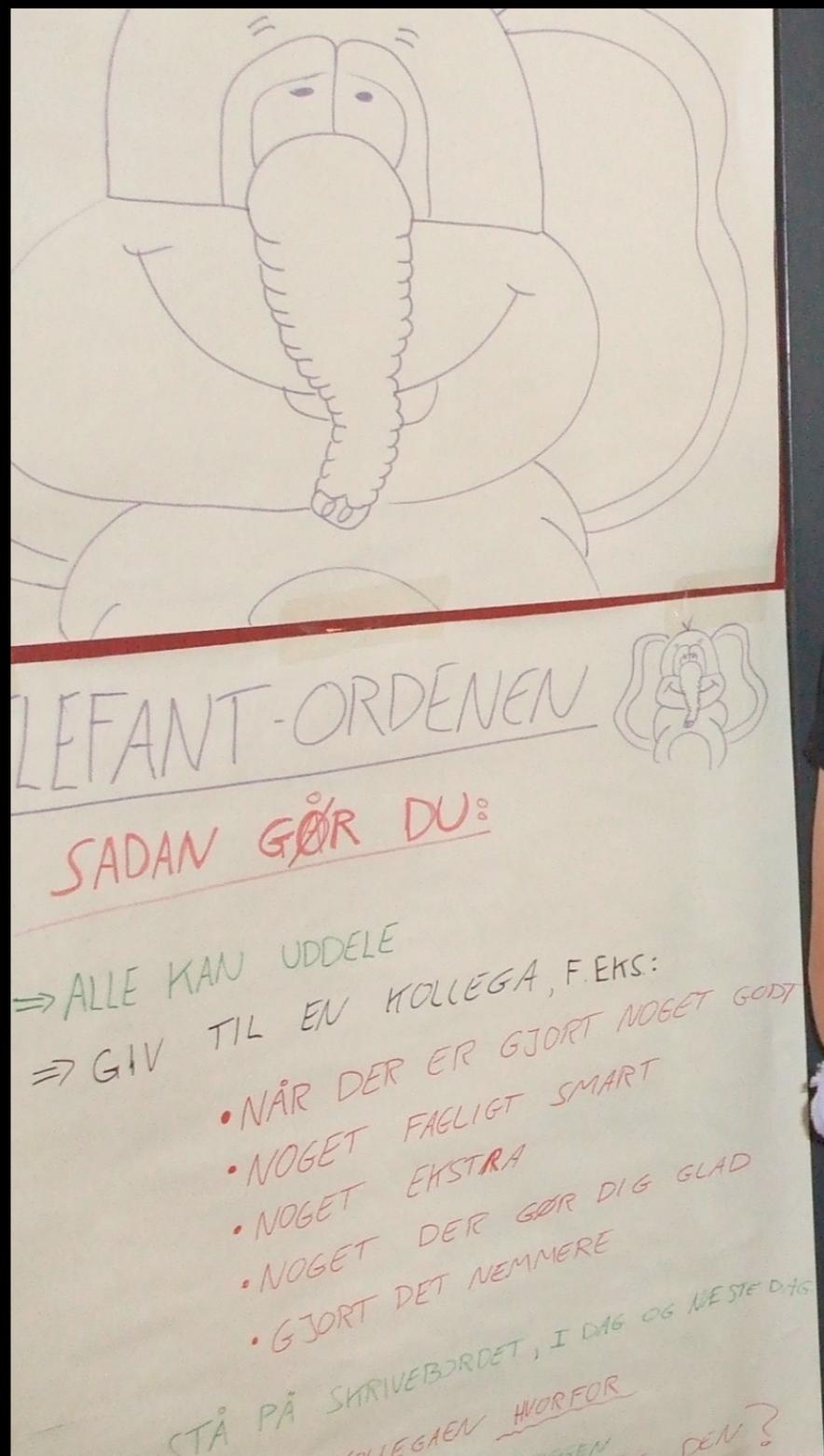
Arbejdsglædedræbere

- Rod i rammer og vilkår
 1. Brok fra kolleger
 2. Manglende anerkendelse
 3. Ikke tid nok til mit arbejde

