

# Öka effektivitet med fakta

Regeringsuppdrag tvärssektoriell samverkan  
Tvärssektoriell samverkan  
Mäta effekter

Martin Lagerström, Statistikmyndigheten SCB

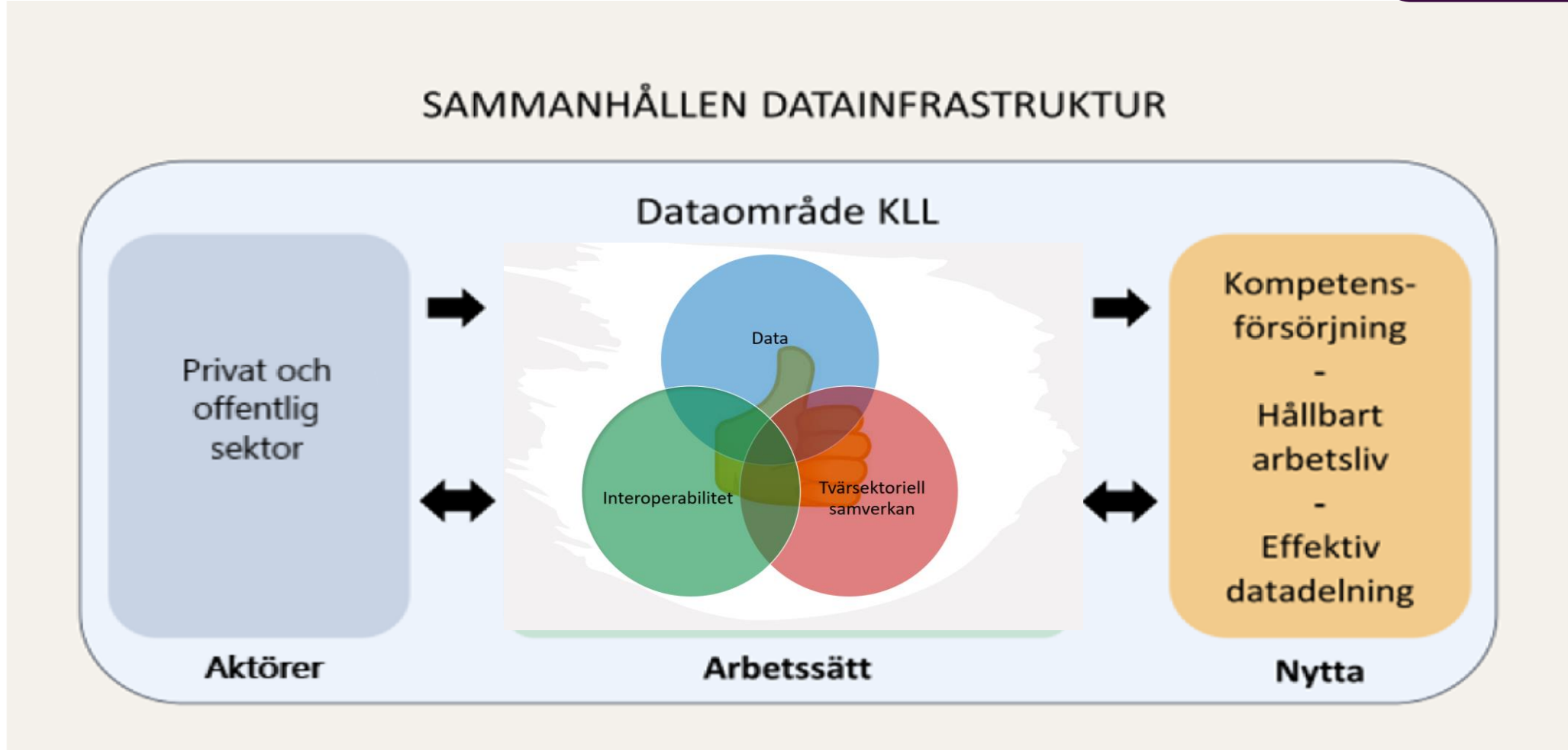
Engagerade Ledarens Dag (ELD) 2024-05-21

# Tvärsektoriellt Regeringsuppdrag "Att utveckla en sammanhållen datainfrastruktur för kompetensförsörjning och livslångt lärande"

