

# Life in Denmark

Empowering Expats

12 December, 2008



# Agenda

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- Hvordan ser Life in Denmark på mangfoldighedsledelse?
- Hvad er udfordringerne for de udenlandske medarbejdere?
- Best Practice - erfaringer med at rekruttere og fastholde udenlandske medarbejdere
- CFL og LIDK Ledernetværk på engelsk

Mangfoldighedsstrategien handler om at udvide og forøge alle medarbejderes mulighed for og evne til at deltage i virksomhedens kultur og produktion.

Social capital consists of the stock of active connections among people: the trust, mutual understanding, and shared values and behaviors that bind the members of human networks and communities and make cooperative action possible.

Cohen, D. and Prusak, L. (2001) *In Good Company. How social capital makes organizations work*, Boston, Ma.: Harvard Business School Press. P. 4.

## Social Capital

(1) Bonding

(2) Bridging

## “Empowering Expats”

Building Social Capital so that Expats can participate actively in the workplace and the community at large.

Why is it so important that everyone speaks  
English around here?

Because newcomers need opportunities to observe and reflect on behaviors, values, attitudes, etc. in low risk situations.

“Lurking”

# Legitimate Peripheral Participation (LPP)

- Lave & Wenger

## Situated Learning

*Learning to do is just as much learning to be.*

*Doing is also becoming.*

# HR's rolle i Mangfoldighedsstrategien

HR professionals should become strong spokespeople for ethics and advocates for healthy corporate cultures ... And, with the continuing move to just-in-time, three-part workforces, there will be an even stronger tendency to do more for the elites and less for everyone else. Yet companies with powerful, shared values are more financially successful than others. HR is best-suited to make the business and human case for positive, integrated cultures.

*HR Strategy and Planning: From Birth to Business Results*

Journal article by Ed Gubman; Human Resource Planning, Vol. 27, 2004.



## Mangfoldighed & Organisationsudvikling

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Mangfoldighedsstrategi bør være en integreret del af organisationsudvikling.

Det er svært, hvis ikke umuligt, at udvikle mangfoldighed, når man ikke har en sund organisationskultur.

## Gode grunde til at investere i mangfoldighed

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- Omkostninger
  - Høj personaleomsætning
  - Lav produktivitet
- Rekruttering
  - Mangel på kvalificerede kandidater
- Customer Service
  - Afspejler kundene
- Innovation
  - Nye ideer
- Internationalisering
  - Succesfuld outsourcing
  - Globale processer
  - Global salg
- Højtydende Virksomhedskultur
  - Ligeværdighed
  - Retfærdighed
  - Fokus på mennesker: at være god til mangfoldighedsledelse er lige med at god til ledelse.
  - Delagtiggørelse - en inkluderende kultur

## 6 Tenets of the Democratic Organization

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1. The relationship between the organization and the individual is adult to adult.
  2. Individuals are seen primarily as investors actively building and deploying their human capital.
  3. Individuals are able to develop their natures and express their diverse qualities.
  4. Individuals are able to participate in determining the conditions of their association.
  5. The liberty of some individuals is not at the expense of others.
  6. Individual have accountabilities and obligations both to themselves and the organization.
- Lynda Gratton, 2004. *The Democratic Enterprise*, p.35

## Diversity Strategy

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- People across race, gender and religion agree about what inspires their commitment to a particular employer. In a recent study, it was shown that it was important that ...
  - They supported their company's business plan,
  - They had a chance to use their skills on the job,
  - Their reward package was competitive,
  - The company acted on employee suggestions,
  - The company promoted the best performers while helping the worst performers get better,
  - All employees want to know how their job affects internal and external customers,
  - They want to understand how their job contributes to the accomplishment of company business goal, and
  - They want a safe work environment and highly rated products and services.
  - Diversity Magazine, 2008

## Expatriate Identity

Now it's your turn  
to hear about the Danish stereotype.

What do expats think about Danes?

“And to add into this behavior, may I remind the readers that there is no direct word for 'please' in the Danish dictionary.

Pretty rude isn't it?

Just imagine the way people act in the traffic then.”

## Denmark seen from the outside

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- “Pas dig selv”
- “Lad mig i fred”
- “Du kan klare dig selv”
- “Jeg vil helst ikke blande mig”
- “Hvorfor skal jeg gøre noget anderledes?”

“Denmark is a country of unwritten rules, because everyone from around here knows what and how they are expected to behave.”

“The little mermaid has gone to China - the great wall has come to Denmark.”

## Different Visions

The Indians and Chinese want to conquer the moon.

The Americans want to conquer mars.

The Danes want Denmark to be 100% fossil fuel free.

