

Forward together

- on happiness, culture and leadership

Danske Bank, June 2025

with Jon Kjær Nielsen #jondk



Materials:
jon.dk/danskebank



Preliminary title:

**Love your job!
- Or die trying**

There





A large display of beer bottles in a tunnel, illuminated with a green glow. The bottles are arranged in a long row, and the text is overlaid on the display.

**Welcome to the world's
happiest nation***

That calls for a **Carlsberg**

KIT



Arbejdsglæde

[arh-beids-gleh-de]

= Work Happiness







Jon Kjær Nielsen
Speaker & Author

M.Sc. in engineering, 2002.
Former HR Specialist.

Independent consultant
since 2006.

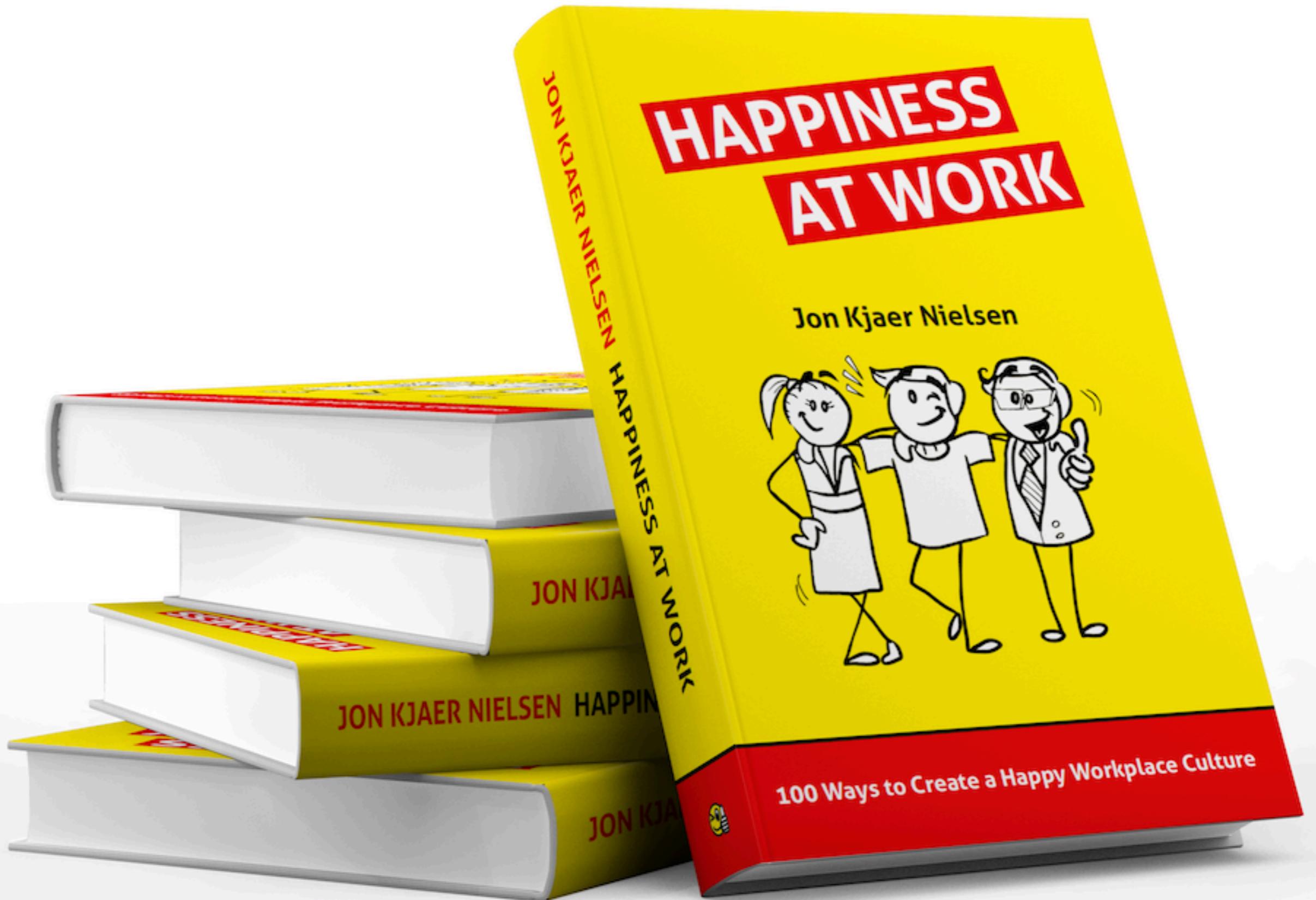
Biker, book-worm, chef,
HappyWays Podcast host



A-Speakers
International Speakers Bureau



Linked in



HAPPINESS AT WORK

Jon Kjaer Nielsen



100 Ways to Create a Happy Workplace Culture

JON KJAER NIELSEN

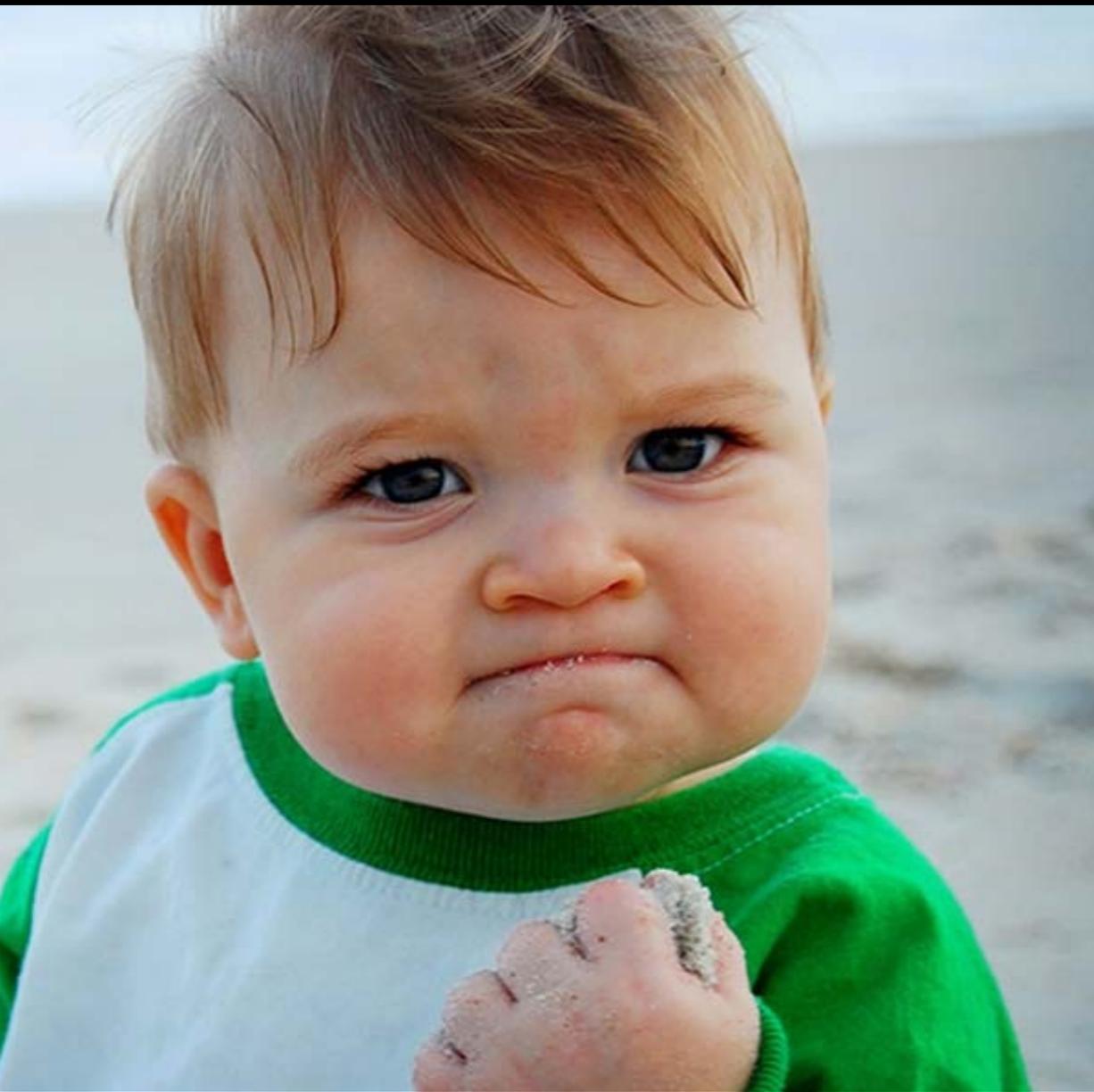
HAPPINESS AT WORK

JON KJAER NIELSEN

JON KJAER NIELSEN HAPPINESS AT WORK

JON KJAER NIELSEN

Take action for better days



- Decide on 1 to 3 things you will do after today
- Small steps!

Agenda

- Why happiness at work?
- What causes happiness at work + known issues?
- Change - opportunity or problem?
- Culture and the rules of our (work)lives
 - Lunch (yay!) -
- Being mission driven + putting strategy to work
- Gaining fellowship
- Shaping our culture - what will I do now?



