

A blurred background image of an office interior. In the foreground, a woman with long dark hair is sitting in a black office chair, facing right, looking at a laptop. Behind her, another woman is partially visible. In the background, three men are standing and talking. The scene is brightly lit, likely from large windows on the left. The overall atmosphere is professional and collaborative.

# BÆREDYGTIGT ARBEJDSMILJØ

*GENTÆNK MEDARBEJDEREN  
SOM EN RESSOURCE*

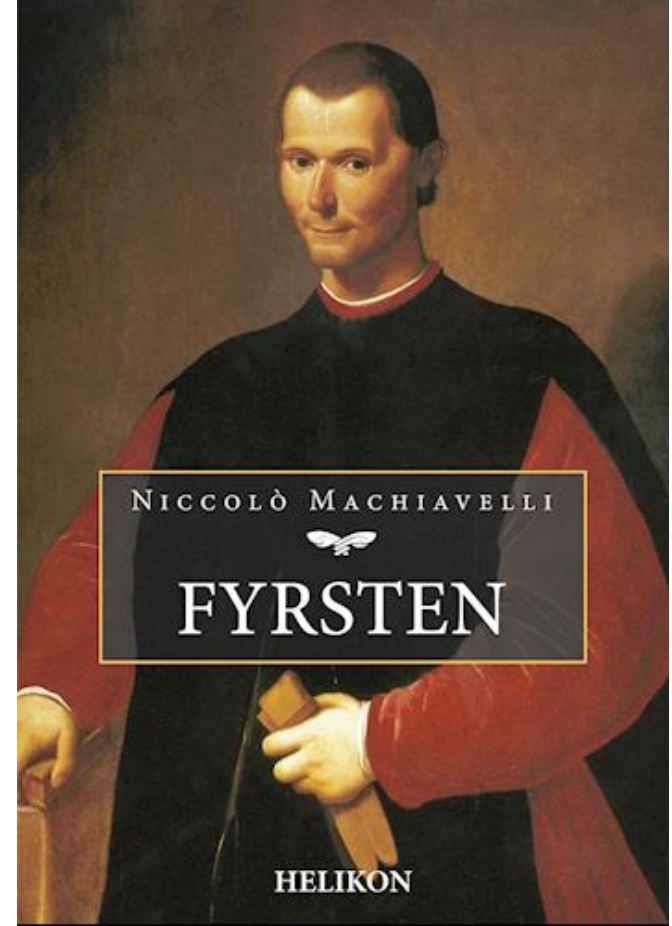
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*Rasmus Thisted Højbæk  
Erhvervspsykolog & Ledelseskonsulent*