Data  
Interoperabilitet  
Samverkan

Snapshot	Vad
Varför	<ul style="list-style-type: none"><li>• Tvärsektoriell samverkan (bryta silos/stuprör)</li><li>• Data som strategisk resurs (intressentbaserat)</li><li>• Digital innovation</li><li>• Matchning. Vägledning. Validering</li><li>• Innovation. Konkurrenskraft. Tillväxt. Välfärd.</li></ul>
Vad	<ol style="list-style-type: none"><li>1. Data</li><li>2. Interoperabilitet.</li><li>3. Tvärsektoriell samverkan.</li></ol>
Vilka	<ul style="list-style-type: none"><li>• Åtta (8) myndigheter ihop med viktiga användare</li><li>• Arbetsförmedlingen (AF) , Statistiska centralbyrån (SCB). Myndigheten för digital förvaltning (Digg) , Myndigheten för yrkeshögskolan (MYH) , Statens skolverk (Skolverket) , Universitets- och högskolerådet (UHR) ,Verket för innovationssystem (Vinnova) och Vetenskapsrådet (VR).</li></ul>
Hur	<ul style="list-style-type: none"><li>• Samverkan (faktabaserade arbetssätt, metoder och verktyg) är limmet som håller ihop delarna.</li></ul>
Resultat	<ul style="list-style-type: none"><li>• Mycket goda enligt kraven i regeringsuppdraget – ett stor kliv framåt tillsammans. Behövs fler kliv framöver.</li></ul>
Mer information	<ul style="list-style-type: none"><li>• Webinar 2024-01-31: <a href="https://www.youtube.com/watch?v=5P5VoVRcGeY">https://www.youtube.com/watch?v=5P5VoVRcGeY</a>.</li><li>• 200 deltagare industrin och myndigheter</li><li>• OECD, EU, UNECE m.fl.</li></ul>

*"We cannot solve our problems with the same thinking we used when we created them"* Albert Einstein



Figur 1. En sammanhållen datainfrastruktur för kompetensförsörjning och livslångt lärande.

**Person  
ställa om**



**Digital  
tjänst**

**TRR**  
Matchningsprofil

**Konkret  
handlingsplan**



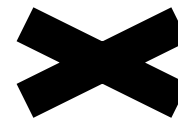
**Data  
Interoperabilitet  
Samverkan**

# Vad är nytta? Vilka fyra faktorer är viktiga?

Nytta för mig



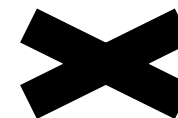
Utmaning  
Drömutfall



Chans att  
lyckas



Tidsåtgång



Ansträngning  
Uppoffring

Effektiv samverkan

*"Efficiency is doing things right. Effectiveness is doing the right thing."* Peter Drucker

Utmärkta resultat



Lägre kostnader



Arbetsglädje



*"World-class is a process, not an event"*

# Resultat, effektivitet & arbetsglädje? Mäta rätt saker på rätt sätt?

- Delar ?
- Är delarna beroende av varandra?
- Är effekten av delarna tillsammans annorlunda än effekten av varje del för sig?





# Resultat, kostnader & arbetsglädje?

## Mäta rätt saker på rätt sätt?

### Obs!

Dessa faktorer måste omvandlas till praktiken på ett intressent- och systembaserat sätt!

Det finns faktabaserade och beprövade sätt att göra det!

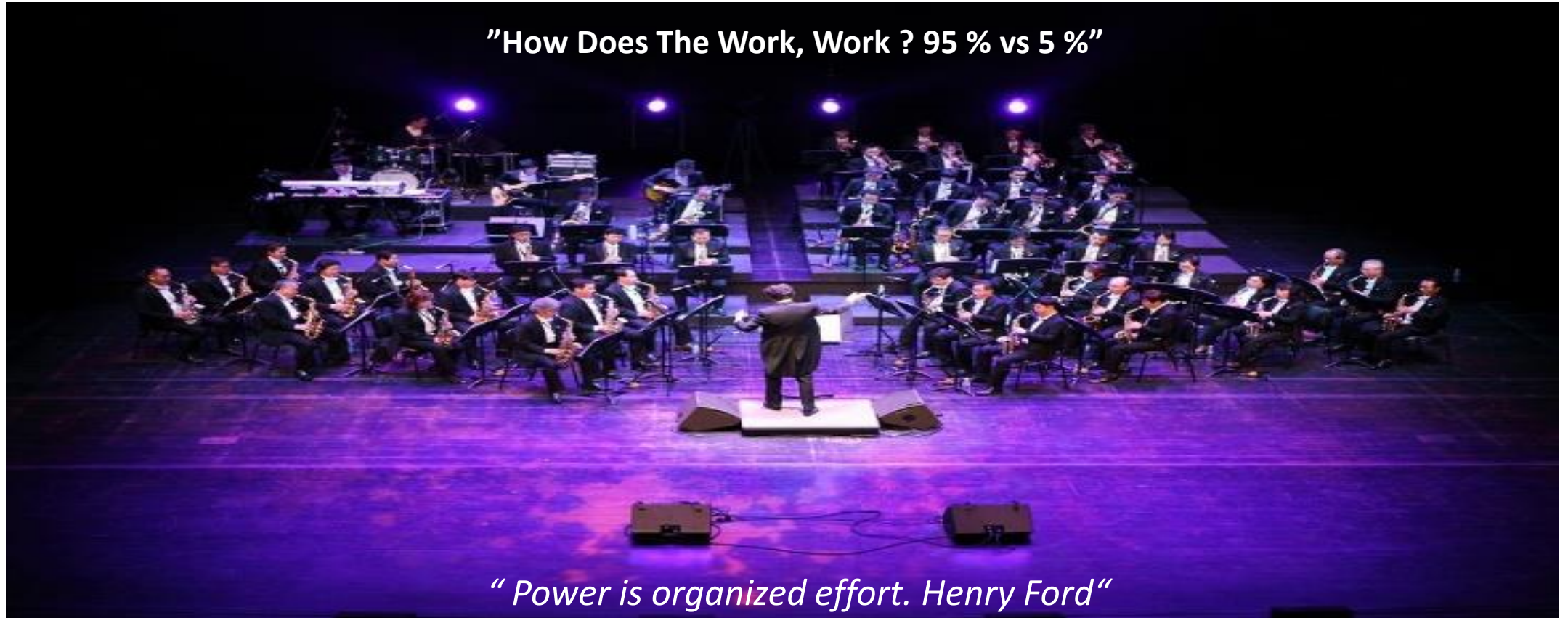
1. Förstå systemet (konkret och systembaserad samsyn)
2. Syfte ? Mål? Förväntat resultat?
3. Roller
4. Relationer?
5. Processer?
6. Mäta rätt saker ?