Denmark must become more competitive  
in the global market for employees (expats).

Oxford Research Expat Study 2006

Denmark has good conditions,  
but poor social integration.

Oxford Research Expat Study 2006

## Expatriate Challenge

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- More than a third of respondents thought Danes were not "open and inviting people".
- A large percentage of knowledge workers are negatively surprised by how "reserved and closed" Danes are.
- 36% of respondents did not think Danes have a positive attitude towards foreigners, and
- 25% thought that their Danish colleagues did not show respect and tolerance for other cultures.
- 61% thought that it was difficult to develop close friendships with Danes, while 18% reported the opposite.

Is the high tax level the main problem?

No, Norway and Sweden have been able to attract significantly more foreign workers.

## Verdensbanken



# Oxford Research Expats in DK 2006

Factor	Priority	Rating
Personal safety (e.g. crime, traffic)	64	74
Professional Development Opportunities	64	7
Interesting jobs and careers in companies	63	61
Possibility to improve career	62	56
General Quality of Life and Social Stability	61	72
Personal Development Opportunities	61	91
Quality of Health Care Services	60	70
Interesting jobs and careers in other companies	60	65
Environment (Green & Clean)	59	9
Open and inviting community/population	57	44
Job opportunities for partner/spouse	55	38
Professional skills level and opportunities in country	54	50
Good public transport and infrastructure	45	

Professional Development

Open & Inviting

Opportunities for Spouses

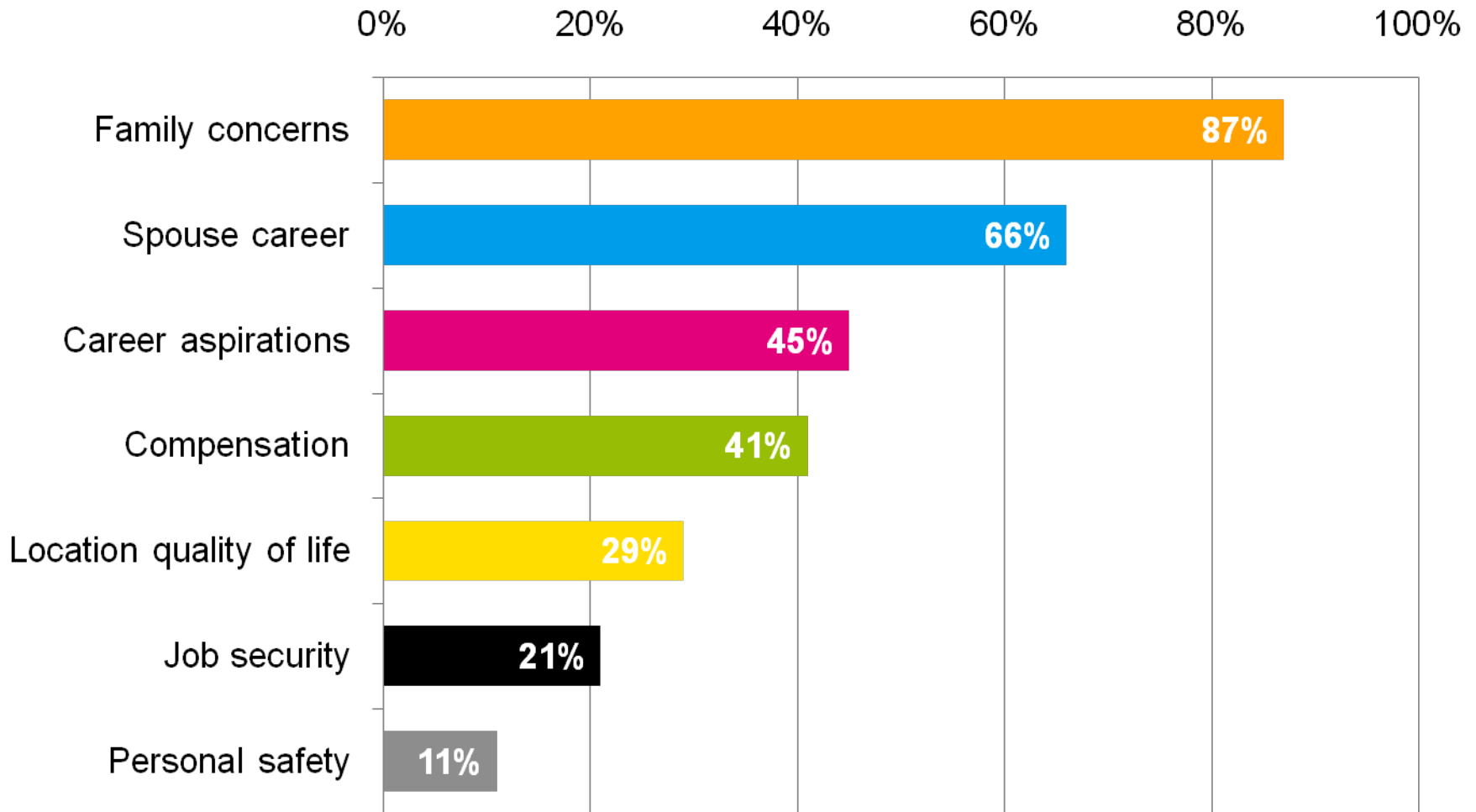
Oxford Research A/S, 2006.