**ennova**

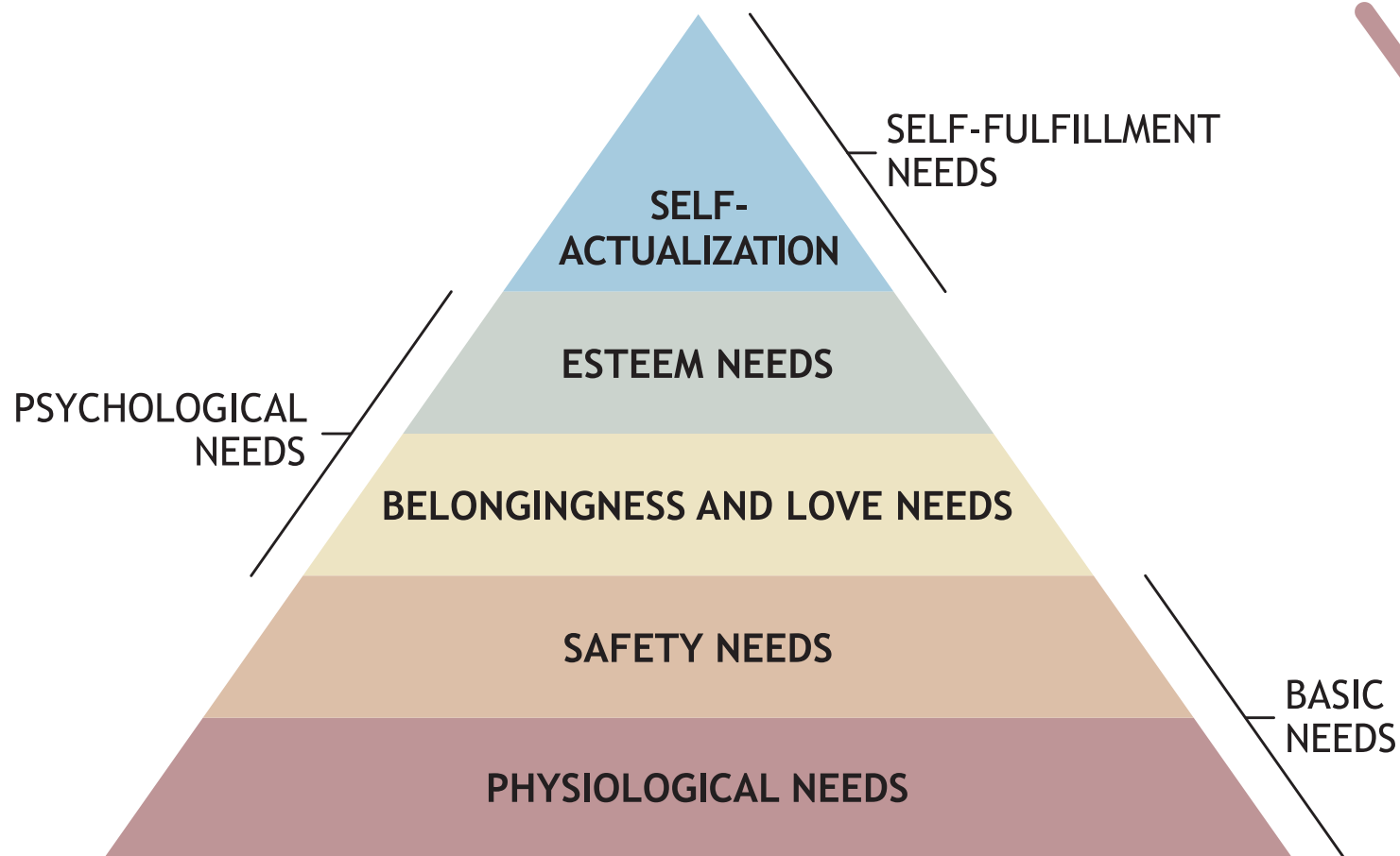


# FOKUS



# BÆREDYGTIGHED - GENANVENDELIGHED





PÅ VEJ NED AF  
BEHOVSPYRAMIDEN

# TIDEN ER NU

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Kilde: [https://borsen.dk/nyheder/virksomheder/konsulenthuse-gor-op-med-travlhedskultur-folk-bliver-braendt-op-ved-at-arbejde-solen-sort?b\\_source=borsen&b\\_medium=row\\_1&b\\_campaign=news\\_1](https://borsen.dk/nyheder/virksomheder/konsulenthuse-gor-op-med-travlhedskultur-folk-bliver-braendt-op-ved-at-arbejde-solen-sort?b_source=borsen&b_medium=row_1&b_campaign=news_1)

# OPGØR MED KULTUREN

## NØGLETAL

**59%**

betragter øget efterspørgsel på work-life balance som den vigtigste faktor for udviklingen i den juridiske branche i fremtiden

**61%**

er villige til at takke nej til en forfremmelse for at kunne opnå/bevare bedre work-life balance