Anerkendelse



#33 Elefantordenen



#31 Appreciation Day

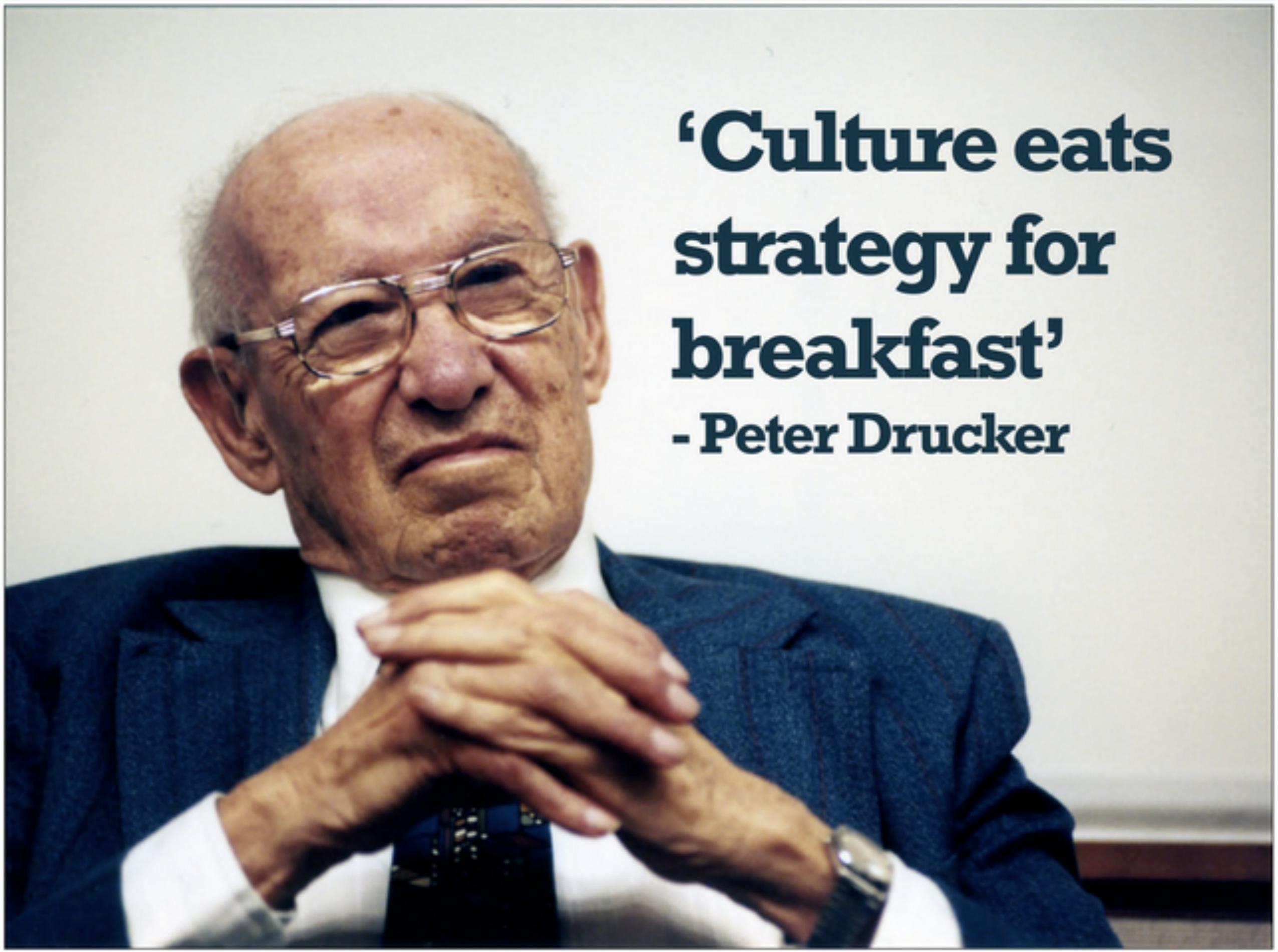


Har du rost din chef idag?