# Resultat, kostnader & arbetsglädje? Mäta rätt saker på rätt sätt?

*"Improving the performance and well-being of the system requires improving the relationships among its parts, not optimizing the individual parts as is often assumed and rewarded" Dr W. Edwards Deming*

**"How Does The Work, Work ? 95 % vs 5 %"**



*" Power is organized effort. Henry Ford"*

# Essensen

*Social (p)åverkan i en viss riktning: när flera individers tankar, känslor och beteenden är synkroniserade på ett sådant sätt så att det leder till att en organisation uppnår dess syfte, mål och uppdrag med utmärkta (mätbara) resultat*



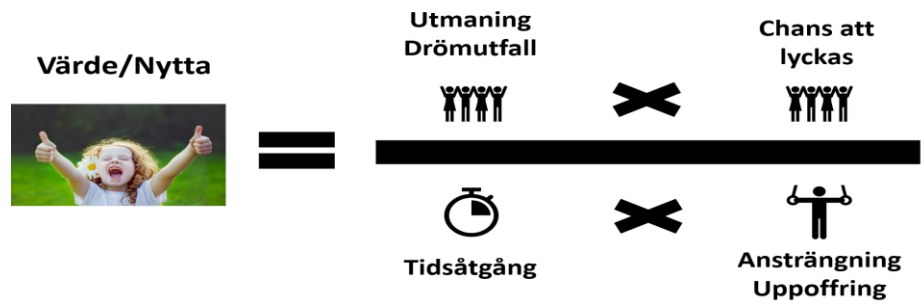
**Drömutfall**  
 Prestationer? Throughput? Vinst?  
 Effektivitet? Produktivitet?  
 Förmågor? Egenskaper? Relationer?  
 Engagemang?  
 Samarbete? Tvärssektoriell samverkan?  
 Verksamhetsnytta?  
 Annat?

**Stöd? Alternativ?**  
 Hur välja?  
 Chans lyckas?

**Värde för X, andra och verksamheten**

Det är värt att lösa  
 Nytt > Kostnad

Ej värt att lösa  
 Ratio: Nytt < Kostnad



Allt detta går att mäta med hög kvalitet !

*"How can you say that the sky is the limit, when there are footprints on the moon" Paul Brandt*

**Tidsåtgång**  
 Hur lång tid att lösa?  
 6 månader? 1 år? 2 år?  
 Längre tid?

**Ansträngning & Uppoffring**  
 Hur mycket krävs?  
 Hur mycket investera?  
 Kommer det att vara värt det?

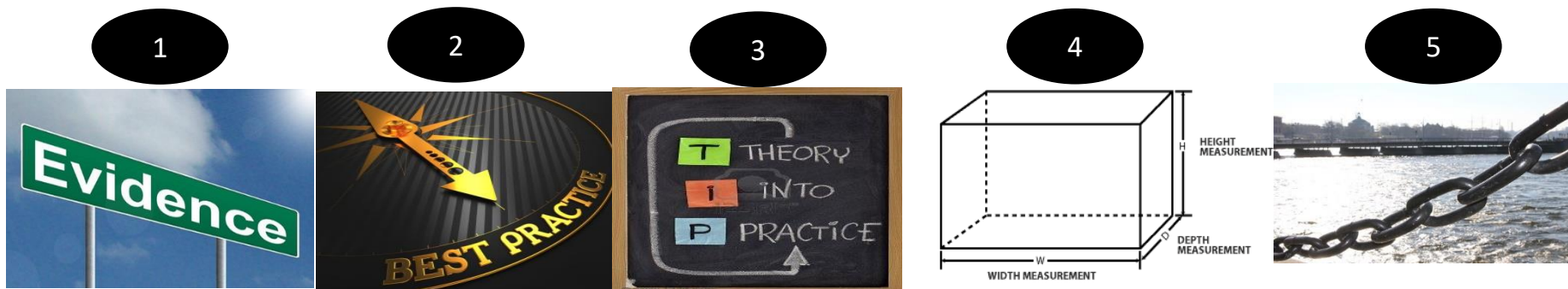
# Varför utmärkta resultat – Fem (5) konkreta skäl