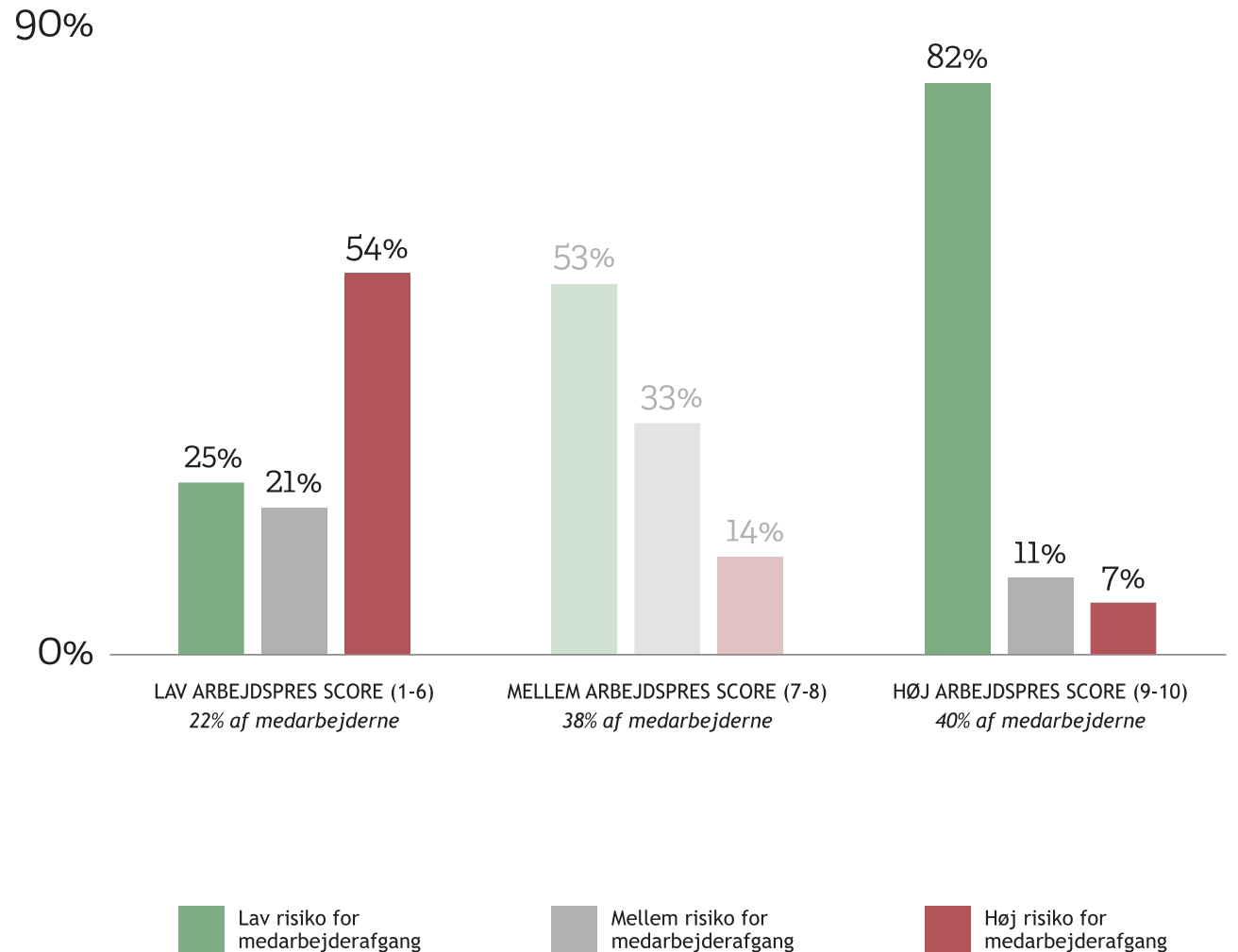
**45%**

har overvejet at forlade deres job inden for de seneste seks måneder

# ARBEJDSPRES & FASTHOLDELSE

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Jeg trives med det arbejdspress, jeg er underlagt i mit job