Spouse and Family are really important.

Have very different needs, especially for  
information and support.

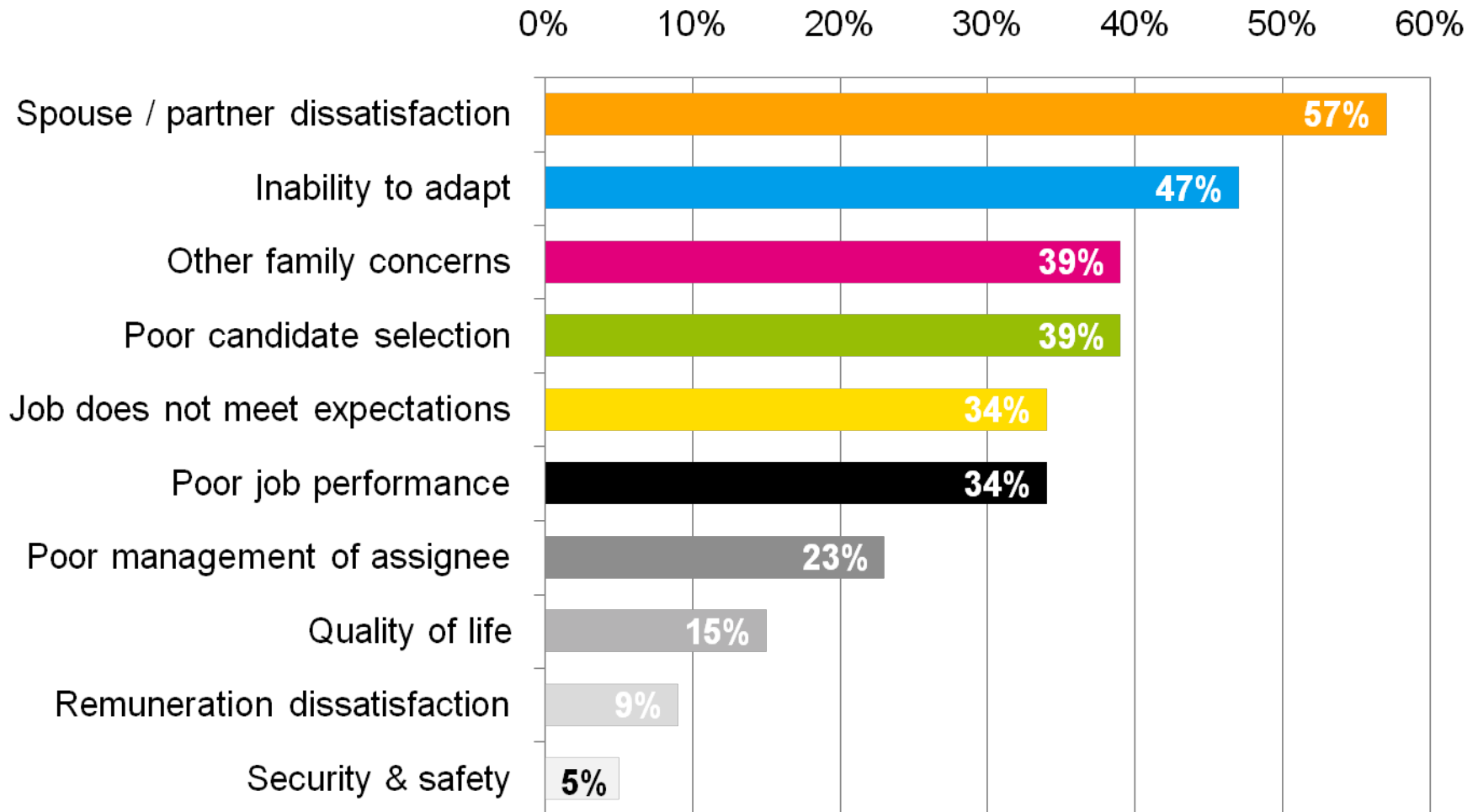
# Reasons for the Candidates' Refusal

## Assignment Refusal Reasons

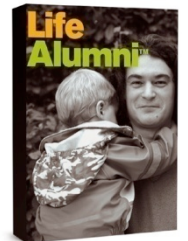
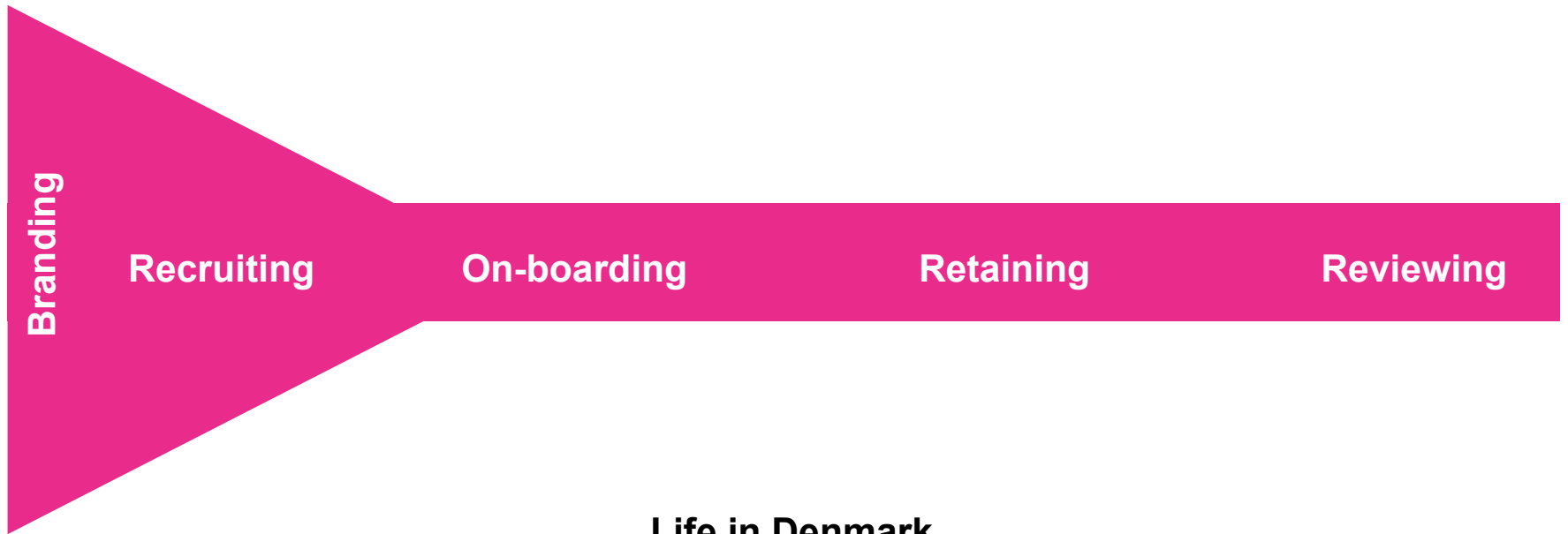


# Factors Leading to Assignment Failures

## Factors Leading to Assignment Failure



# Best Practice



Motivating	Deciding	Moving	Settling	Integrating	Staying
-6	-3	0	3	6	9
..... Months					
Stages of expatriation					

Life in Denmark

A Vision realized ...

“Making expat recruitment personal”

## Life Talk case: Relocation to Denmark

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### Relocation to Denmark

Posted by [Sushi](#) on 7 November 2008 at 9:06pm in [Life Experts](#)

[+](#) [Add as friend](#) [View Discussions](#)

Hi,

I might be getting an offer to join a Danish company. I am a scientist with a Swedish citizenship, currently a permanent resident in the USA, employed as a research scientist at Stanford University.

My wife, a US resident born in Argentina, is a scientist and work for a biotech company in CA. She might also get another job offer in Denmark. We have a 1 1/2 year old daughter born in US (US, Argentinian, and Swedish citizenship)

We might be getting another child early next year, so now we are wondering what is our best option. If I/we accept the job offer in Denmark, can my wife deliver there and be protected by the danish health care system ?

Tags: [denmark?](#), [relocation](#), [to](#)

[Share](#)

## Life Talk case: Relocation to Denmark

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📧 Reply by [Relocation Expert | Annemette Krogh](#) on 8 November 2008 at 11:08pm

Dear Sushi,

Thank you for posting your question with Live in Denmark.