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

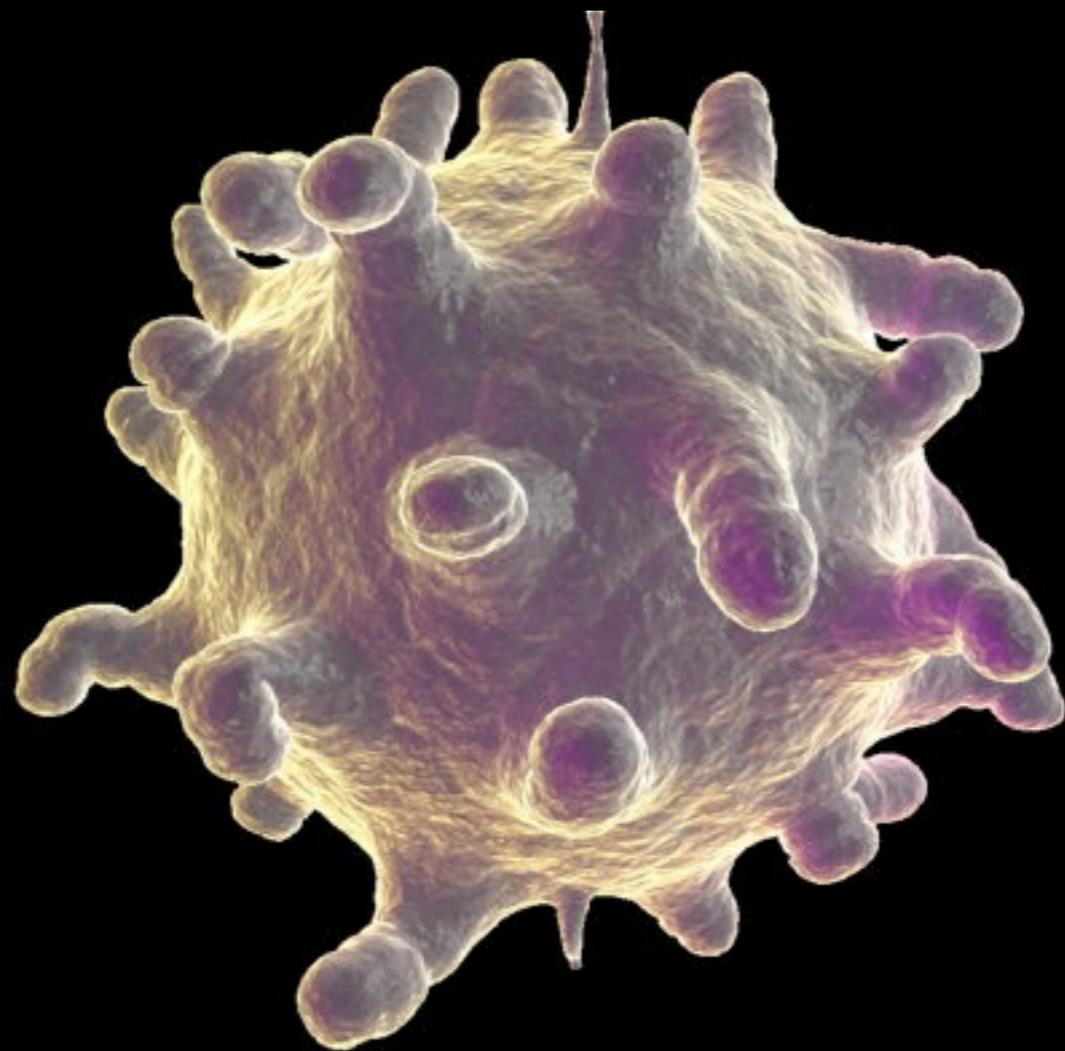




36.8°C



OMRON



Productivity:

...happy doctors are 19% faster at making an accurate diagnosis...

See: The Happiness Advantage, by Achor



Arbejdsglæde

How much...?



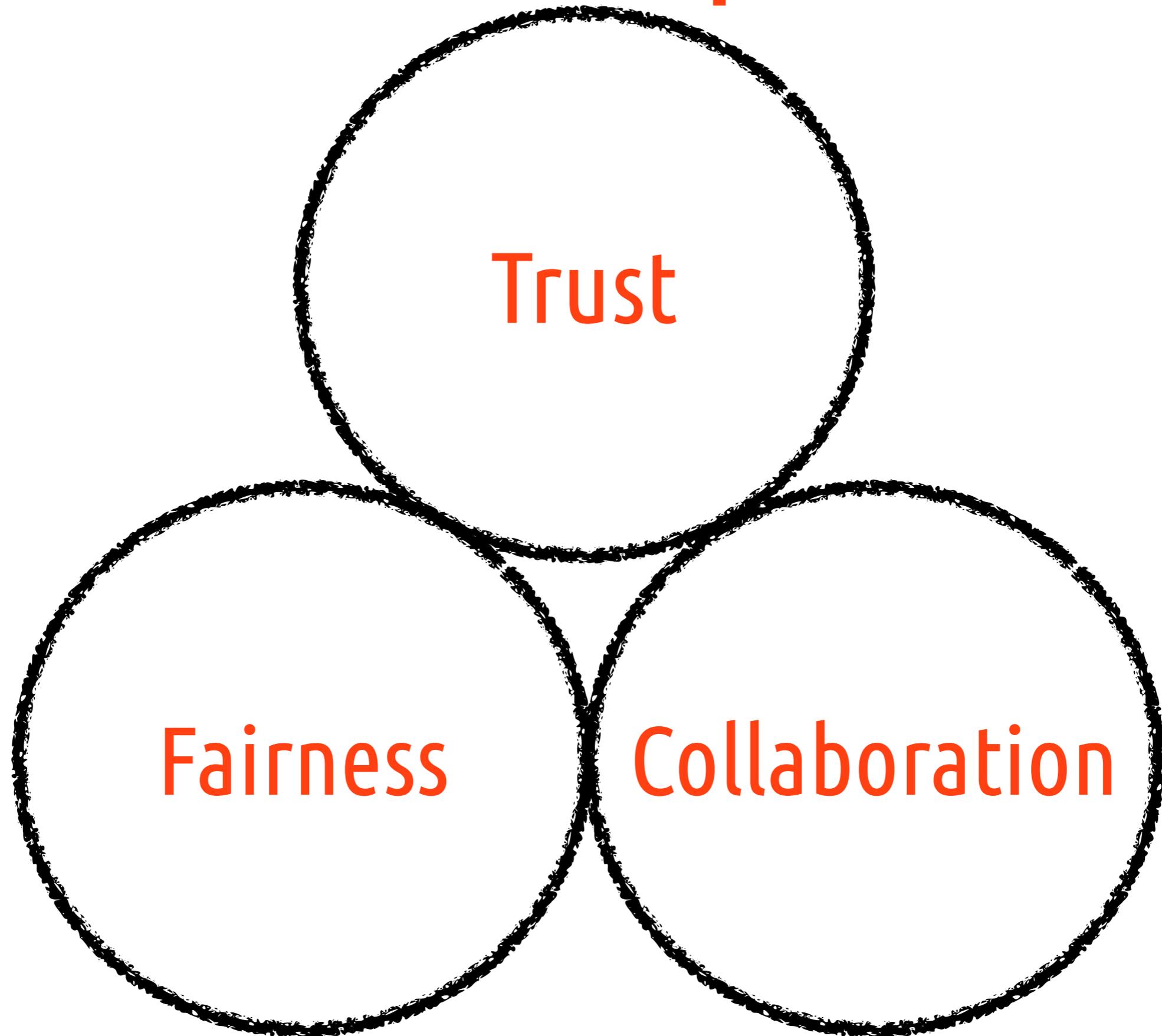
Reflection:
Think about a really
good day at work

- Good morning
- Tell me about a great day at work!