Kultur





**‘Culture eats
strategy for
breakfast’
- Peter Drucker**



#83 Lyt til de nye



?

Vi er super åbne
overfor nye
perspektiver og at
finde det fælles nye

Vi går meget op
i hvordan vi
plejede at gøre
hos "os"



Kultur - hvad har vi set hos kunder?

- Hvad møder du derude, set på “nysgerrig-til-plejer” -aksen?
- Hvordan har kultur faciliteret forandring på en positive måde?
- Hvordan har du set kultur være en bremse på forandring?



CASE



Del 1: Ny struktur

- 1 års arbejde
- 10 chefer involveret, 1000+ ansatte
- Ny divisionsstruktur
- Ændrede jobbeskrivelser
- Ny strategi (4 år frem)
- Timeregistrering
- Produkter tilkøbt, nogle afvikles

Temperaturmåling



Problemer

- Trivsel: 53/100 (lavest i firma)
- Utryghed over fremtid, jobsikkerhed
- Timeregistrering er træls
- Daglige ledere holder med medarb.
- Ledere er ikke klædt på
- De bedste smutter, de tunge bliver

Del 2: Få folkene med, øge trivslen



Del 2: Elementer

- Projekt over 8 måneder
- A) Workshop for direktørgruppen
- Kortlægge “bagom MTU”, kortlægge issues
- B) Seminar for mellemledere (70)
- C) Seminar for dagelige ledere (140)
- D) Road Show: Hvad har I sagt, hvad har vi gjort, hvad nu + Seminar om arbejdsglæde (hvad kan jeg selv gøre)
- E) Fyraftensmøder for resten af firmaet

Har du folkene med?





Lederens faldgrupper

- De forkerte motiver (G4S, DONG?)
- Sende aben videre (coaching)
- Inkompetence, forenkling af problem

Dunning-Kruger effekten

Hanlons
Razor

MAD
madmag.com



Lederens faldgrupper

- De forkerte motiver (G4S, DONG?)
- Sende aben videre (coaching)
- Inkompetence, forenkling af problem
- Magtfuldkommenhed

Cookie Monster effekten



Lederens faldgrupper

- De forkerte motiver (G4S, DONG?)
- Sende aben videre (coaching)
- Inkompetence, forenkling af problem
- Magtfuldkommenhed
- Micromanagement