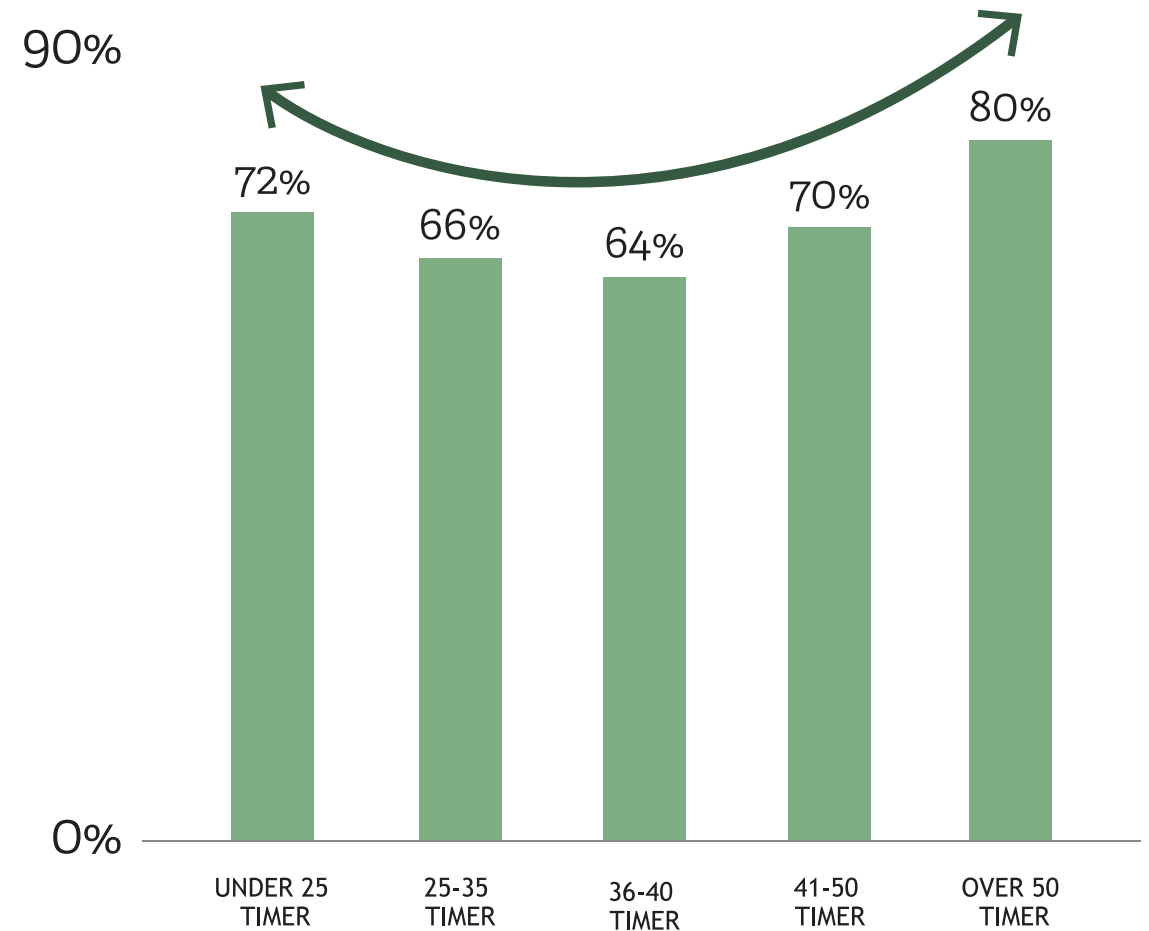


# SELVSTÆNDIGE VALG SKABER TRIVSEL

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## Trivsel og arbejdstid

RESPONDENTER MED HØJ JOBTRIVSEL KRYDSET MED UGENTLIG ARBEJDS  
TID

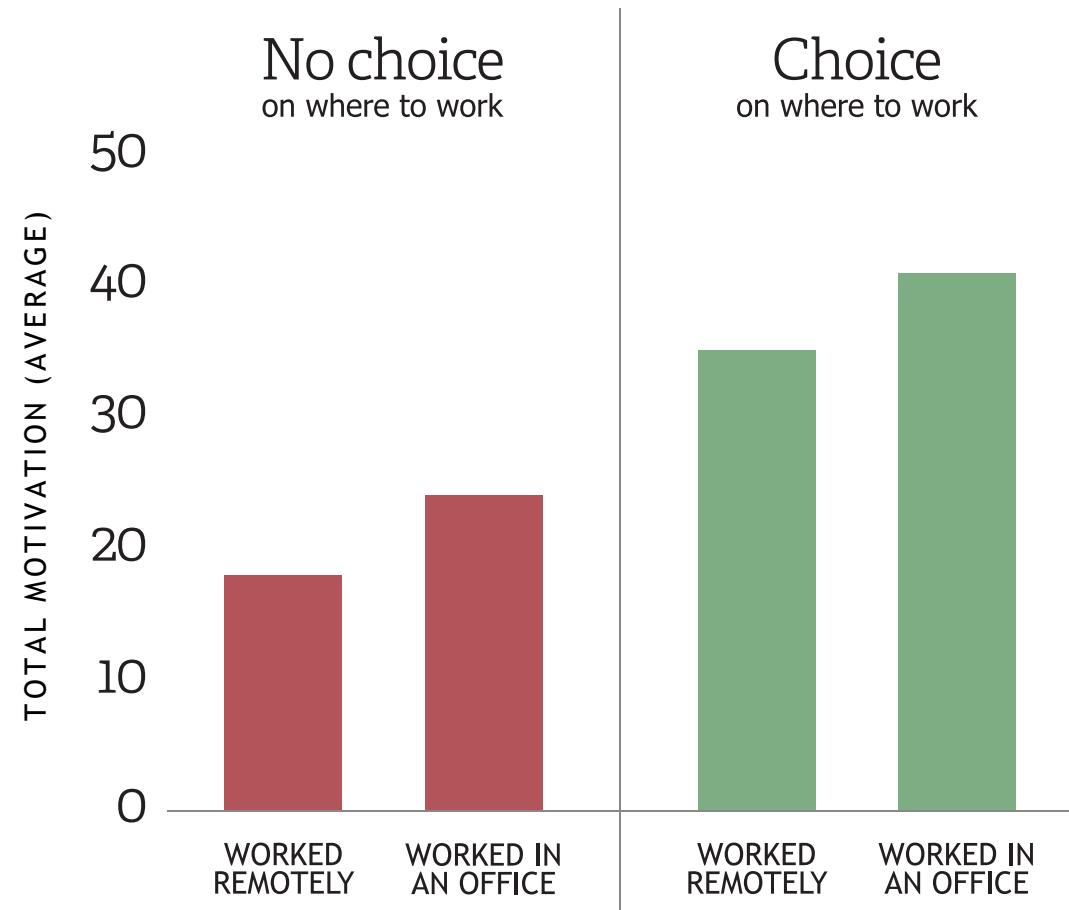




# SELVSTÆNDIGE VALG SKABER TRIVSEL

... OGSÅ VED  