Social Capital



The fairness experiment

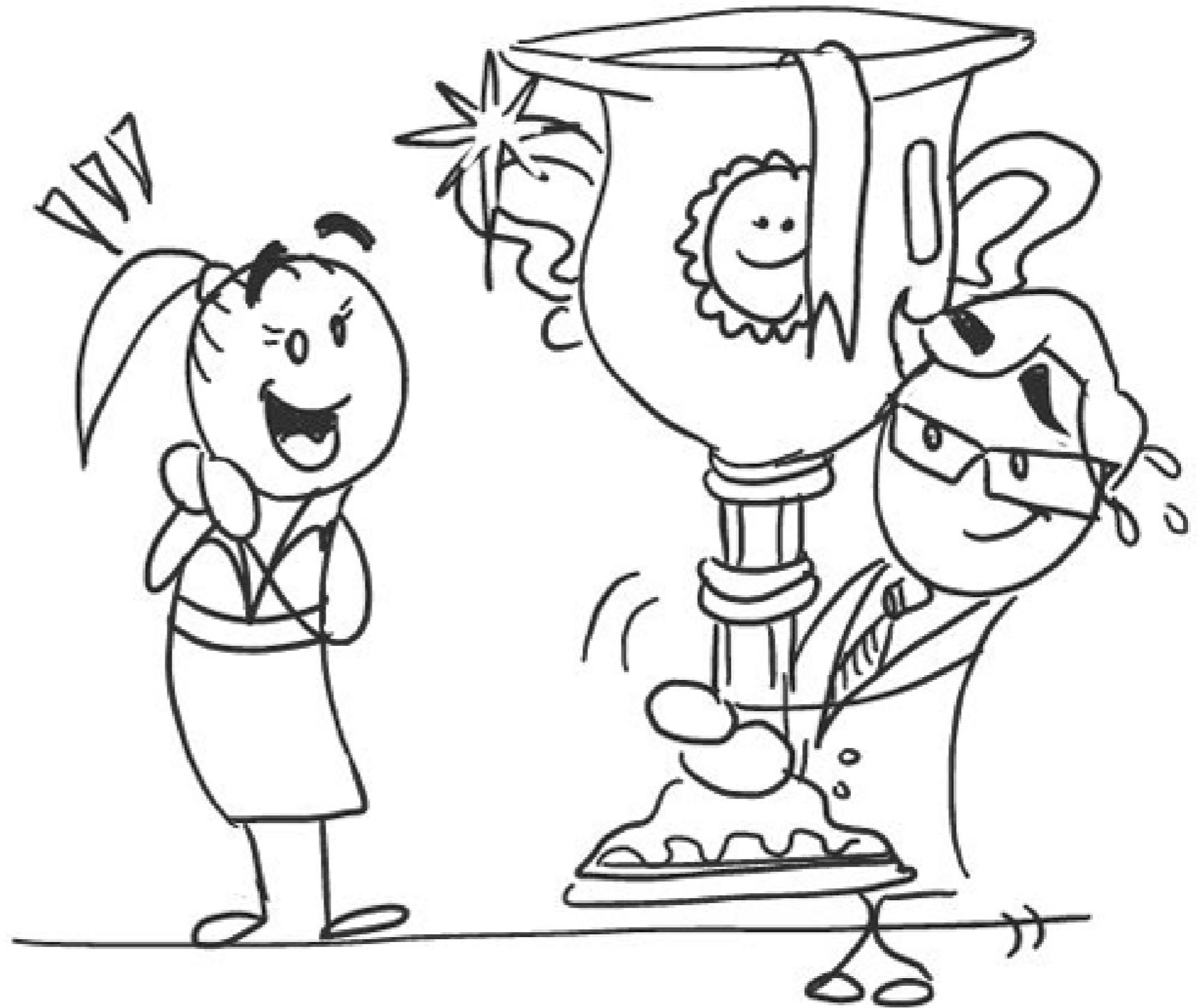
Capuchin monkey fairness experiment

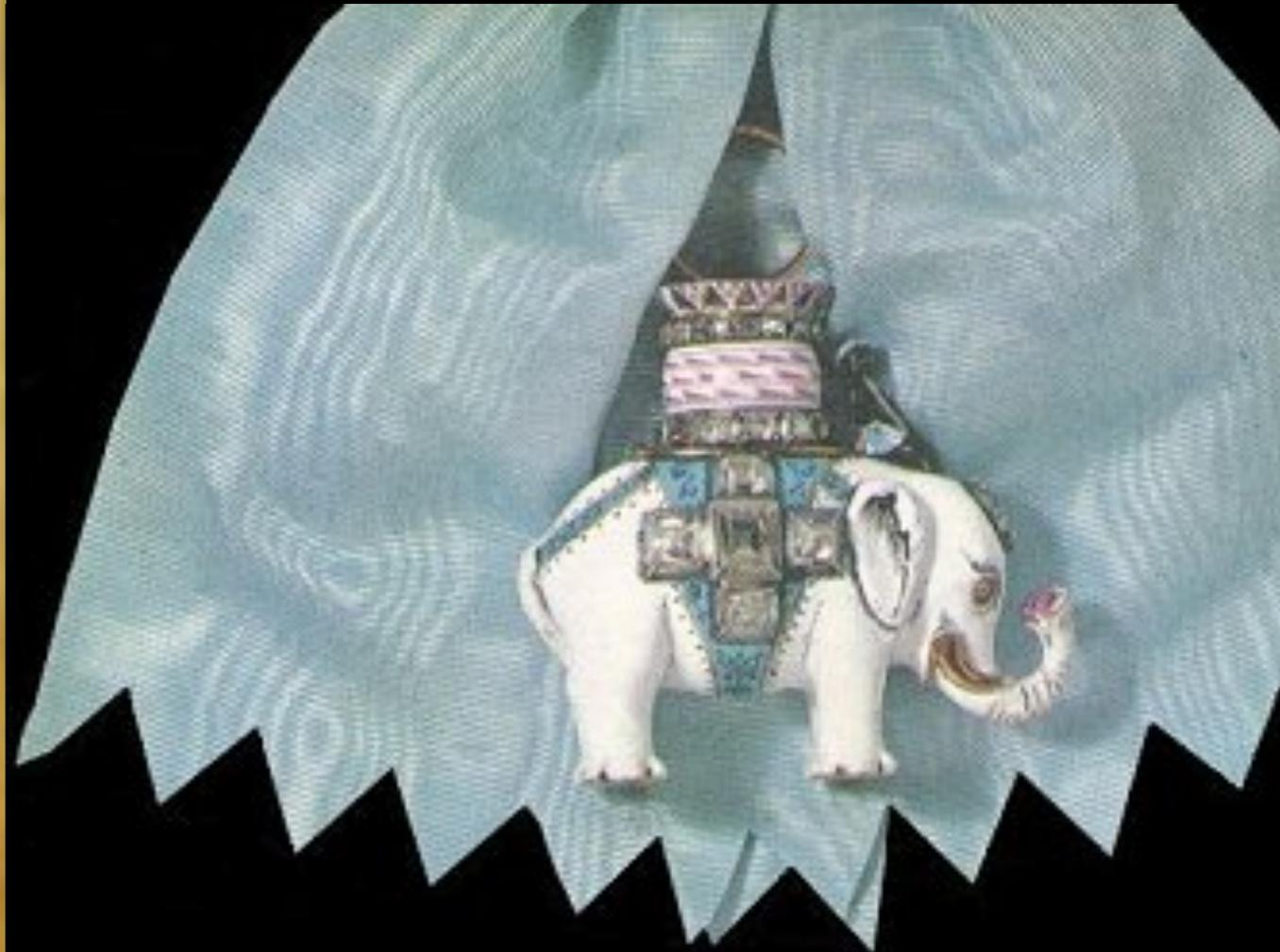


Lack of Recognition

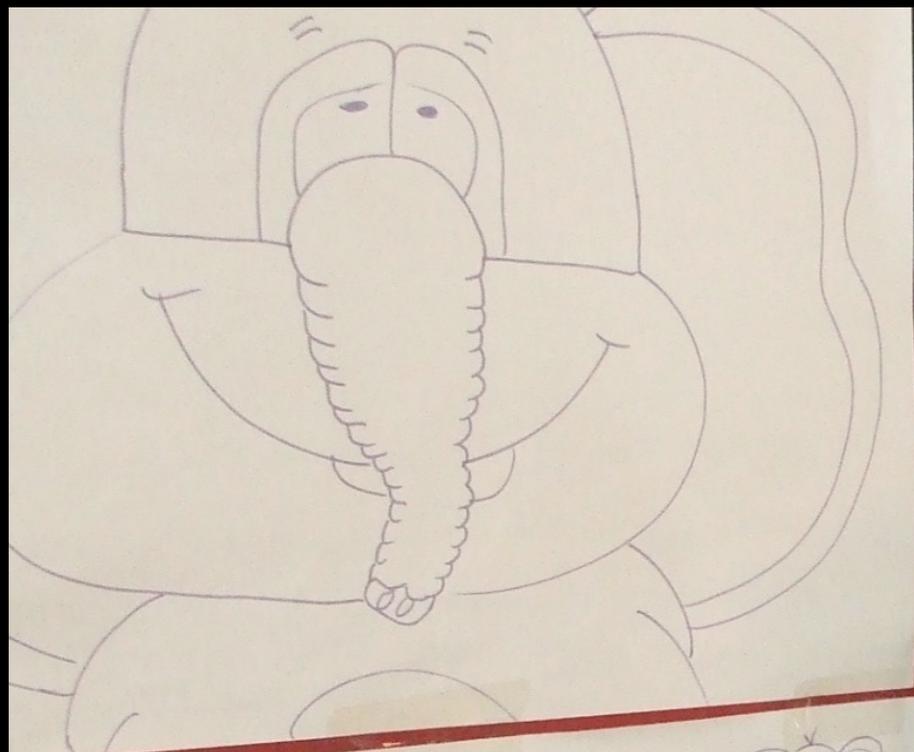


Recognition





#33 Order of the Elephant



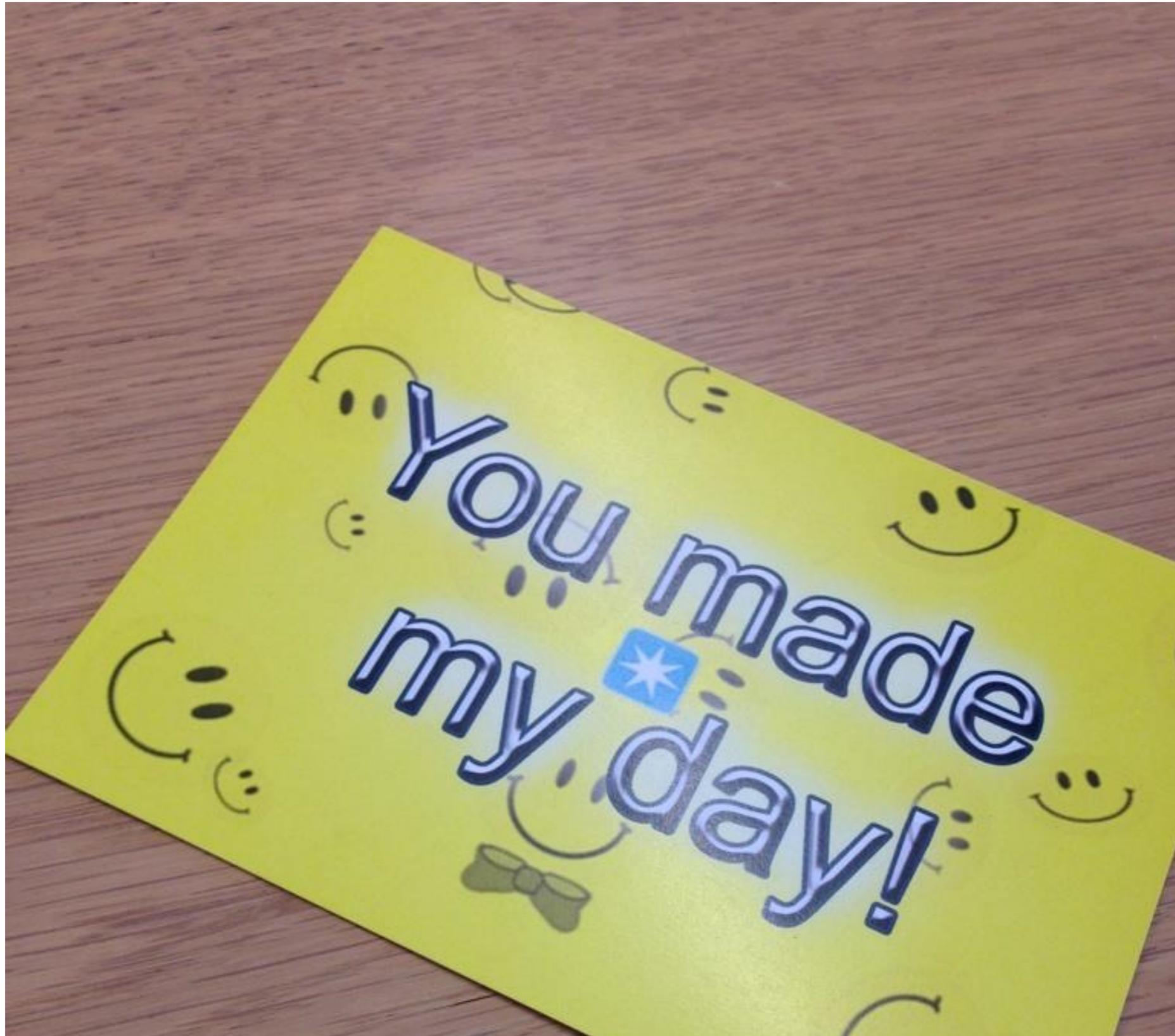
ELEFANT-ORDENEN

SADAN GØR DU:

- ⇒ ALLE KAN UDDELE
 - ⇒ GIV TIL EN KOLLEGA, F.EKS:
 - NÅR DER ER GJORT NOGET GODT
 - NOGET FAGLIGT SMART
 - NOGET EKSTRA
 - NOGET DER GØR DIG GLAD
 - GJORT DET NEMMERE
- STÅ PÅ SKRIVEBORDET, I DAG OG NESTE DAG
KOLLEGAEN HVORFOR DEN?