Once you have secured the Work and Residence Permit for your wife, you need to find a property here. Once the two are in place, you can register all of you with the local municipality, here you get the CPR Number, which is key to life in Denmark.

When you have registered, you are automatically included in the free health care which also includes post and prenatal assistance as well as access to child birth free of charge.

I hope this answers your concerns, you can find more information via [workindenmark.dk](http://workindenmark.dk) and [newtodenmark.dk](http://newtodenmark.dk)

Best regards, Annemette Krogh, Destination Services Director  
All Denmark Relocation A/S

▶ Reply to This

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## Life Talk case: Relocation to Denmark

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☞ Reply by [Sushi](#) on 9 November 2008 at 8:38am

Thanks a lot Eva, Skip, and Annemette!!

These are all very helpful advice. We are all very excited and curious about moving to Denmark.

Kind regards

▶ Reply to This

## Udlændinge skal føle sig velkommen

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at føle sig “tilpas” som udlændning i DK.

eller

“fedt, spændende, udfordrende” og at man har muligheden for at udvikle sig professionelt og fagligt.

## Ambition

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- To help make Denmark one of the World's most attractive places to work for expatriates by
  - providing the best on-line community for expats,
  - providing best-in-class consulting, advice and training for expats and expat-employers,
  - improving Danish companies' ability to recruit and retain expats,
  - improving collaboration between stakeholders: government, corporate, private and community, and
  - providing highly relevant and up-to-date information for expats about living and working in Denmark

# Cross Cultural Communication

Both parties have equal responsibility for successful communication.

# Cultural Intelligence

## Cultural Intelligent Practice

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- Open the cultural perspective
- Both parties take responsibility for successful interaction
- Explore the different codes and symbols
- Agree on rules of the game
- Reflect and evaluate
- Build relationships and trust
- Feedback

Life in Denmark  
Best Practice Model

Life in  
Denmark

Life Recruit™



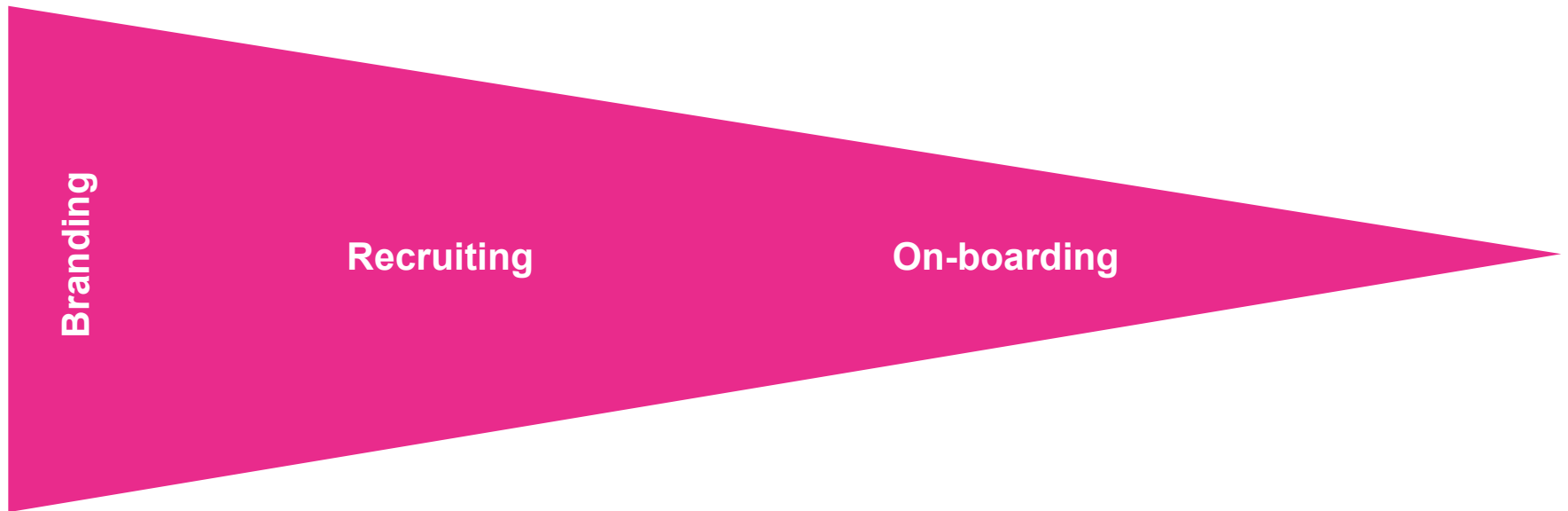
## Recruiting - Best Practice

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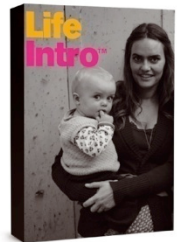
### **Companies wanting to attract international employees should ...**

- Develop targeted branding of company and location for all applicants.
- Establish and actively manage a Candidate Pool (including Life Online™)
- Develop programs to support family and spouse during all aspects of recruitment process.
- Offer interactive opportunities for candidates to find relevant information 24/7.
- Help candidates build network at company and in local community before arrival.
- Connection to Expat Mentors during recruitment process.
- Develop screening tools specific for international employees.