HYBRID ARBEJDE

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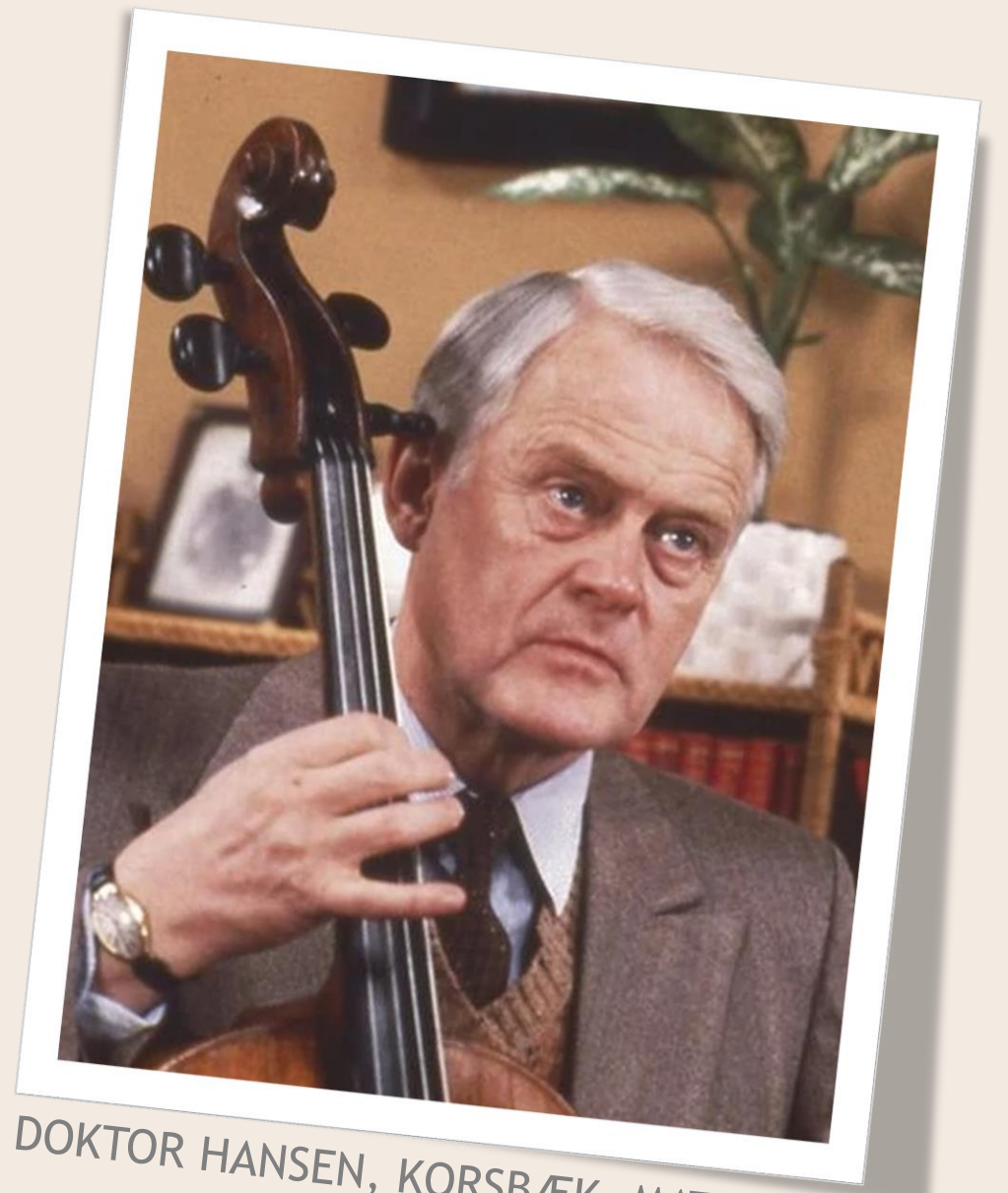
# HVAD KALDER DET PÅ AF LEDELSE?

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# ORDENTLIGHED

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DOKTOR HANSEN, KORSBÆK, MATADOR