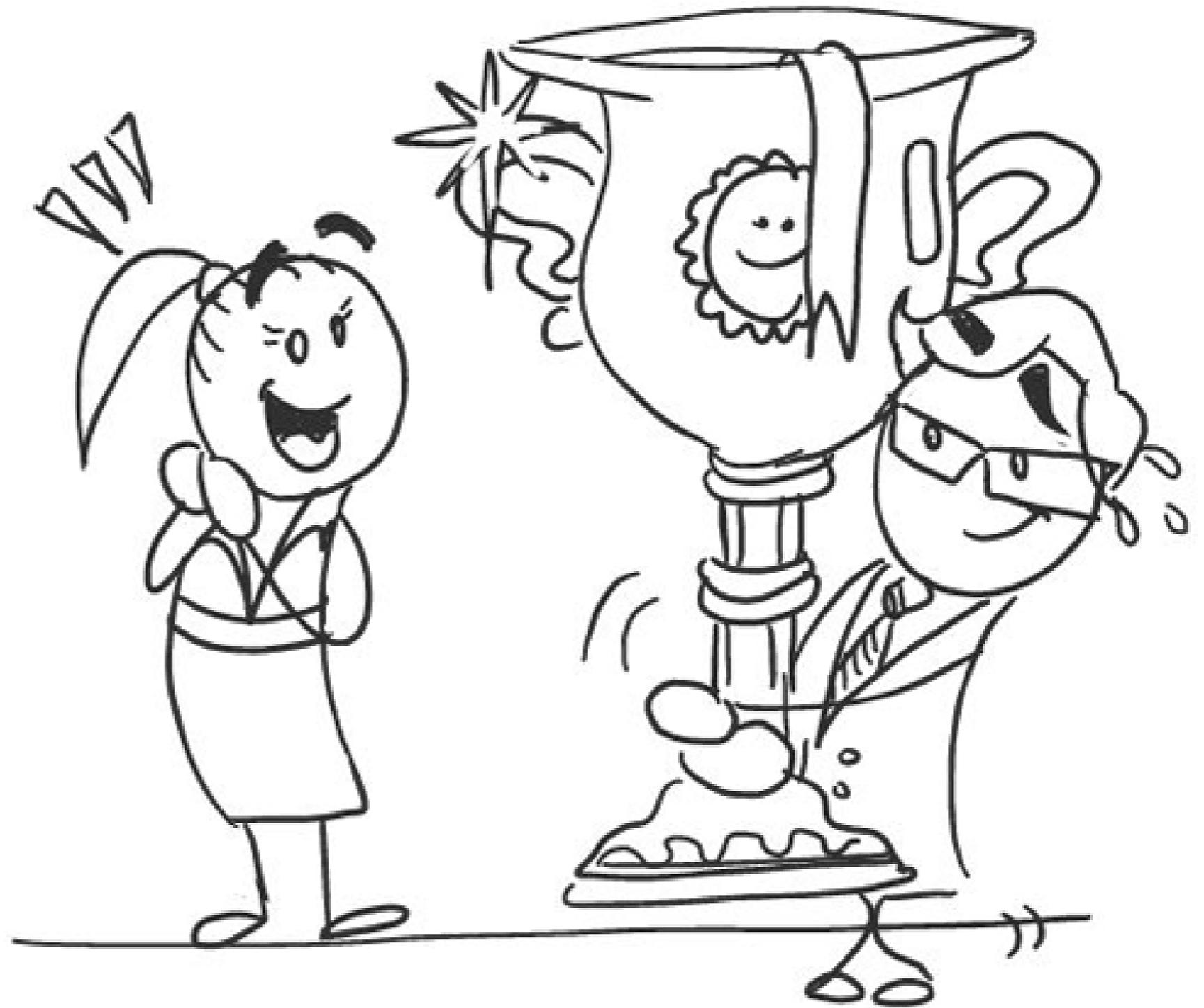
#23 Well Done! cards



The Rose Day



Celebrate success

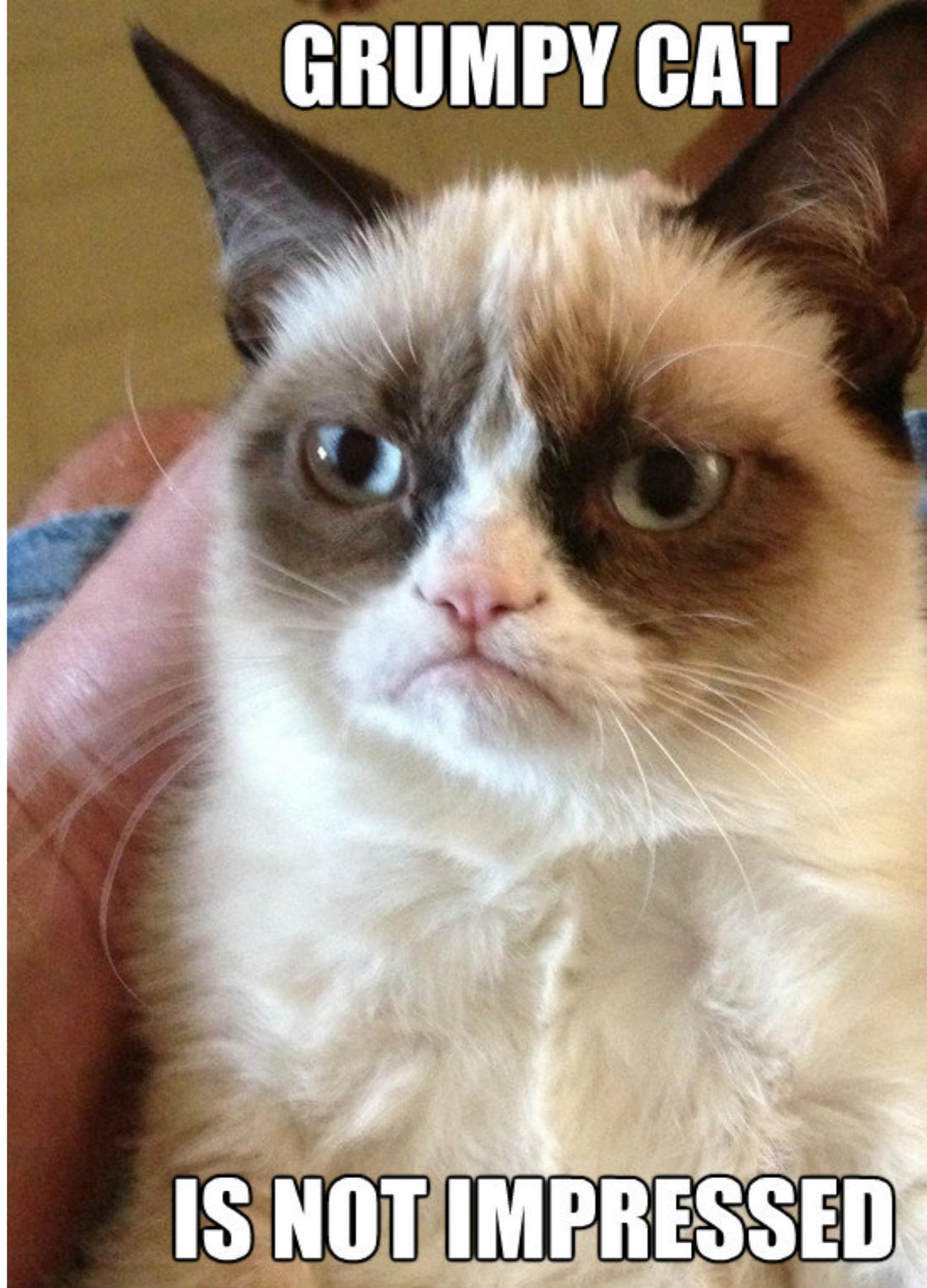


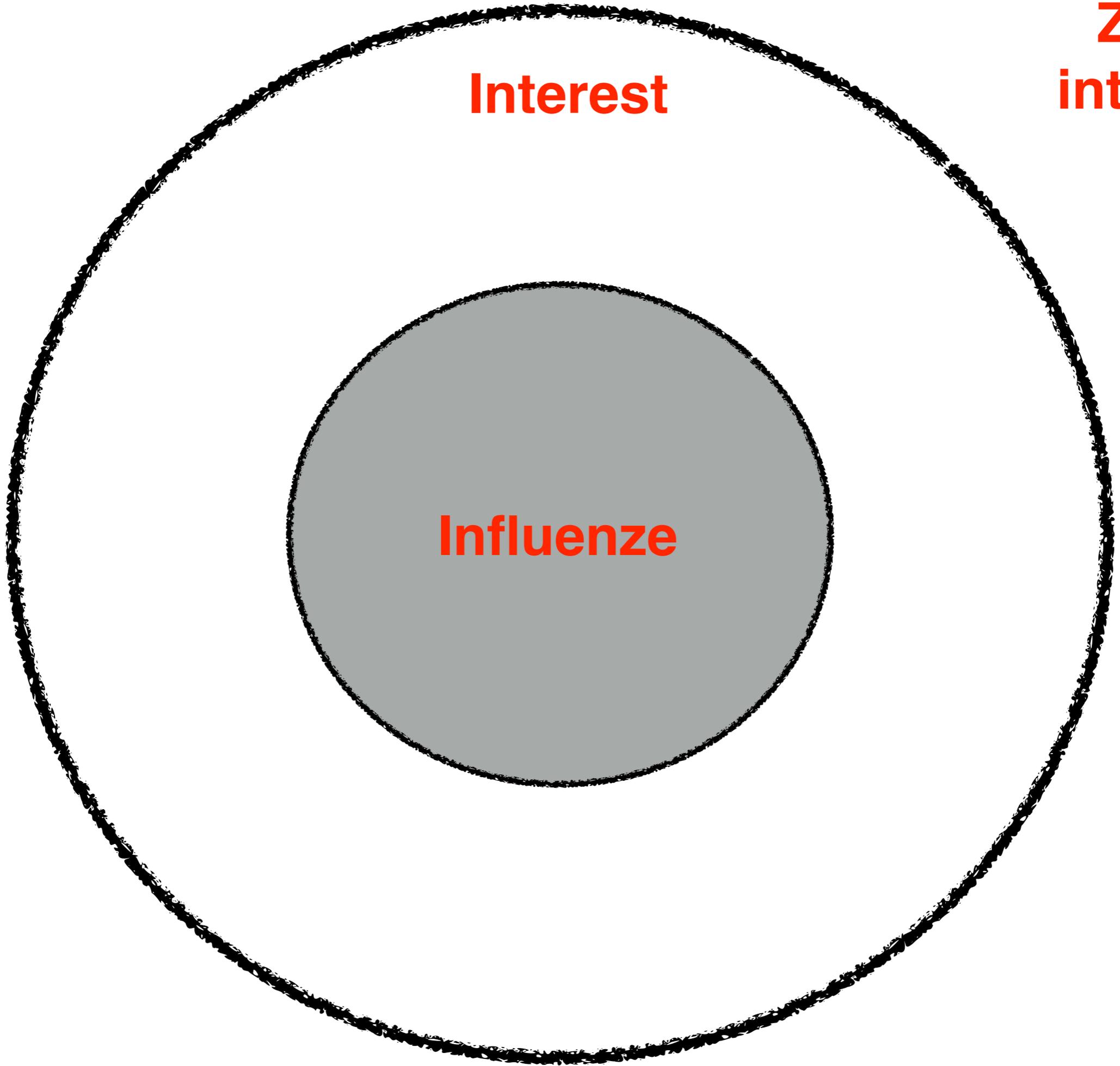


Problem #1: Whining and complaining



Playing The Victim





Interest

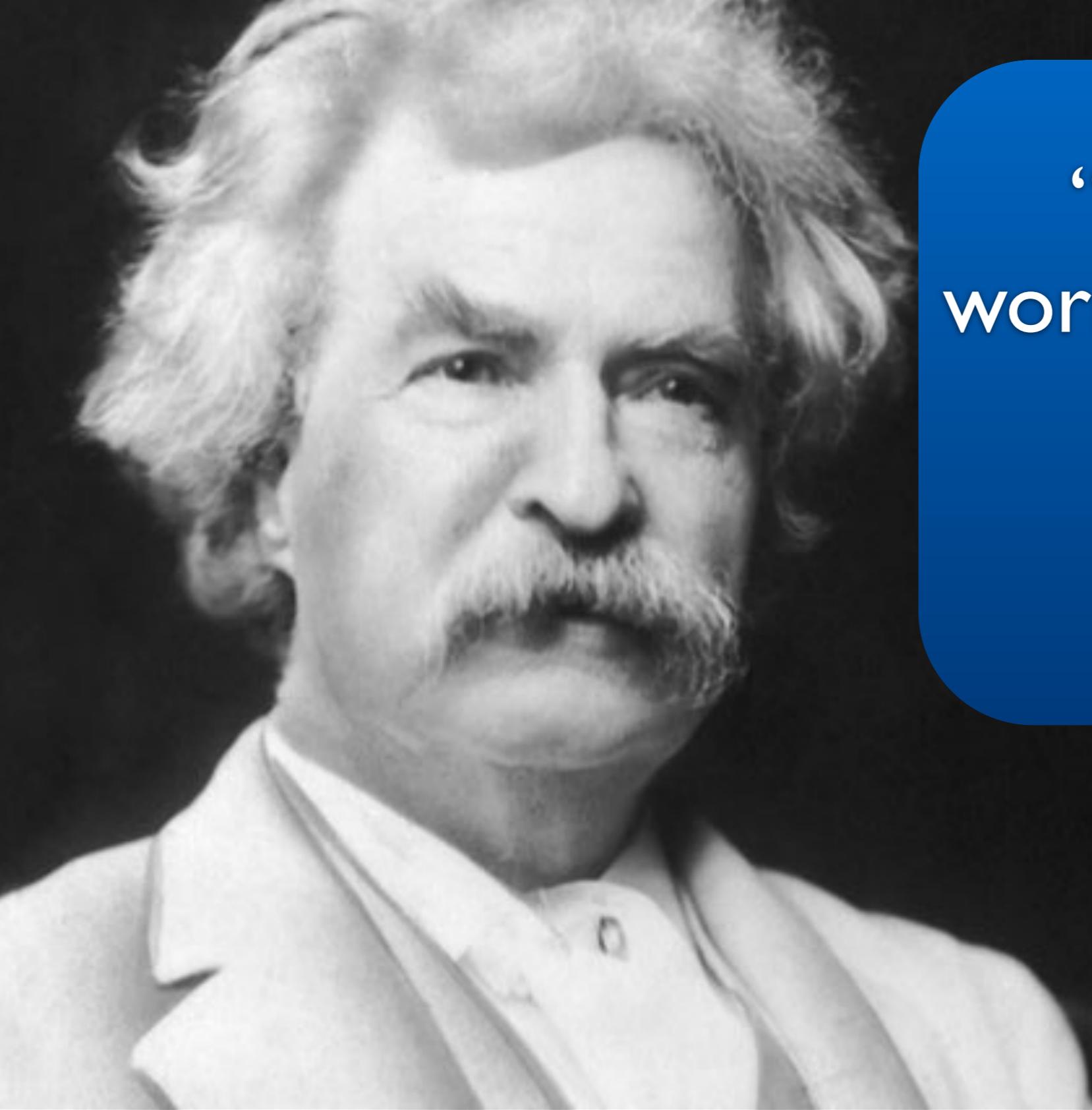
**Zero
interest**

Influenze

Shared reflection

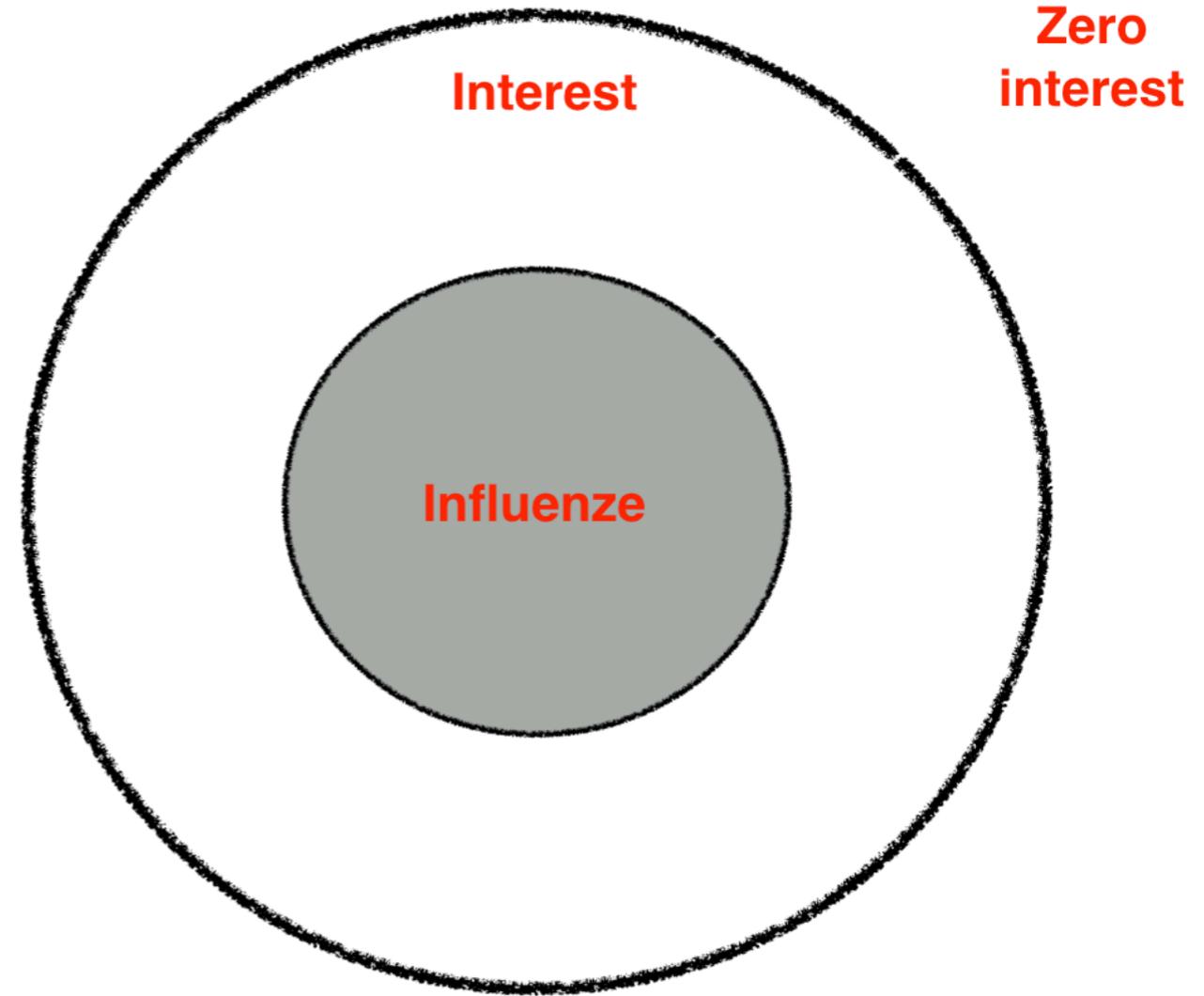
Share what takes up your attention, or that of your coworkers? That which takes up time and tends to get talked about a lot.

Where do they fall in the circle? Are these issues we can influence, or are they in fact outside our control?



“I’ve had a lot of
worries in my life, most
of which never
happened”
- Mark Twain

Worrying
usefully



Positive psychology