# Best Practice



**Life in Denmark**  
Application Form "Global Nomad"  
Self-Assessment "Ready to Move"  
Cross Cultural Adaptability Inventory



**Motivating**

**Deciding**

**Moving**

**Settling**

Pre-Application

Application

1st Interview

2nd Interview

Contract

Relocation

Arrival



## Life in Denmark

Make the most of living and working in Denmark

In association with:



- Home
- My Page
- Life People
- Life Talk
- Life Events
- Life Videos
- Life Blog
- Life Article
- About
- Invite

### Life Intro

Kick-start your stay in Denmark  
Join us for a workshop with special attention paid to cultural learning, adaptation and social activities with other new expats. Read more...

Life in Denmark is dedicated to making Denmark a great place to live and work for expatriates and their families. Welcome!

Welcome to Life in Denmark

[Sign Up](#)  
or [Sign In](#)

#### Life People



[View All](#)

### Life Intro™

2-day workshop with special attention paid to cultural learning, adaptation, social activities with other new expats.

#### Latest Activity

[Cori Donohoe](#) replied to the discussion [Classical Music Group](#) 38 minutes ago

[Cori Donohoe](#) is undecided about attending the event [After-work Expats Get Together](#) 43 minutes ago

[Cori Donohoe's](#) profile changed 45 minutes ago

#### Life Services



#### Life Talk

[Classical Music Group](#) 1 Reply  
Started by [Skip Bowman](#) in [Events](#) [Last reply](#) by [Cori Donohoe](#) 38 minutes ago

[Life Events](#)  
Started by [Skip Bowman](#) in [Life Experts](#) 16 hours ago

[Accommodation](#)  
Started by [Hussain](#) in [Housing](#) 19 hours ago

[The Danish Persona, are your experiences better than mine? Can you help me to understand better](#) 8 Replies  
Started by [Paul Botterilli](#) in [Living and Working in Denmark](#) [Last reply](#) by [Ripley Davenport](#) 1 day ago

[Settling in](#) 14 Replies  
Started by [Cross-cultural Expert | Skip Bowman](#) in [Living and Working in Denmark](#) [Last reply](#) by [Skip Bowman](#) 6 Dec.

## Life Line 24/7

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### Life Line 24/7™

- A 24-hour phone service which offers help to expats on practical problems, guidance on life in Denmark, or helps with acute situations
- **Example 1:** “My spouse/partner has broken a tooth. Can you help me finding a dentist in the Frederiksværk area who can speak English?”
- **Example 2:** “One of the pipes in the kitchen is leaking and I don’t know how to get hold of a plumber. Can you help me?”

# Life Experts™

## Life Talk



### **HR Professionals - Recruiting, Onboarding and Retaining Expats**

7 Replies

Started by Skip Bowman in [Life Experts](#). [Last reply](#) by Skip Bowman 9 minutes ago .



### **Expats Leaders in Denmark** 7 Replies

Started by Skip Bowman in [Life Experts](#). [Last reply](#) by Skip Bowman 20 hours ago .



### **looking for a room to rent**

Started by Stephanie Madsen in [Housing](#) 15 Nov.



### **Share your experience with the Danish language, funny as well as frustrating situations - Simply Danish** 3 Replies

Started by Language Expert / Pernille Rasmussen in [Life Experts](#). [Last reply](#) by Elizabeth Norton 15 Nov.



### **Christmas in Tivoli** 3 Replies

Started by Christina Fuglsbjerg in [Events](#). [Last reply](#) by Daisy 14 Nov.



### **Apartment for rent 3.1 - 21.1.2009 Frederiksberg C** 3 Replies

Started by Janina in [Housing](#). [Last reply](#) by Carlos Martinez 13 Nov.



### **Christmas Carols** 4 Replies

Started by Skip Bowman in [Events](#). [Last reply](#) by Patrick Friend 13 Nov.



### **Settling in** 12 Replies

Started by Cross-cultural Expert | Skip Bowman in [Living and Working in Denmark](#). [Last reply](#) by Skip Bowman 13 Nov.