Unika strategier tillsammans med praktisk kompetens

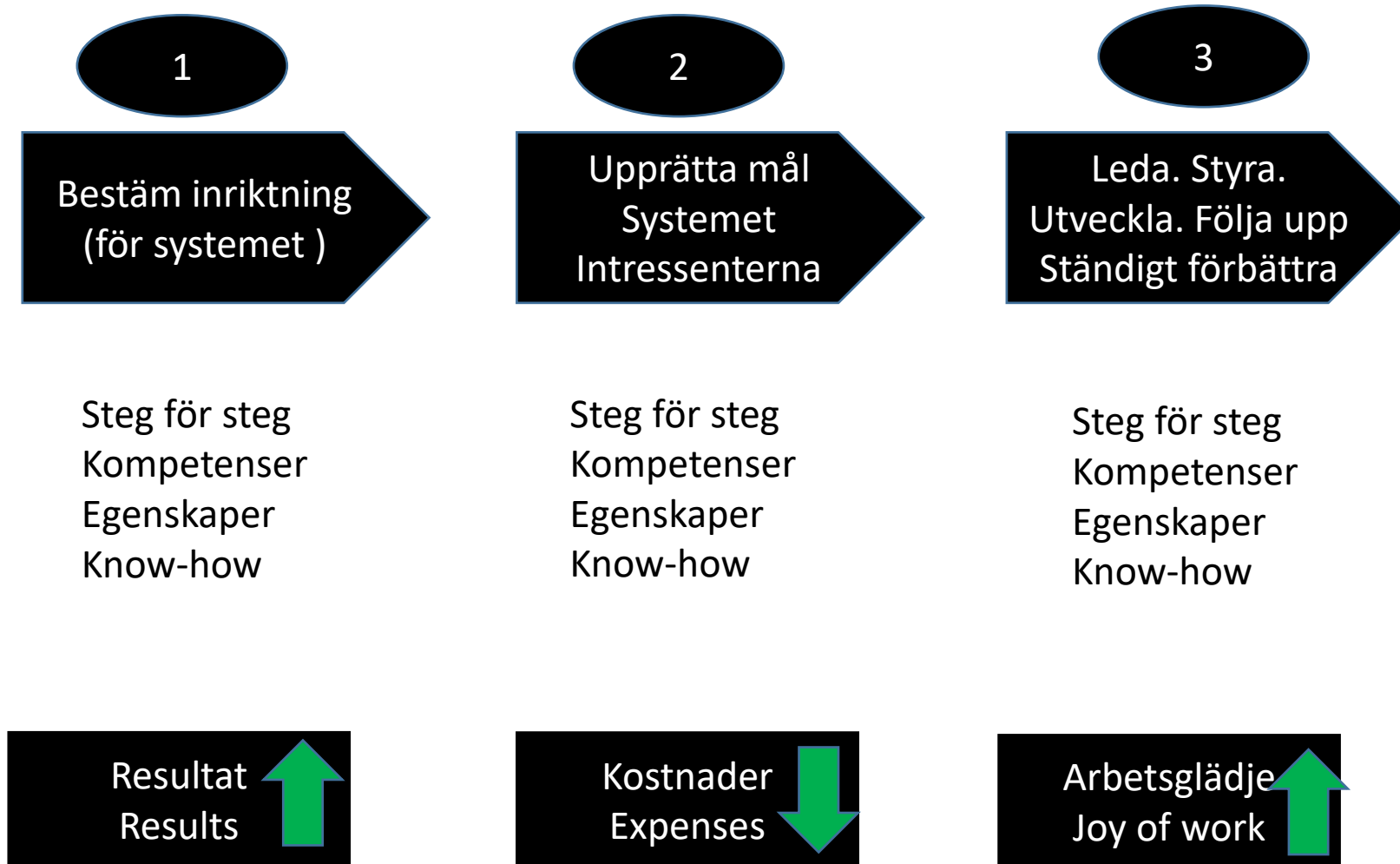
1. Forsknings-/Faktabaserade
2. Visat sig vara best-practice inom varje område
3. Praktisk kompetens (know-how)
4. Omfattande till både bredd och djup (olika behov)
5. System-baserade

**Vad & Hur  
Anpassas  
Kombineras**

*Quality in a service or product is not what you put into it. It is what the client or customer gets out of it.” Peter Drucker*



# Fakta-, intressent- och systembaserad process för tvärasektoriellt samarbete



Mäta rätt saker på rätt sätt



*“Where facts are few, experts are many” Unknown*

*”Business translates into **doing**.*

*Doing translates into **impacting the business***

*This impact can be **quantified and maximized**”*



# Vad är syftet med att mäta?

Det finns bara tre anledningar till varför information har ett värde



*“A quantitatively expressed reduction of uncertainty based on one or more observations”*

Utmaning: En grupp människor samarbetar inte bra  
Drömutfall: Förbättra samarbetet med mätbara effekter resultat till användare, lägre kostnader och högre arbetsglädje (yttre och inre effektivitet)