“One of the most significant findings in psychology in the last twenty years is that individuals can choose the way they think.”

- Martin Seligman



Optimism



**BEST TIME
EVER TO GET
BRACES!**



Smile at the World
ORTHODONTICS

SmileAtTheWorld.com



LAMAR

What Went Well?



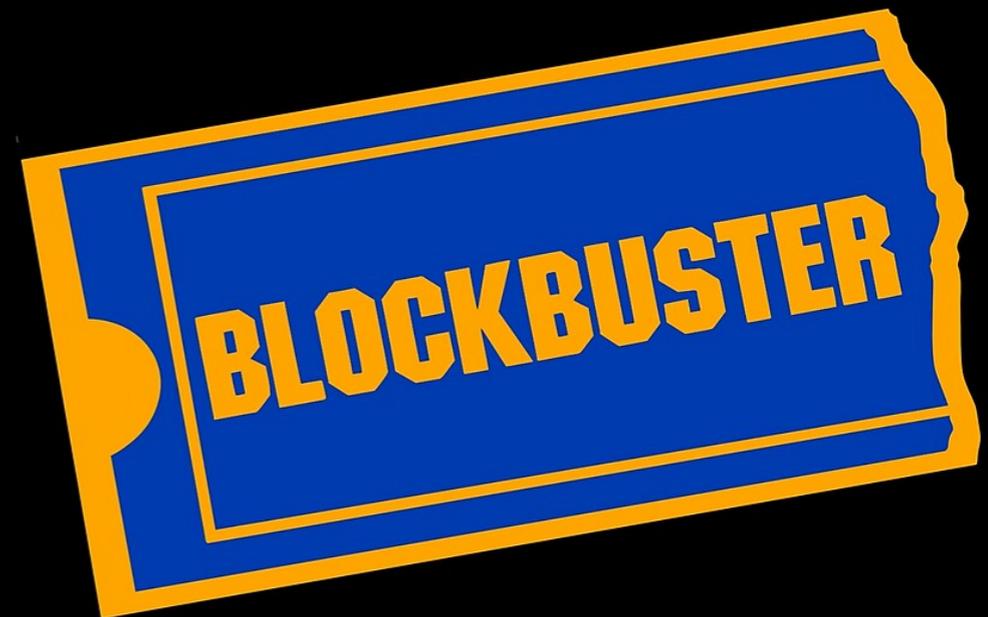
“We’ll have
to wait and
see...”







Change happened





Change happened



**TOWER
RECORDS**



A close-up photograph of a brown chicken with a surprised expression, wide eyes, and a slightly open beak. The chicken is perched on a wooden fence. The background is a blurred outdoor setting with a wooden fence and greenery.

Why the hesitation?

Fear & U

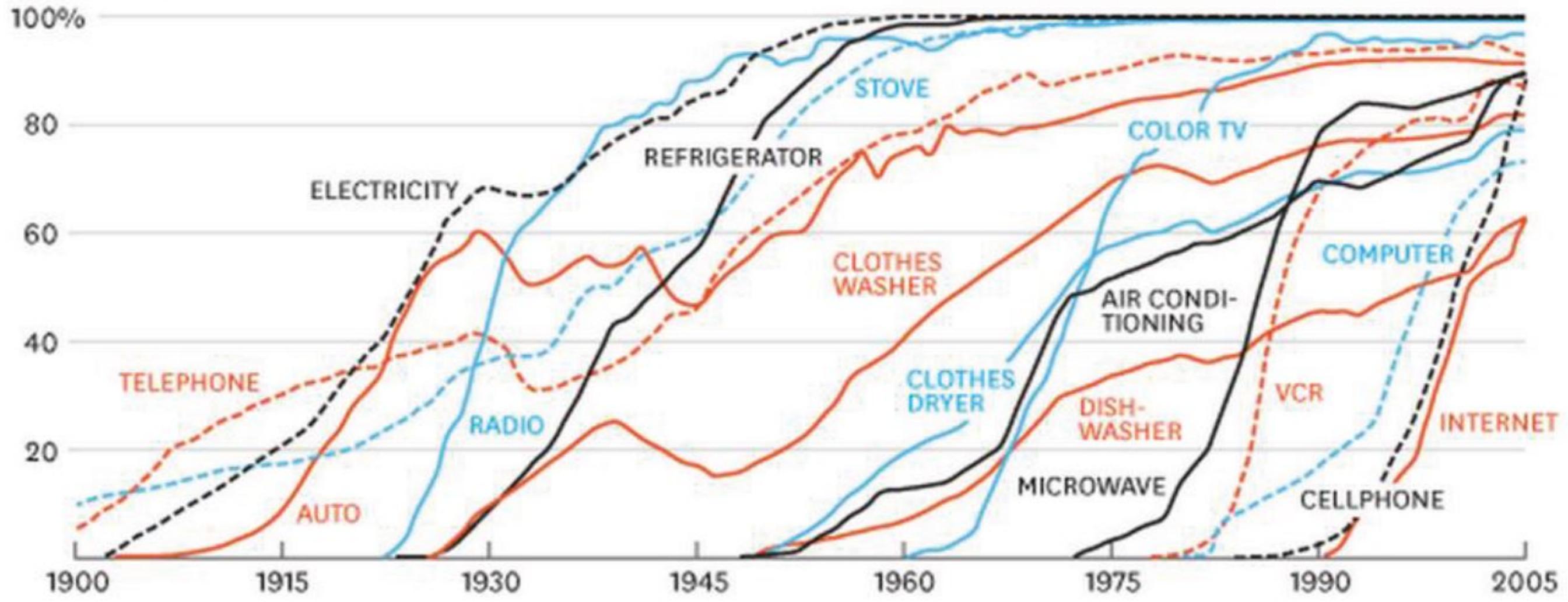
How do you see this play out, or experience it yourself?