Refleksion



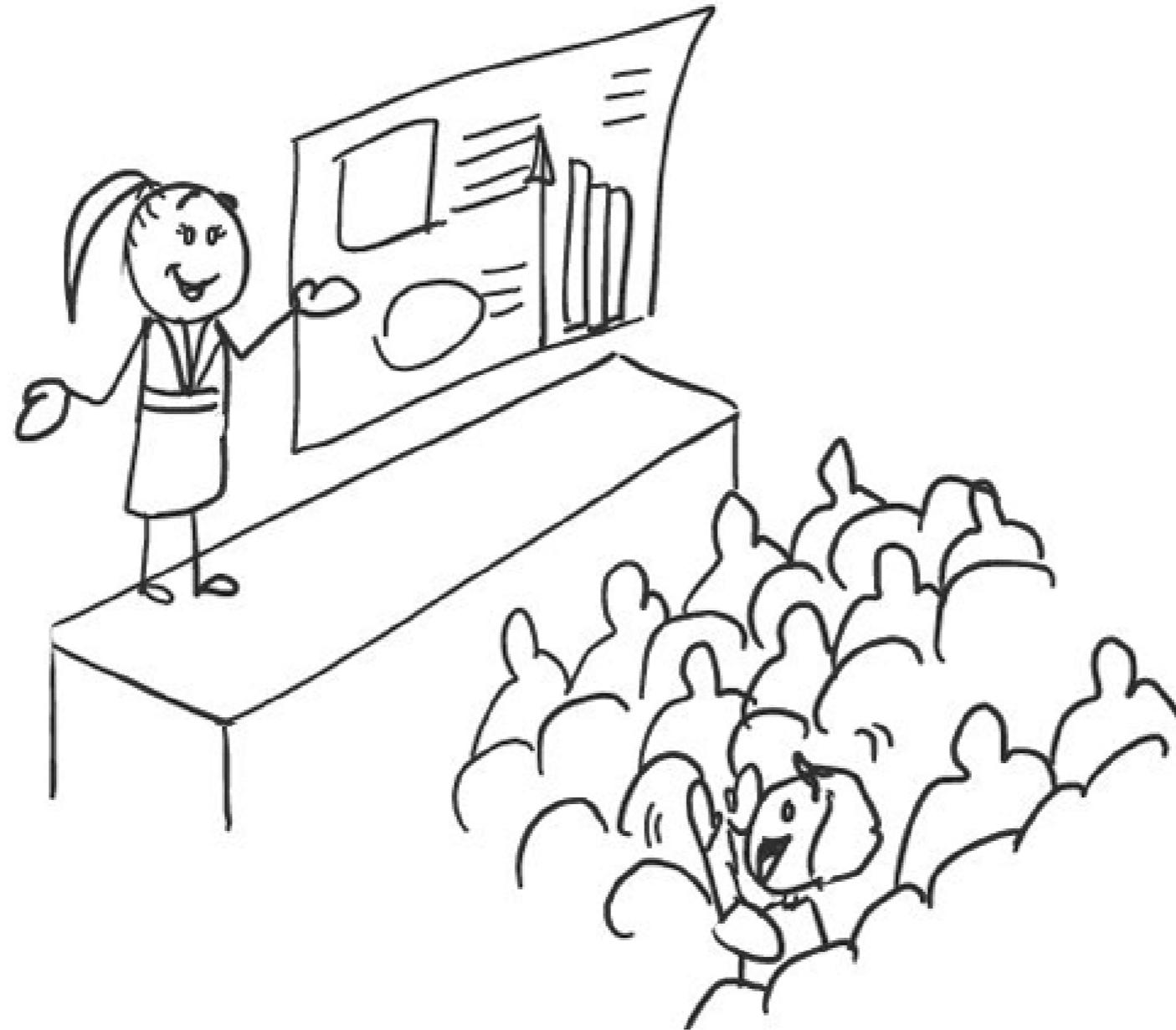
Hvor god er du (eller eller andre i virksomheden, i den udstrækning det ikke er dit bord) til at levere retning og principper som ståsted og kompasretning for de berørte medarbejderne?

Hvor står regler, bureaukrati, politik, egoer osv. i vejen for bevægelse i den retning?