Drömutfall: Effektivitet ca 80%

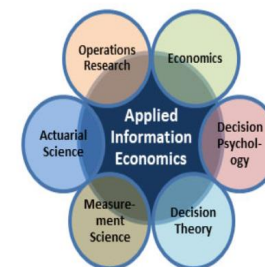
Hur: Tydliggöra nedanstående som ett system

Nuläge gruppen: Effektivitet

1. Förstå systemet (konkret och systembaserad samsyn)
2. Syfte. Mål. Förväntat resultat. Otydligt.
3. Arbetsroller. Otydligt.
4. Processer. Otydligt
5. Relationer. Otydligt

Chans att lyckas från 85%

Verkligt exempel



Värde för chef  
Medarbetare  
Verksamhet

Effektivitet 81% (10 personer)

Kvot: Nyttor / Kostnader

Nyttor: 700 000 to 975 000 Euro/Year

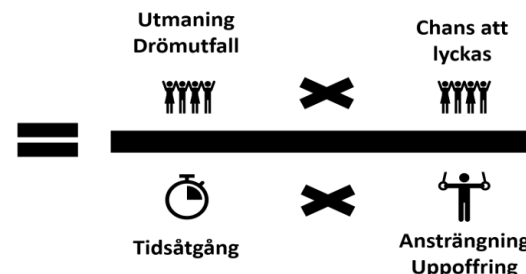
Kostnader: 103 000 Euro

ROI: 6 to 10 gånger kostnaden

Obs! Första året

(ROI: 1:6 or ROI: 1:10)

Värde/Nytta



"How can you say that the sky is the limit, when there are footprints on the moon" Paul Brandt

Tidsåtgång  
Ca 6 månader

Ansträngning & Uppoffring

3-5 dagar per månad

# Mäta rätt saker på rätt sätt

*“Where facts are few, experts are many” Unknown*  
*Beprövad process för att följa upp effekter på fem olika nivåer*

1



**Attityder**  
**Angreppssätt**  
**Kraftfulla frågor**  
**Mallar**  
**Inverkan (Låg)**

2



**Kunskap**  
**Angreppssätt**  
**Kraftfulla frågor**  
**Mallar**  
**Inverkan (Låg)**

3

put.  
*into*  
Practice

**Färdigheter**  
**Angreppssätt**  
**Kraftfulla frågor**  
**Mallar**  
**Inverkan (Medel/Hög)**

4



**Förmågor**  
**Angreppssätt**  
**Kraftfulla frågor**  
**Mallar**  
**Inverkan(Hög)**

5



**Effekt verksamhet**  
**Angreppssätt**  
**Kraftfulla frågor**  
**Statistiska metoder**  
**Return-on-Investment**  
**Inverken (Mycket hög)**

# UNCLEAR

Går det att mäta allt  
med hög kvalitet?



## Example: Nyttor X

1. Om X är viktigt så lämnar det spår eller så går det att observera
2. Om det går att observera, så går det att observera som en mängd eller ett intervall av möjliga utfall
3. Om det går att observera som en mängd av möjliga utfall, så går det att mäta (med hög kvalitet)

## Hur

Kraftfulla frågor  
Angreppssätt

- Tvärssektoriell samverkan
- Samarbete
- Innovation
- Kundvärde
- Engagemang
- Kompetens
- Egenskaper
- Etc

- Vilket beslut?
- Vad vet vi om osäkerheten?
- Storleken på risken?
- Värdet av att minska dessa?
- Vad vi bör mäta?
- Hur vi bör mäta?

## Frågor för att mäta rätt saker på rätt sätt

Startfrågor innan du ens funderar på att mäta något

## Startfrågor innan du ens funderar på att mäta X

1. Vad är beslutet som denna mätning ska stödja? Varför bryr du dig om att mäta detta? Vilket beslut kan bero på resultatet av denna mätning?
2. Vad är definitionen (i konkreta termer) av vad som mäts i termer av observerbara konsekvenser
3. På vilka sätt/Hur, exakt, spelar detta någon roll för ditt beslut i fråga?
4. Hur mycket vet vi redan om beslutsproblemet nu? Vilken är vår nuvarande osäkerhetsnivå? När kommer värdet att göra skillnad? (t.ex. om detta är mer än X, då ska jag göra Y)
5. Vad är värdet av information? Vad behöver vi mäta? Vad behöver vi inte mäta? Hur mycket är ytterligare information värd? Vilken/vilka delar av beslutsproblemet har en hög osäkerhet och höga kostnader för att ha fel?