- The unknown
- Reduced competency
- Loss of status
- Broken relations
- Outside control (lack of autonomy)
- Perceived meaninglessness

Disruption: We see it too late



PERCENT OF U.S. HOUSEHOLDS



SOURCE MICHAEL FELTON, THE NEW YORK TIMES

HBR.ORG

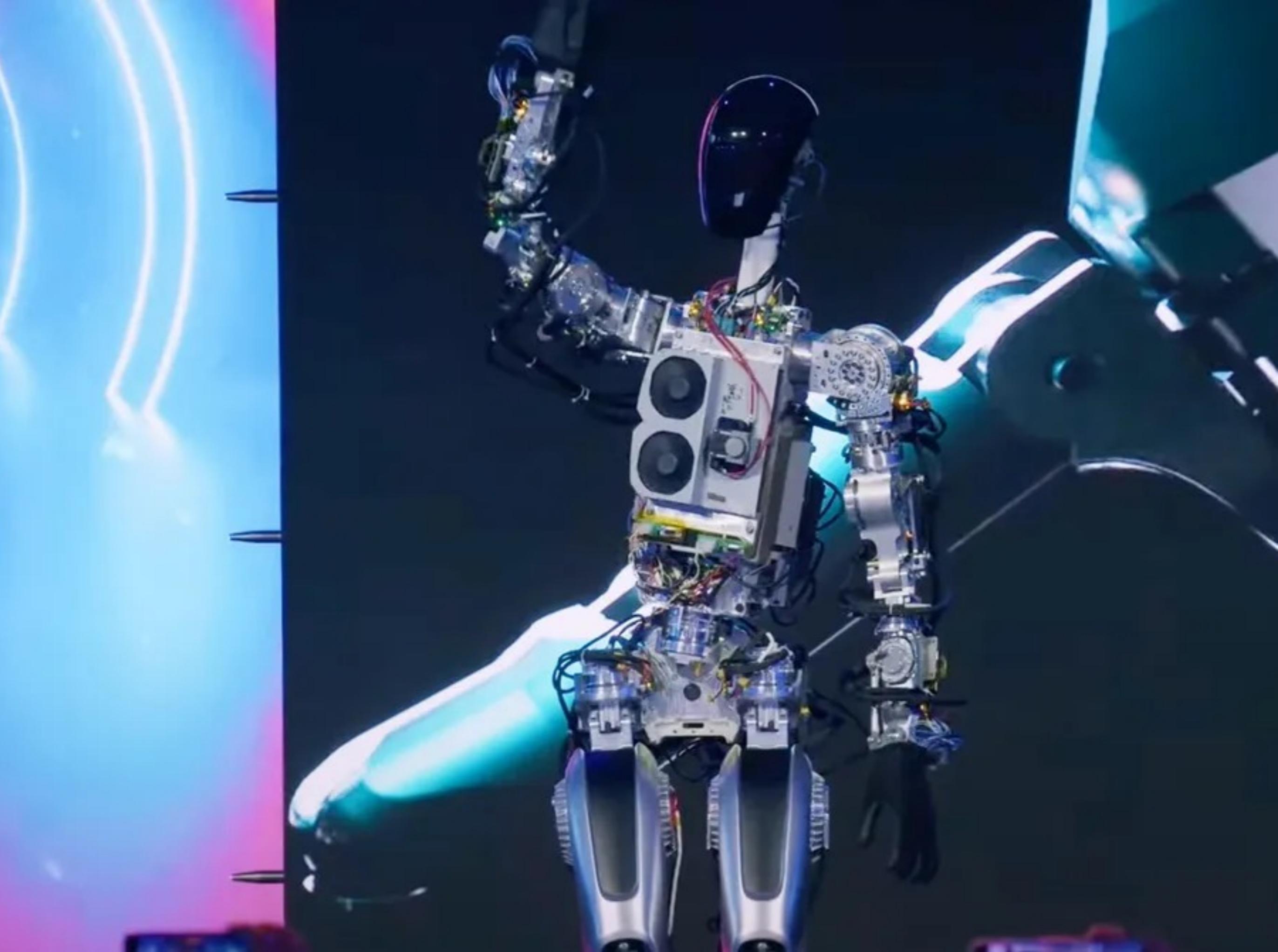


1874 "Star" Roadster
This carriage was built in the late 1870s and is a fine example of the early automobile. It features a large canopy and is designed for passenger transport.

This Vehicle Adopted By:
Western Lake Erie Chapter SDC

TESLA









Use Cases?