✓ KLARE FORVENTNINGER

✓ INVOLVERING

✓ BEGRUNDEDE BESLUTNINGER

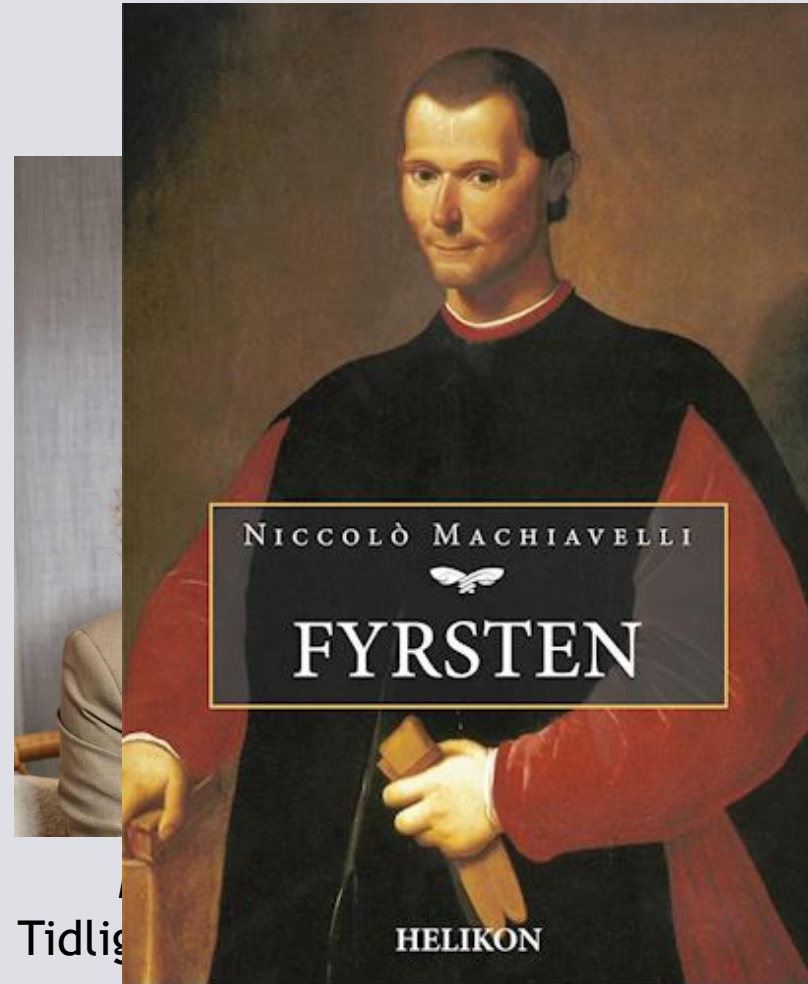
**ORDENTLIGHED  
KRÆVER  
FAIR PROCES**

# ORDENTLIGHED I PRAKSIS

**MACHIAVELLI I BAGLOMMEN:**  
den tidløse refleksion over det  
komplicerede forhold mellem  
mennesket og magten



PER BANK  
CEO for Salling Group



# ORDENTLIGHED I PRAKSIS

ESG SURVEY:

9 % HØJERE LØN BLANDT  
DERES MANDLIGE ANSATTE

ESG = Environmental, Social & Governance

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**LUNAR<sup>®</sup>**



# BÆREDYGTIGHED

- opgør med brug og smid  
væk kulturen







## MEDARBEJDERNE ER KUN TIL LÅNS

...fra deres familie og samfundet

### DERFOR HAR VI:

**Pligt** til at levere dem tilbage uden fysiske eller psykiske skader

**Samfundsmæssigt ansvar** for at medarbejderne trives og ikke **belaster** samfundet unødigt under ansættelse, eller når vi **afleverer dem tilbage**

# BÆREDYGTIG LEDELSE - DET STARTER MED PEOPLE



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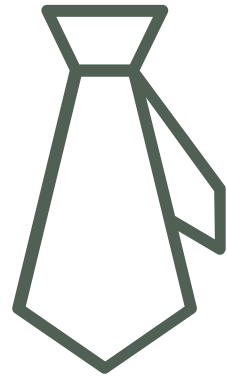
DEN NÆRVÆRENDE LEDER