*"He who asks a question remains a fool for five minutes.*

*He who does not ask remains a fool forever."*

1) Minska osäkerhet

2) Bättre beslut

3) Mätbara effekter

Varför de flesta felaktigt tror att man inte kan mäta rätt saker ("intangibles") på rätt sätt med hög kvalitet

**Syftet**

Varför man mäter i sig är allmänt missförstått

**Definition**

Det som mäts är inte väldefinierat (Operationell definition)

**Hur**

Hur man mäter rätt saker är missförstått

Source: Douglas Hubbard

*"How Well You Define a Problem Determines How Well You Solve It"* Albert Einstein

Kostnad: x kronor  
Nytta: y kronor  
Kostnad < Nytt = Bra beslut  
T.ex. 1:6

Värde/Nytta

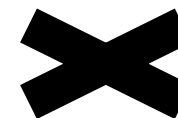


=

Utmaning  
Drömutfall



Chans att  
lyckas



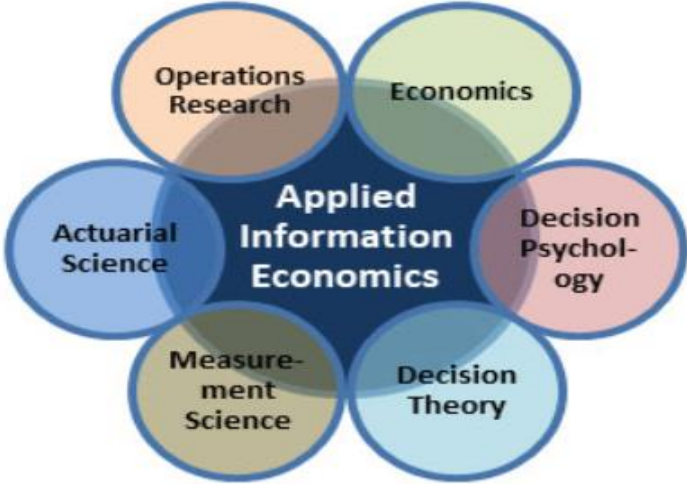
Tidsåtgång



Ansträngning  
Uppoffring

*"Price is what you pay, value is what you get"* Warren Buffet

# Kostnader för X

Exempel på kostnader	Hur mäta Arbetsätt, metoder och verktyg
Personers tid/kostnad	
Alternativkostnader (man kan göra annat under tiden)	
Resor, hotel mm	
Administrativa kostnader	
Övriga kostnader	



# Nyttor

*"Knowledge without application is useless" Thomas Alva Edison*

## Exempel på nyttor

**Förbättrade prestationer, effektivitet, produktivitet**

**Bättre resultat, lägre kostnader och högre arbetsglädje**

**Number one: the vital few that matters – not the trivial many**

### **Nyttor som bör mätas (intangibles)**

Mer tid för värdeskapande arbete för chefer och medarbetare

Kompetensutveckling. Bättre förmågor. Bättre samarbete.

Förbättrade relationer. Mer kreativa innovativa idéer. Bättre användning av märke

Förändring/Förbättring. Mer flexibla till förändringar. Fler motiverade medarb

Förbättrad livskvalitet



The image features a dense, repeating pattern of paper clips. Each clip is a standard metal design, shown in a dark red or maroon color that matches the background. They are scattered across the entire frame, creating a textured, repetitive visual. The lighting is even, highlighting the metallic sheen and the three-dimensional shape of the clips.

Bilagor

# More About Martin Lagerström



My adage "As managers lead themselves, they lead their co-workers. As they lead their co-workers, they lead their groups. As they lead their groups, they lead teams. As they lead teams, they lead entire businesses and organizations.

*It is like the links in a chain. It hangs together.*

My custom-built support includes strategies and know-how that creates great results for each link in this chain

The approaches in my support are all:

1. Research-/fact-based
2. Proven to be best-practice within each area
3. Practical to use (know-how)
4. Extensive to both width and depth
5. System-based

What and how they are combined is why it creates such powerful outcomes.

## Work experience

- Manager, 10 years
- Custom-Built Support to Organizations, Management Teams and Managers, 20 years (Private and Public sector)
- Steering Groups For Successful Cross-Sectorial Government Assignments, Consortiums (e.g. SMED-Consortium)
- Board Member Berotec AB, Board Member EMCC Sweden

## Sample Awards for my Custom-Built Support for Organizations, Management Teams and Managers

- The Awards were given due to its measurable results for organizations, managers, teams and business
- Five (5) Levels Evaluations (what, why, how)
- The Award "Statistician of the Year 2017" by the Swedish Statistical Society.  
<https://statistikframjandet.se/martin-lagerstrom-tackar-for-utnamningen-till-arets-statistiker/>
- ACQ5 Global Award 2019: [https://www.acq5.com/magazines/8\\_8632?page=36](https://www.acq5.com/magazines/8_8632?page=36)
- ACQ5 Global Award 2018: <https://bit.ly/2QfgXWJ>
- ACQ5 Global Award 2017: <https://lnkd.in/gXqRq2D>.

## Best-Practice Management and Leadership United Nations Economic Commissions for Europe (UNECE)

[https://www.unece.org/fileadmin/DAM/stats/publications/HRMT\\_w\\_cover\\_resized.pdf](https://www.unece.org/fileadmin/DAM/stats/publications/HRMT_w_cover_resized.pdf)

## University Degree´s

Three University Degrees with Excellent Grades

- Degree of Bachelor of Science with a major in Business Administration.
- Degree of Bachelor of Science with a major in Psychology.
- Degree of Bachelor of Science with a major in Statistics.

## Certifications

- Business Coaching, Groups/Teams, Mental Training, Cost-Benefit Analysis,
- Change Management, many different Psychological Approaches etc.