### **french people** 8 Replies

Started by Stephanie Madsen in [Living and Working in Denmark](#). [Last reply](#) by Stephanie Madsen 13 Nov.



### **Spanish theme event - Nov 22nd in Aarhus** 1 Reply



## Onboarding - Best Practice

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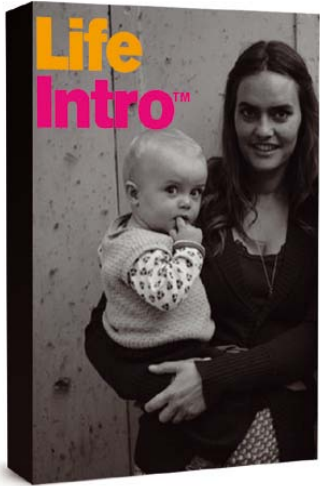
### **Companies wanting to onboard international employees should ...**

- First impression Management - “Meet and Greet” program
- Buddy-program - Social/personal focus
- In-house “Dine-with-a-Dane”
- Introduction program - org. culture, HR practices, critical cultural situations
- Mix Danes and Expats in onboarding program
- Expat social network - Life Groups
- Life Intro™ including spouses
- Life Coaching - Cross Cultural Coaching
- Monitor Productivity and Job Satisfaction closely and provide structured opportunities for discussion of problems with HR and manager.
- Mentor - program - Profession/Career focus
- **Goal: Accelerate time to full productivity by solving relocation and onboarding issues quickly and effectively.**

## Life Intro

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By the end of the course, you will ...



- understand the challenges of living and working in Denmark for expatriates
- have developed skills that improve satisfaction and well-being while living abroad
- understand your own culture and how it differs from Danish culture
- understand Danish organizational culture
- understand and have developed your Cross Cultural Adaptability
- understand fundamental aspects of Danish culture and institutions
- understand the importance of a strong family and social network to a successful stay in Denmark.
- have learnt about the other services offered by Life in Denmark.

**Next Courses:  
15 Jan, Copenhagen  
27 Jan, Aarhus**

## Life Events™



Home	My Page	Life People	Life Talk	Life Events	Life Videos	Life Blog	Life Article	About
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All Events    My Events

### Featured Events



**Sound of Gospel - Christmas Concert**  
December 20, 2008 from 4pm to 6:15pm  
 You have not responded.



**Life Intro | 1015 Copenhagen**  
January 14, 2009 from 9am to 3:30pm



**After-work Expats Get Together**  
January 15, 2009 from 4:30pm to 7:30pm  
 You have not responded.



**Life Abroad | 2015 Copenhagen**  
January 22, 2009 at 9am to January 23, 2009 at 3:30pm



**Life Intro | 1017 Aarhus Jutland**  
January 27, 2009 from 9am to 3:30pm

### All Events (15)

## Life Letter

From: Life in Denmark  
Subject: Skip | Life Letter Nov 08 | Christmas Tree Train Ride, Life Cafe and Life Intro  
Date: 12. nov 2008 21.59.25 GMT+01:00  
To: Skip Bowman  
Reply-To: info@lifein.dk



Having trouble reading this email? [View it on our website.](#)

## Life in Denmark



### Christmas Tree Train Ride

Join Life in Denmark on a nostalgic old-fashioned train ride to Gribskov (Nth Zealand) from Copenhagen to find your very own Christmas tree - or just to experience the ride and have a great time. RSVP before 17th monday!

[Read more about Life Event](#)

19 Nov. 2008

## Life Café

### After-work Expats Get Together

Life in Denmark would like to invite you to one our regular "After-work Expats Get Together" for our members and their friends where Skip Bowman will be giving a presentation on "5 tips for successful networking" for expats.

[Read more about Life Café](#)

Skip Bowman  
Life Letter | 12 November 08

#### New Life Talks

[Expat Leaders in Denmark](#)

[Relocation to Denmark](#)

[French people](#)

[International Sports Clubs](#)

#### New Life Articles

[Practical Information](#)

[The Danish Labour Market](#)

[Lots of opportunities](#)

[Outside School-hours](#)

#### Featured Life Blog Post

[New website for job-seekers: WorkinDenmark.dk](#)