DEN NÆRVÆRENDE  
HR-KONSULENT

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# DEN TO-DELTE ANERKENDELSE



*SOM MEDARBEJDER*



*SOM MENNESKE*

# DEN TO-DELTE ANERKENDELSE

39%

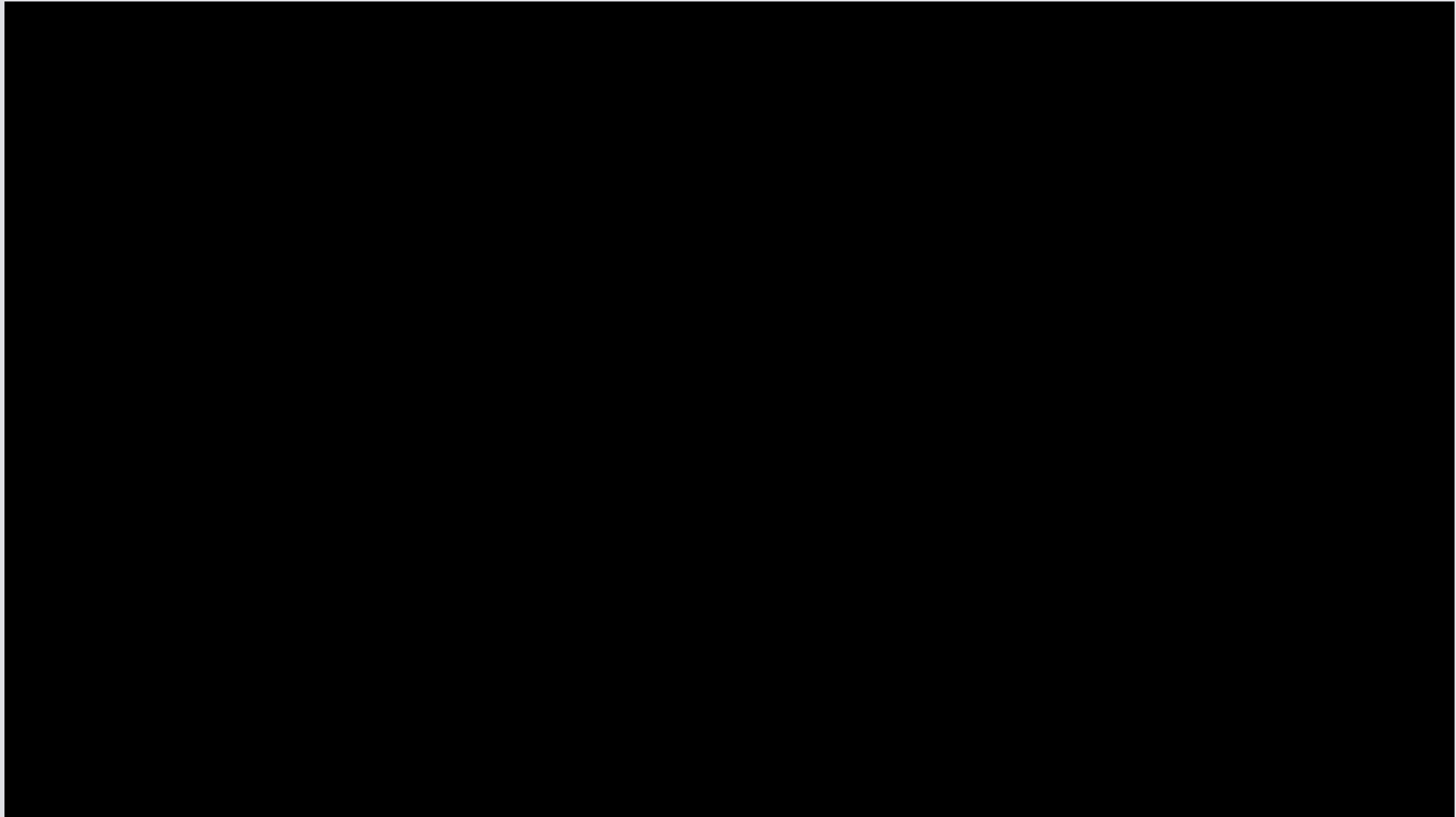
ønsker, at deres  
leder ser dem som  
et menneske