## Other

- Swedish Champion in Badminton and Member of the National Team for Sweden
- Extensive Self-Studies 35 years related to Excellence Modalities in different areas

**More details in appendix to this ppt.i.e. for the few who wants to know more about work roles and results, the awards, univeristy degrees, certifications, self-studies etc.**



Appendix  
More Details  
Martin  
Lagerström

- Work-Roles
- Awards for My Custom-Built Support for Organizations, Management Teams and Managers
- Very detailed information for the few who wants to know more

# Work Roles from 2020 and onwards

## What and Results

Date	What	Results
2020 -	<p><b>Steering Group for the Government Assignment to Develop a Cohesive Data Infrastructure for Competence Supply and Life Long Learning in Sweden (KLL)</b></p> <ul style="list-style-type: none"> <li>A unique government assignment with a focus on how to improve co-operation between eight different agencies to use data as a strategic resource for digital innovation, competitiveness and growth.</li> <li>The Government Assignment was about three things: Data, Interoperability and Cross-Sectoral Management/Governance</li> <li>My role in the Steering Group was to create great conditions for the practical work between the agencies involved, eliminate obstacles for co-operation and to create a common understanding about purpose, goals, processes, mission, i.e. between the whole and its parts.</li> </ul> <p><b>The Energy Industry.</b></p> <ul style="list-style-type: none"> <li>Project-leader for a co-operation between four electricity network companies, the Swedish Energy Agency and Statistics Sweden.</li> <li>The Swedish Government supported the conclusion and recommendation in my report and invested funds according to the recommendations.</li> </ul> <p><b>Nordic Smart Government and Business</b> (<a href="#">Nordic Smart Government and Business</a>).</p> <ul style="list-style-type: none"> <li>Support to Team Leader when it comes to management and leadership for her team, planning and executing conferences between the nordic countries and agencies involved.</li> <li><b>Support to our International Department Manager and his Co-workers i.e. in better ways to manage and lead.</b></li> </ul> <p><b>Support to Managers &amp; Their Co-Workers (International Department, Business Development unit etc)</b></p> <ul style="list-style-type: none"> <li>Develop Processes that Support Managers &amp; Co-workers Daily Work to perform better outcomes for stakeholders</li> <li>Support to Manage and Lead better ways</li> <li>Quality Managements missions etc. See also next slides.</li> </ul> <p><b>International Missions (EU, OECD, UNECE)</b></p> <ul style="list-style-type: none"> <li>See next slide</li> </ul> <p><b>Other Job Duties (on free time and aligned with the rules for side jobs in the public sector)</b></p> <ul style="list-style-type: none"> <li>Board Member EMCC Sweden</li> <li>European Mentoring and Coaching Council är en branschorganisation för coacher och mentorer som utbildar och certifierar dessa.</li> </ul>	<p><b>Government Assignment achieved great results.</b></p> <ul style="list-style-type: none"> <li>Webinar 31th January 2024 for more about (the why's, what's, how's and outcomes achieved"</li> <li><b>Click link below (Swedish):</b></li> <li><a href="https://api.screen9.com/preview/JVk5lcgExW6btSvw66SKUjDcdrjUI2kaNtLce-POBKVgWF5rbOxJVswTGABw0SAI">https://api.screen9.com/preview/JVk5lcgExW6btSvw66SKUjDcdrjUI2kaNtLce-POBKVgWF5rbOxJVswTGABw0SAI</a></li> <li><b>Click link below (English Captions):</b></li> <li><a href="https://youtu.be/5P5VoVRCGeY">https://youtu.be/5P5VoVRCGeY</a></li> <li>Final report, learning material etc. can be provided on request.</li> </ul> <p><b>Energy Industry achieved great results</b></p> <ul style="list-style-type: none"> <li>See final report and short business case for more details.</li> </ul> <p><b>Nordic Smart Government and Business.</b></p> <ul style="list-style-type: none"> <li>Great results can be provided from the Team Leader on request</li> </ul> <p><b>Support to our International Department Manager</b></p> <ul style="list-style-type: none"> <li>Great results can be provided on request.</li> </ul> <p><b>International Missions (EU, OECD, UNECE etc)</b></p> <ul style="list-style-type: none"> <li>See next ppt.</li> </ul>