#### New Life People



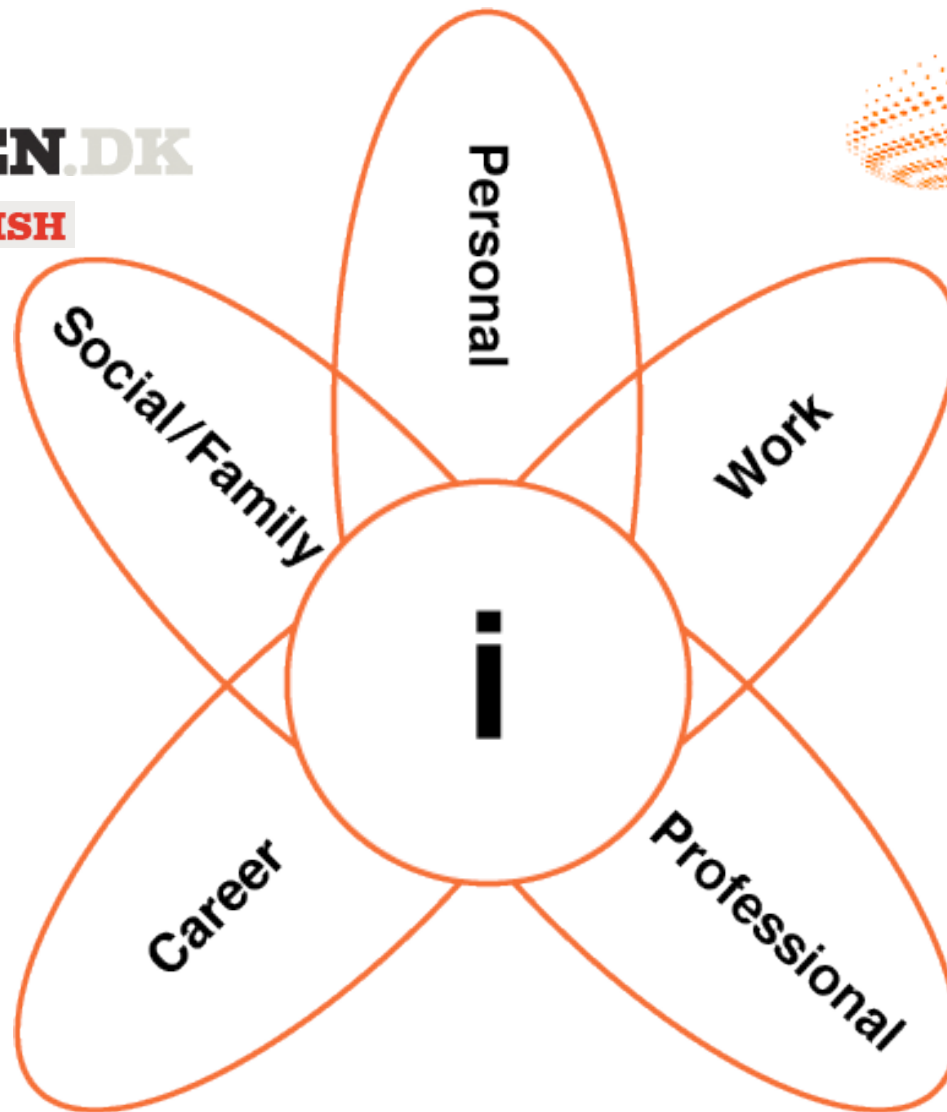
# Five Anchors

**POLITIKEN.DK**

**NEWS IN ENGLISH**



CENTER FOR LEDELSE



**Life in  
Denmark**



VIDEN DER STYRKER

## New Network for Managers in English

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- Network for Expat Managers and Executives
- Danish Centre for Leadership
- Life in Denmark



## Purpose

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- Inspiration about how to develop own organization
- Inspiration to personal development
- Time for reflection and discussion about important issues and challenges in leadership.
- Establish connections with other non-Danish leaders working in Denmark.
- Learn about the practices and process of other businesses and functions.
- Learn about and discuss characteristics of Danish management and organizational culture.
- Exchange views with inspiring people in similar situations



# Program

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Meeting 1	15 Jan, 2009	08.30 - 12-00
Meeting 2	18 Mar, 2009	08.30 - 12-00
Meeting 3	21 May, 2009	08.30 - 12-00
Meeting 4	9 Sep, 2009	08.30 - 12-00
Meeting 5	20 Oct, 2009	08.30 - 12-00
Meeting 6	5 Dec, 2009	08.30 - 12-00



## Partners

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CENTER FOR LEDELSE

**Life in  
Denmark**



VIDEN DER STYRKER



Confederation of Danish Industry

**POLITIKEN**

## Contact

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**Skip Bowman**  
[sb@lifein.dk](mailto:sb@lifein.dk)

**Lifein ApS**

Enghavevej 40 3rd floor  
1676 Copenhagen V

Telefon: 33 32 05 30

[www.lifein.dk](http://www.lifein.dk)

[info@lifein.dk](mailto:info@lifein.dk)