Øg chancen for succes
overfor andre



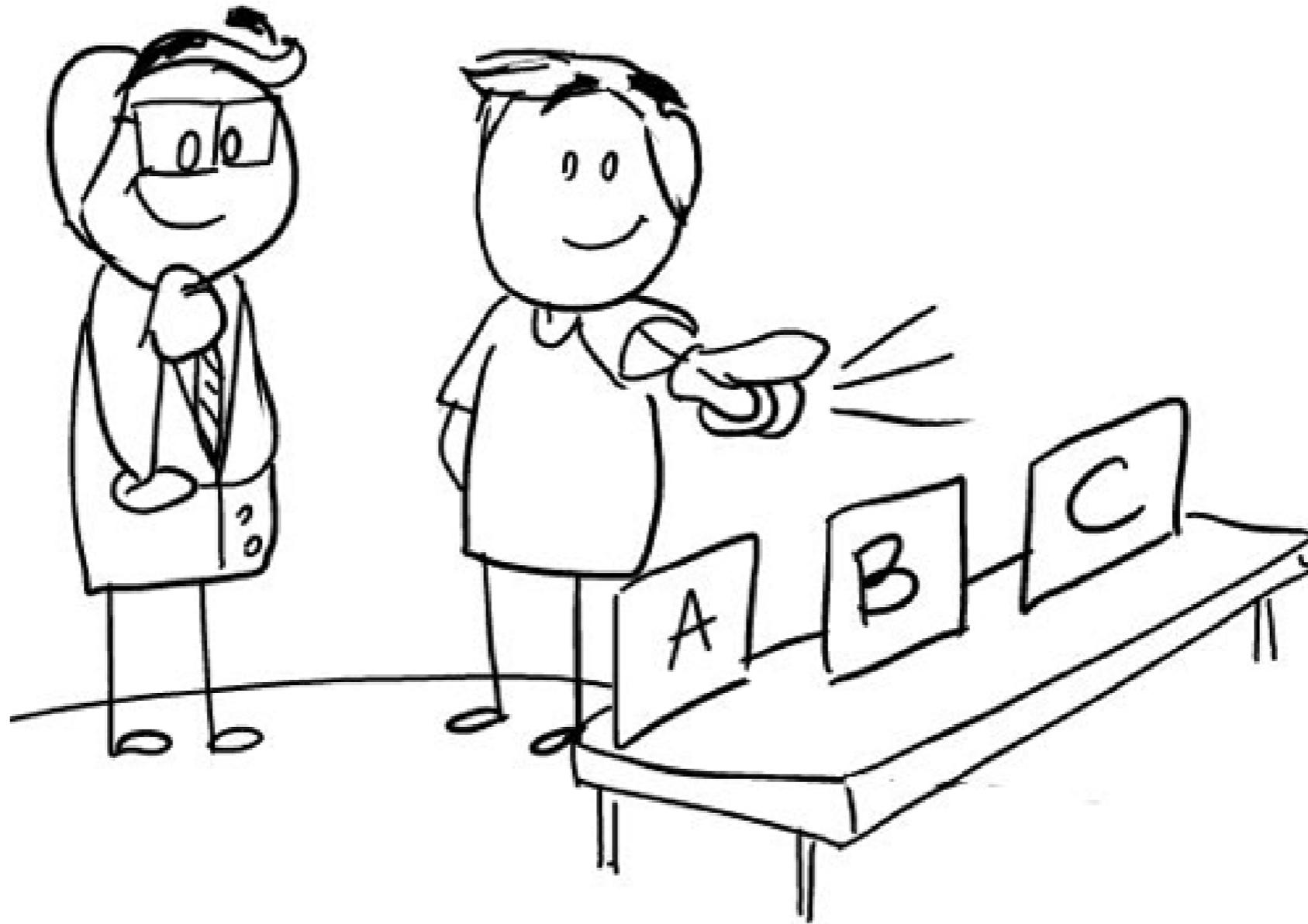
#58 Ambassadører



#88 Tag kritikere i ed



Involvering



#69 Start møder positivt



Gå foran



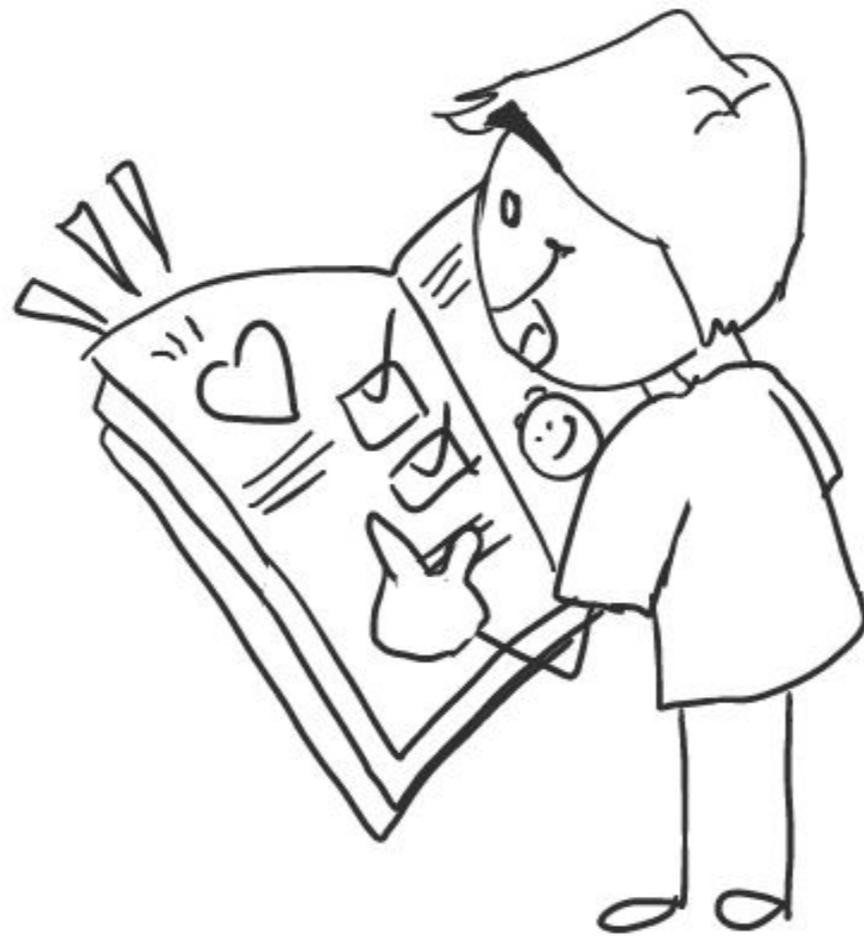
Skub andre foran