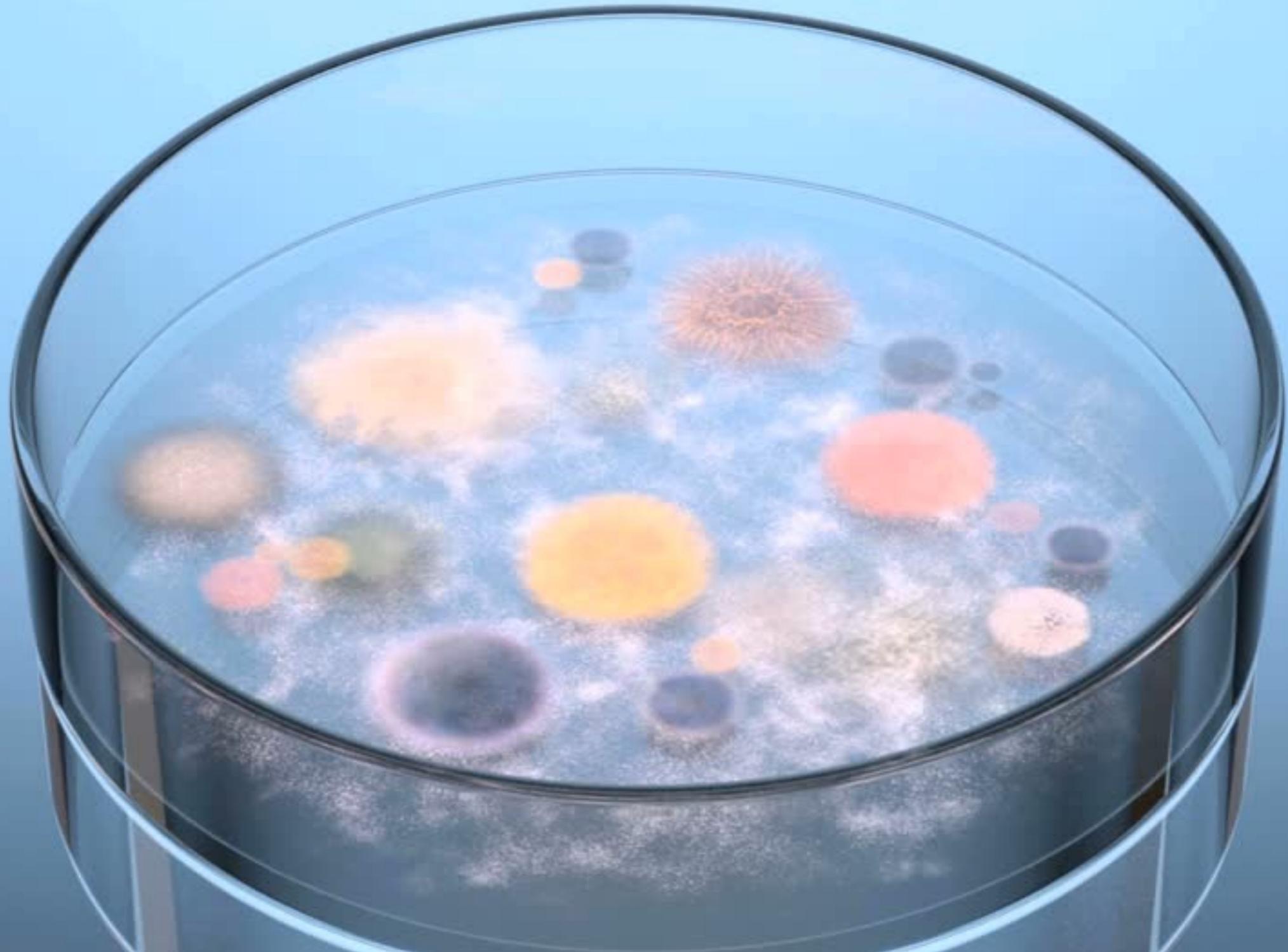
Key:
Willingness to
jump off the fence

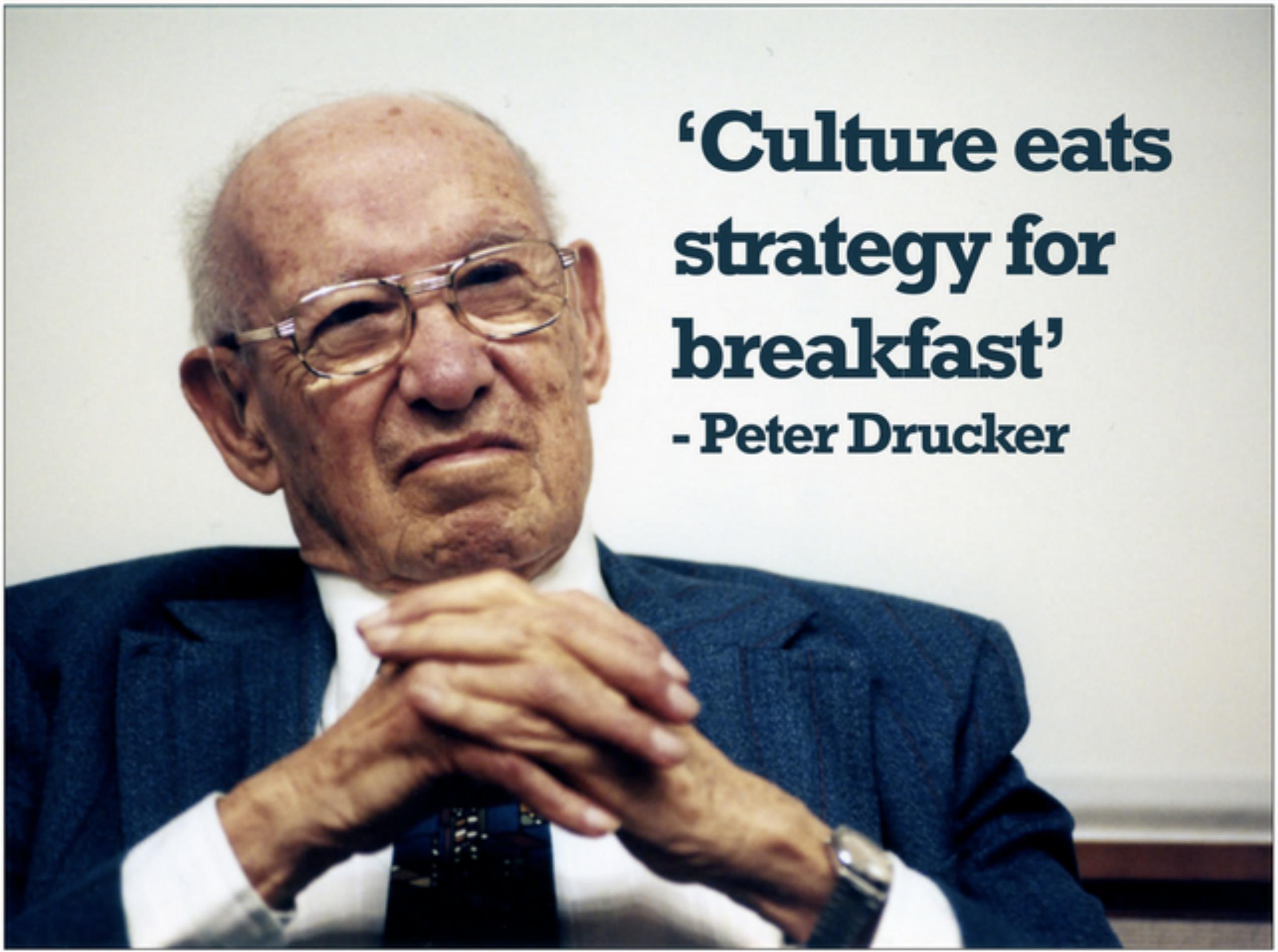


Arbejdsglæde!

Happiness at work

Culture





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



#83 Listen to your new people



?

We're open to fresh perspectives, from new people



We got this!
We've always done it this way.
Now let me teach you...

Culture



- Where are we on the “always-done-it-this-way” vs. open-minded -axis?
- What do we appreciate about our culture, that which we wish to keep?
- How are we doing regarding a culture of recognition?
- What would we like to add to the culture?
 (“wouldn’t it be great if we were better at...”)

Lunch



Lunch



Positive Relationships



#2 Ask someone on a DATE



Coffee on the phone



Change jobs



#26 Costume day



#18 Help me out

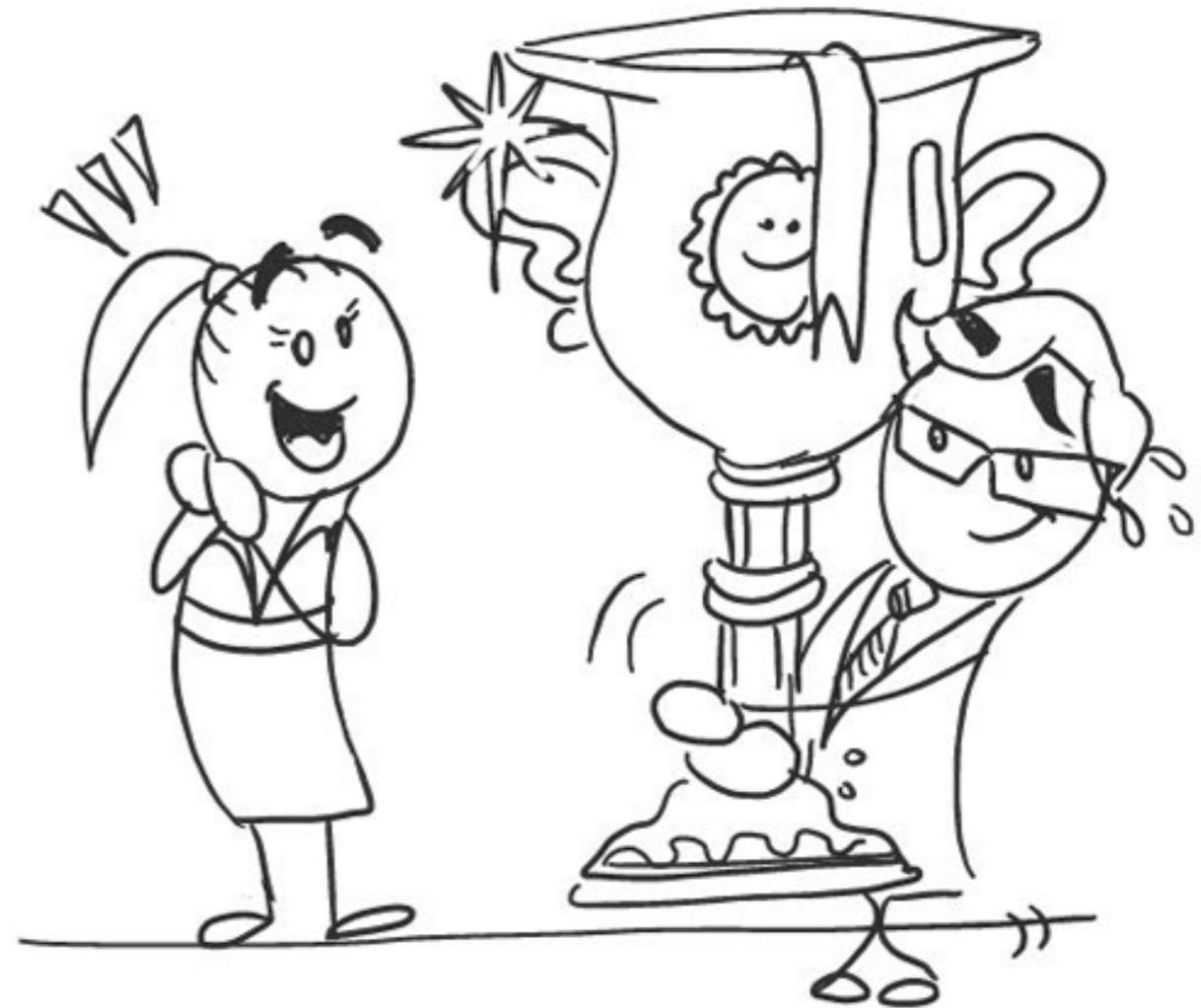


Lunch



Question

What is success to an organization?



Success:

Delivering on
purpose







...also sustainably :-)