... og ikke blot en  
arbejdsressource

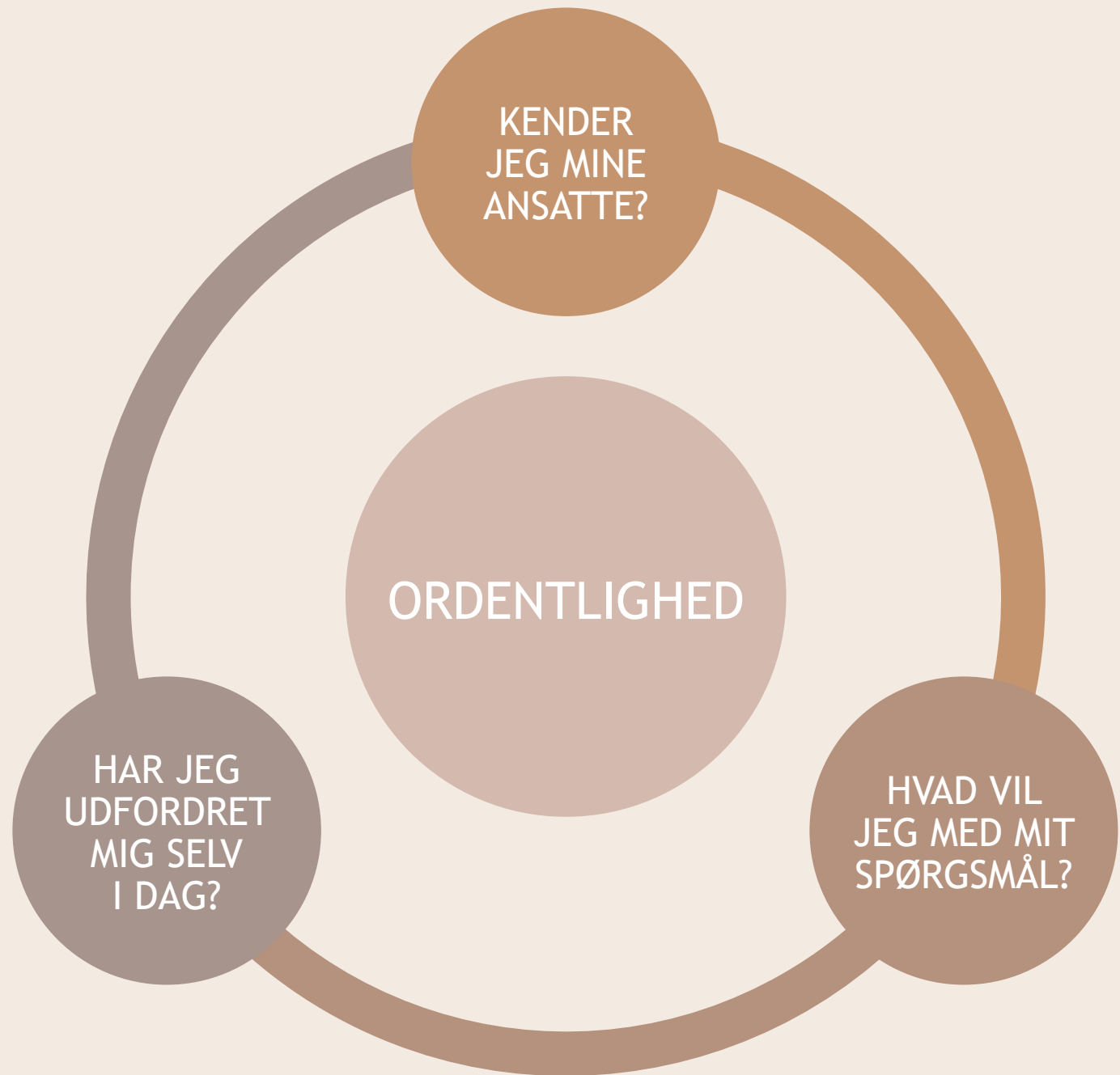


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SKAL ELLER VIL?

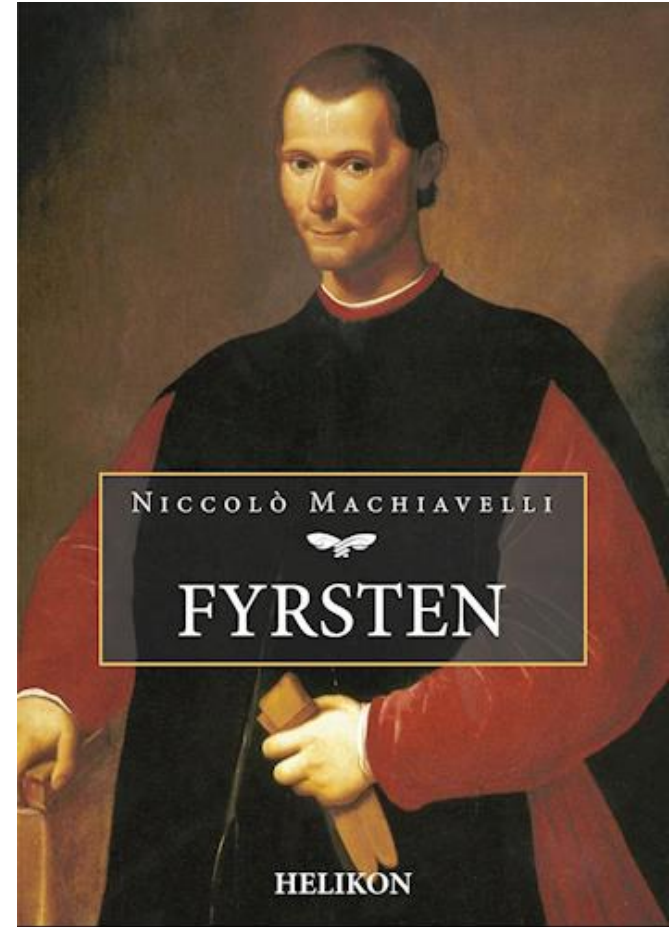


# TRE SPØRGSMÅL TIL DIG SELV SOM LEDER





# HVAD HAR VI TALT OM?



# THANK YOU

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*Let's get social*



RASMUS  
THISTED HØJBÆK

*Leadership Consultant at Ennova*

# RASMUS

Thisted Højbæk

## BACKGROUND

- Rasmus has a Master's in psychology, specialized in the field of psychosocial well-being and work environment. For 5+ years he has been navigating some of the toughest subjects in organizations, such as; stress, harassment, unwanted sexual attention, violence and threats of suicide.
- He seeks to involve all responsible layers of the organization to secure the most profound and persistent engagement, intervention and change.
- Rasmus is skilled in both teaching and coaching managers and employees in stress, harassment and psychological safety.

## EXPERIENCE

- Through 2000+ individual and group sessions with employees and manager in both small and large companies, Rasmus has a thoroughly experience with the vulnerable and encouraging subjects that classifies the complex relation between employees and managers and securing a safe and inclusive work-environment.
- He has been a researcher at Knowledge Center for Job Satisfaction over the last four years, where he has conducted several national surveys and follow-up rapports about the general well-being and job satisfaction in the Danish organizations.
- Rasmus has repetitive been used as a work-environment and business-psychologist expert in different medias e.g., Børsen and dr.dk

## EDUCATION

- Master's in psychology specialized in the field organizational well-being and psychosocial work-environment
- Certified: Management for psychologists, Mannaz & Blue Mind Consult, Denmark
- Certified: Supervisor in professional development, Benedicte Schilling, Schilling CTS, England

## CONTACT:

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