Succesmakker



Del succes og fremskridt



Fejre succeser



Giv æren videre



Champagne- øjeblikke



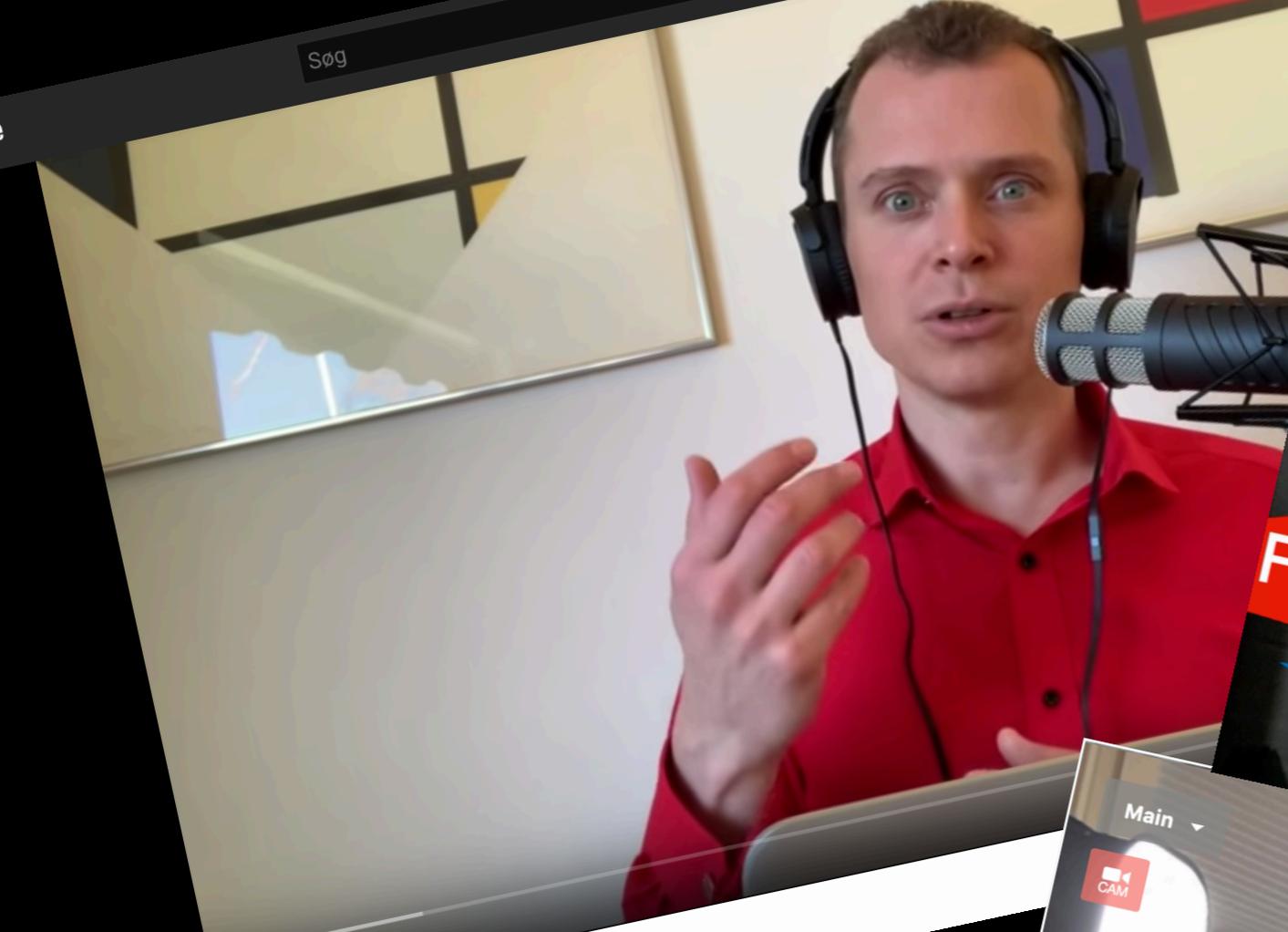


16 tips til hensigtsmæssig adfærd

Artikel om forandringsledelse på jon.dk

Givtige tilgange

- Ærlighed
- Lyt, og vis at du har lyttet
- Fokus på kerneopgaven
- Anerkendelse, fejring af fremskridt
- Dyrk kulturbærere
- Slå ned på modarbejderne
- Traditioner (gamle og nye)



FORFATTER OG FOREDRAGSHOLDER
JON KJÆR NIELSEN, M.SC.