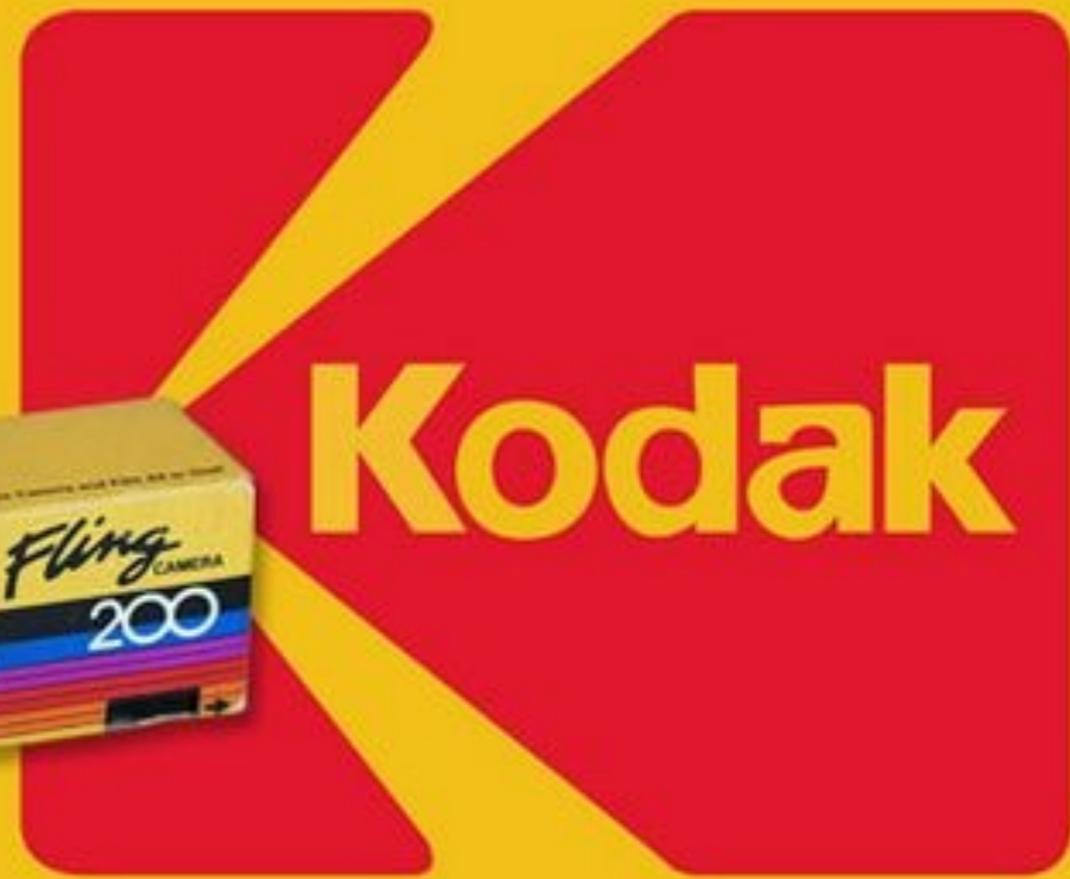
Purpose / Core mission





In addition: Instrumental goals





Question

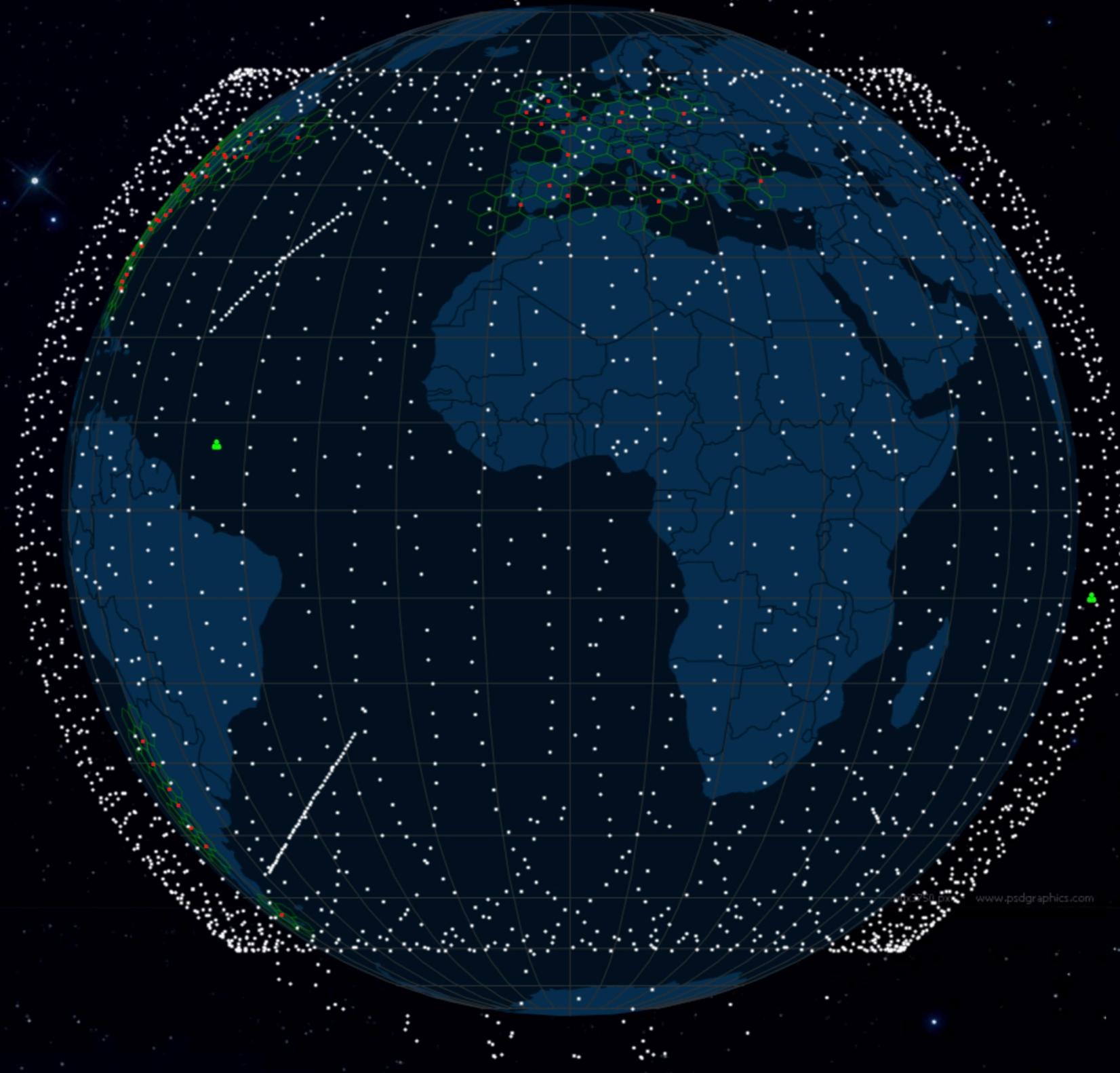
What's your
mission and
strategy?



SPACEX



SPACEX



www.psdgraphics.com

SPACEX



SPACEX





S



3



X



Y



JUNE 27

Tesla Megapacks are about to replace Hawaii's last remaining coal plant

Fred Lambert - Jun. 27th 2022 5:09 am PT [🐦 @FredericLambert](#)



Question

What's your
mission and
strategy?



Assignment: Our strategy in words and images

Chose one or two picture cards from the buffet, which you feel express your understanding of some important aspects of our strategy.

Share your insight with 1 person. Then the two of you share with another pair.
(real life examples are better than lofty metaphors)

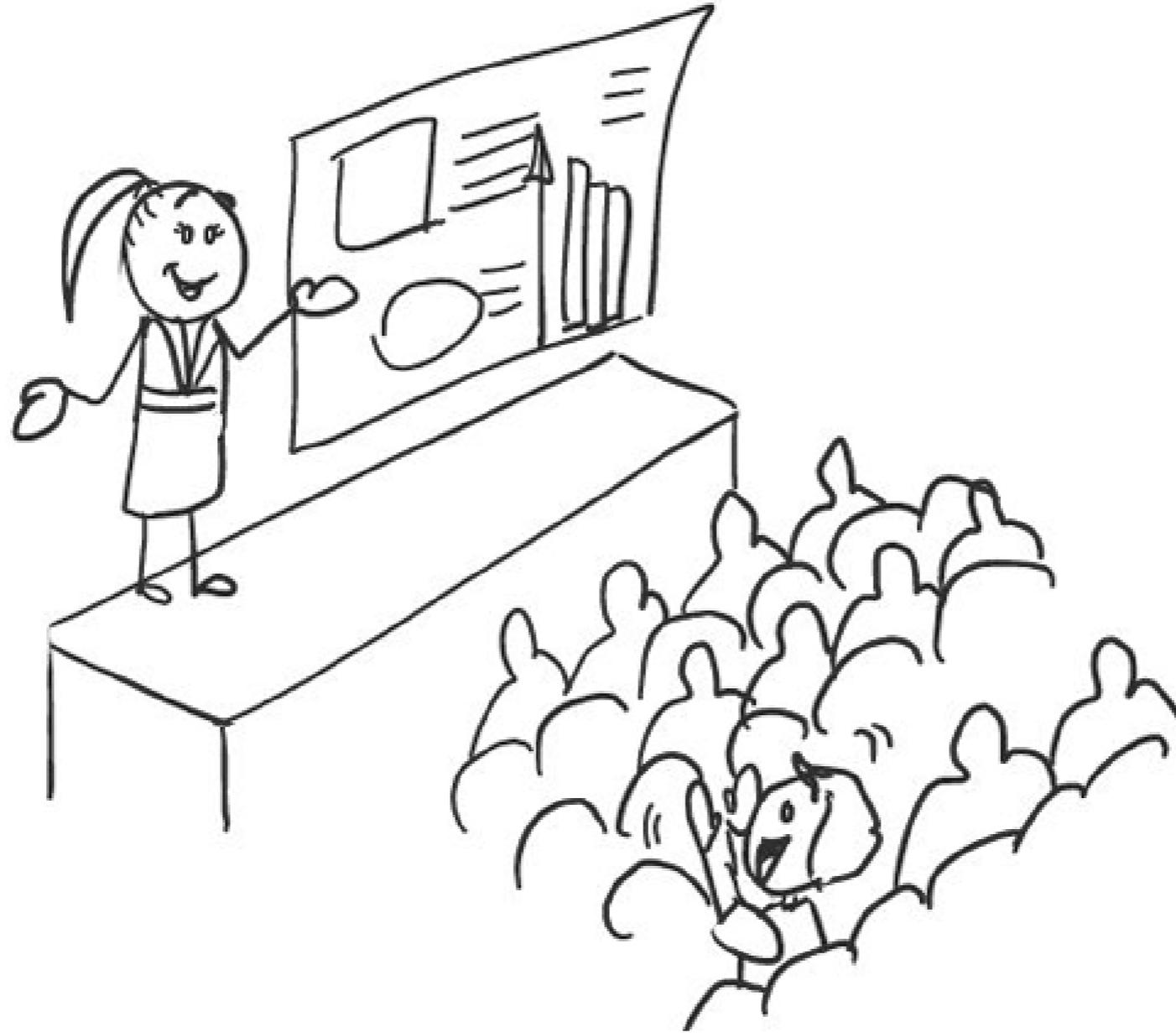


Follow me!

Tips for getting others onboard



#58 Ambassadors



#88 Involve the critics



#69 Positive beginnings



Put others out ahead



Pass on the credit



Success Buddies



Celebrate success



Champagne moments



Question

Pair up. Answer:

“What do you do to engage people, get them on board, create alignment or just generate excitement in general?”



Culture



New word:

BRULES

BRULES

Bullshit + Rules

BRULE



BRULES in life

- I'm too old... / I'm too young...
- I can't learn to do that
- School -> Education + Debt -> Job -> Marriage
-> Kids -> Retire -> Fishing -> You're dead
- Life is a struggle, get through!
- Success has to be compared to others
- Never show weakness

BRULES at work

- The boss knows best
- It's a man's job, a woman can't do that (and the opposite)
- People want to do the least amount of work for the most amount of money
- If you give people freedom, they will take advantage of it
- The customer is always right.

Task

Name 3 BRULES from the normal work-life in your country of origin.

Success Buddies



Workshop - now what?

Reflecting on the presented insights and principles, what can I do now? Some possible areas of focus are:

- What would boost happiness and engagement?
- How do I bring more recognition into my team?
- How can my team improve relations with other teams?
- How do I better connect our strategy to our daily work?



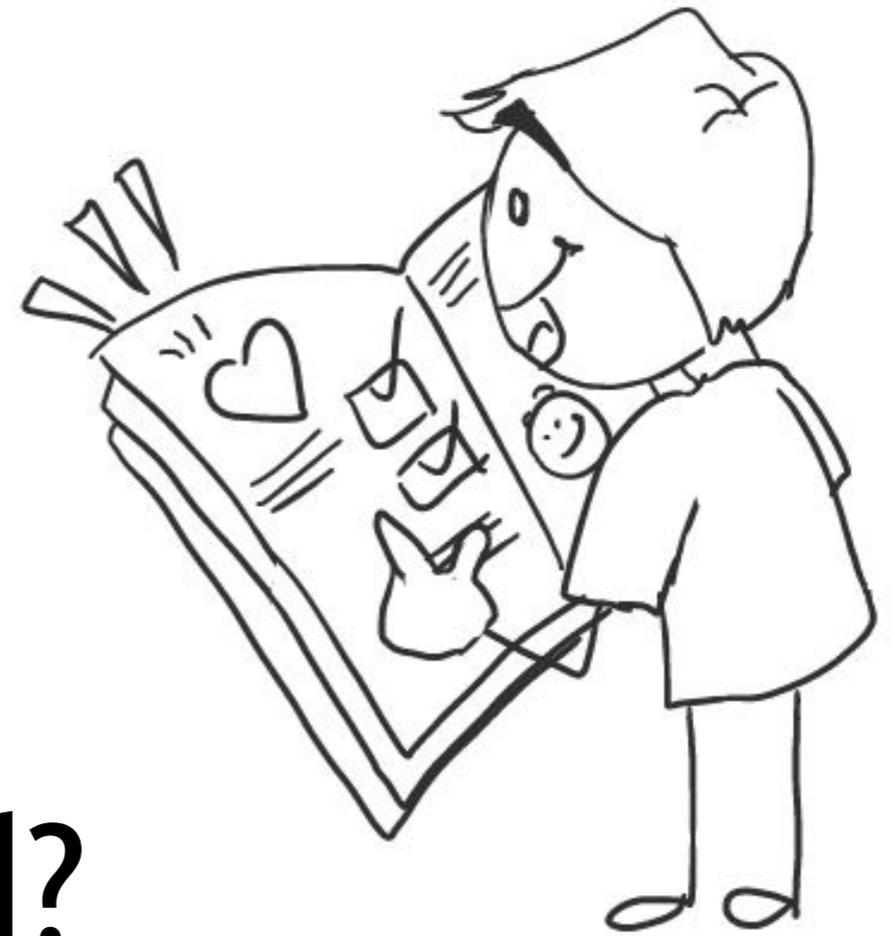
When will I do these thing?

Do I need help, and from whom?

Future meetings:

Put happiness and engagement on the agenda!

- What has been done?
- What have we learned?
- What would be good next steps?



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