1:04 / 12:04
Grethe skal fyres! Vil du hjælpe? - RevolutJon! podcast afsnit 07



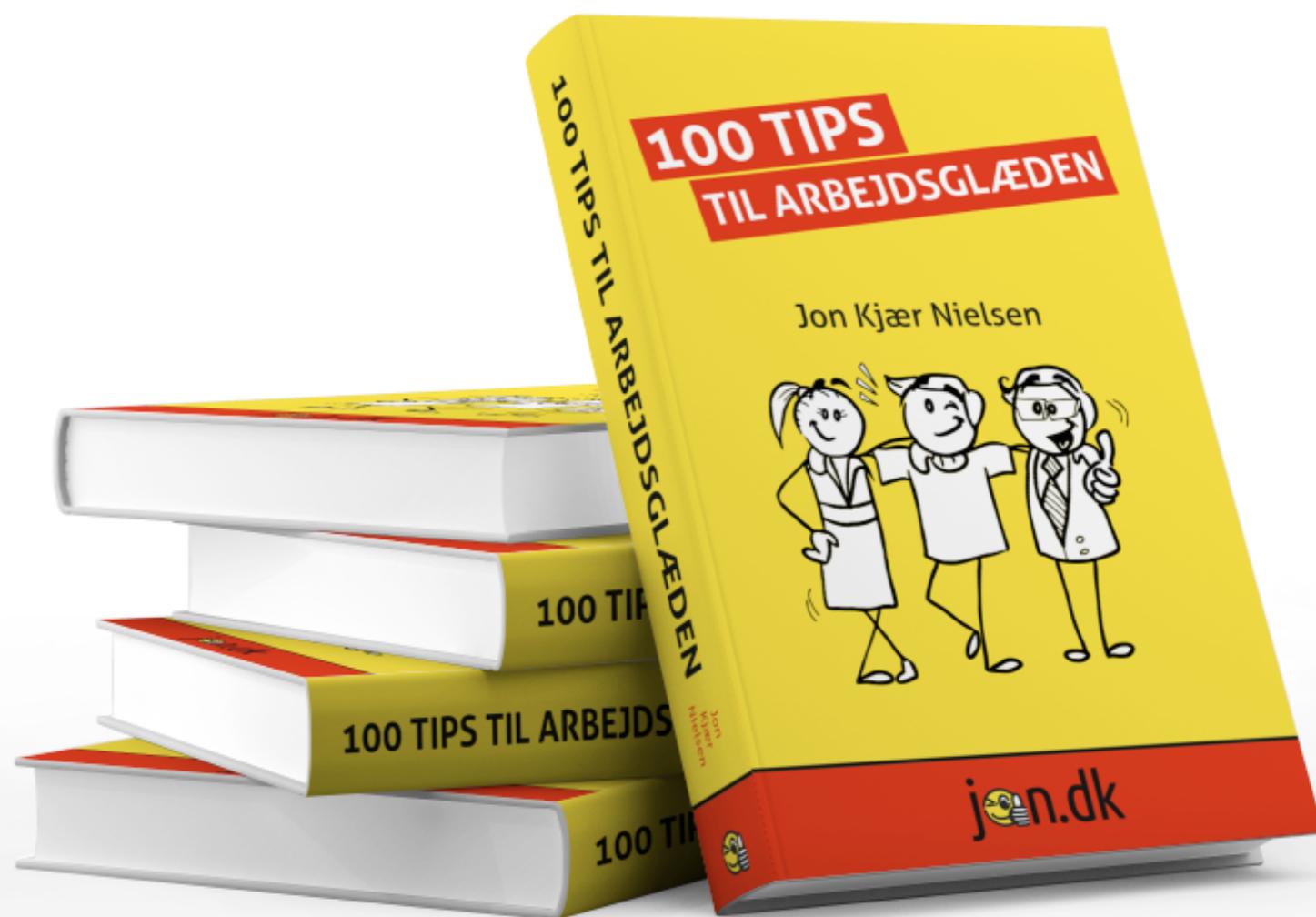


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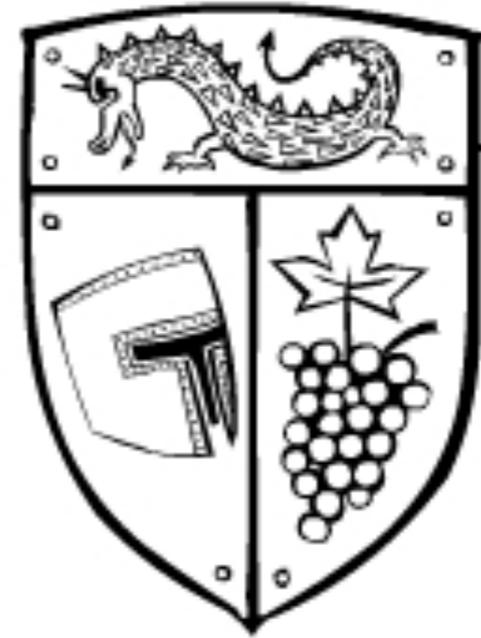


Hartmut Rosa

Social Acceleration



San Guglielmo



Montalcino





**KEEP
CALM
AND
CARRY
ON**



“Few things are essential.
Most things don't matter”
- McKeown



Four Thousand Weeks

Time Management
for Mortals

Oliver Burkeman

'Uplifting
and original'
Guardian

'Important...
searing'
Adam Grant

'Every sentence is
riven with gold'
Chris Evans

“True security lies in the unrestrained
embrace of insecurity - in the
recognition that we never really stand
on solid ground, and never can.”
- Burkeman, i The Antidote



The *Sunday Times* Bestseller

Refleksion



Hvad du gør for at mærke efter, reducere følelsen af, at alt haster og jeg er bagefter? Hvordan bevarer du roen?

Eller lykkes det overhovedet ikke for dig?

Modeller