# Work Roles 2012 to 2020 . What and Results

Date	What	Results
2012-2020	<p><b>Support for Organizations, Management Teams and Managers, Human Resource Department, Statistics Sweden</b></p> <ul style="list-style-type: none"> <li>I was offered this free role by Director General Stefan Lundgren and Human Resources Director (Torbjörn Lindström due to my results as manager/leader for 10 years, my burning desires for these issue and other experiences that are covered in this and other matrices.</li> </ul> <p><b>Job Duties</b></p> <ul style="list-style-type: none"> <li><b>Mission to develop an excellent support for management teams and managers based on the criteria for Excellence in different fields</b>, i.e. support that gives support all the way, i.e. from what, how to results.</li> <li><b>Development and launching of various leadership programs and support for management groups and managers.</b> Developed below in 2012 which was then launched in 2013 at Statistics Sweden <ul style="list-style-type: none"> <li><b>Management Program for High Potential Candidates (Future Managers)</b></li> <li><b>Leadership Program for Managers</b></li> <li><b>Leadership Program for Department Mangers</b> (not since 2013)</li> <li><b>Management courses for non-managers</b></li> <li><b>Tailored Made Support for Management Teams and Managers</b></li> </ul> </li> </ul> <p><b>Other Job Duties , please see below</b></p> <ul style="list-style-type: none"> <li><b>Support to Director Generals, Management Teams and Managers such as Serbia, Kenya, EU, UNECE etc.</b></li> <li><b>Studies for Director Generals and Top Management.</b>, such as the manager's work situation, work roles at Statistics Sweden, etc.</li> <li><b>Procurement of Support for Top- Management Teams and Managers.</b> Procurement of support for management groups and managers as well as support regarding the selection of suitable consultants for various efforts such as e.g. Statistics Sweden's strategy, the review of departments, selection of suitable business coaches or other efforts for management groups and managers, etc. International assignments.</li> <li><b>International missions for Eurostat/UNECE/EFTA</b> within HR as well as assignments via our international consulting office as well as study visits from the Balkans, Africa, South America and EU, OECD.</li> <li><b>Other international Missions.</b> Frequently hired speaker and facilitator Eurostat, UNECE/EFTA at various conferences etc. linked to strategic HR work etc. Lecturer Stockholm University know-how for management systems for excellence.</li> <li><b>Lecturer for Professor Lars Lyberg at Stockholm University in Management Systems for Excellence: Focus on How to Apply it</b> (from theory to practice from my experience in Steering groups such as e.g. SMED-Consortium, ESTP-Consortium etc. Practical training (lecturer) for master's students (90 credits level) at Stockholm</li> <li><b>Support to managers and co-workers in how to use evidence-based psychological approaches to improve well-being and performance in different work roles</b></li> </ul> <p><b>Other Job Duties (on free time and aligned with the rules for side jobs in the public sector)</b></p> <ul style="list-style-type: none"> <li><b>Board Member Berotec AB:</b> <a href="https://berotec.se/news/berotec-ab-vaikomnar-tva-nya-ledamoter-till-styrelsen/">https://berotec.se/news/berotec-ab-vaikomnar-tva-nya-ledamoter-till-styrelsen/</a></li> </ul>	<ul style="list-style-type: none"> <li><b>Launch of Support for Management Teams and Managers. See the What column.</b> <ul style="list-style-type: none"> <li>I was also a trainer in the leadership programs and sometimes together with consultants.</li> </ul> </li> <li><b>Results of the Extensive Leadership Support since 2013 has been Evaluated on Five Levels for its Outcomes</b> <ul style="list-style-type: none"> <li>For the latest evaluation of the leadership program for candidates, see Josefin Posse's evaluation in spring 2019.</li> <li>Evaluations since start 2013 on request.</li> </ul> </li> <li><b>Results of the Tailored-Made Support for Organizations, Management Teams and Managers.</b> <ul style="list-style-type: none"> <li><b>Recommendations</b> from the Director Generals, department managers, management teams and managers can be provided on request.</li> <li><b>Awards (National and International)</b> for the results others have achieved through my custom-built support to organizations, management teams and managers.</li> <li><b>More About Awards,</b> Please see next ppt.</li> </ul> </li> </ul>

# Awards (samples) for my work to organizations, management teams and managers and other.

Awards//Utmärkelser	Motivations and links
<p>The Award "Statistician of the Year 2017" by the Swedish Statistical Society.</p>	<ul style="list-style-type: none"> <li>• <b>Motivation by the jury (Professor John Öhrvik):</b> "For Martin Lagerström's innovative application of statistical methodology in the fields of business development and strategic competence development of managers and management teams" Previous winners of this award are among others Hans Rosling (Professor in International Health), and the Norwegian statistician and tv-profile Jo Röslien.</li> <li>• <b>Article series 10<sup>th</sup> May 2019 for the Swedish Statistical Society after my award "Statistician of the Year"</b> <a href="https://statfr.blogspot.com/2019/05/how-can-you-use-science-of-statistics.html">https://statfr.blogspot.com/2019/05/how-can-you-use-science-of-statistics.html</a> .</li> </ul>
<p>ACQ5 Global Award 2019.</p>	<ul style="list-style-type: none"> <li>• <b>Motivation by both customers and jury:</b> "For a third year in a row our readers voted to award Martin Lagerström the International Game changer ACQ Global Award. To get the highest score three years in a row by our voters says a lot about the power of Martin's quality of work, i.e. his custom-built support for firms, top-management teams and managers. This year there were over 97 000 voters from all over the world. Martin is also the first person to win our award three times in a row. Many managers gave detailed comments why they voted for him. We invited Martin to tell us more.</li> <li>• <b>To read the interview in the Magazine Game changer just click in this link:</b> <a href="https://www.acq5.com/magazines/2092_0">https://www.acq5.com/magazines/2092_0</a>.</li> <li>• ACQ5's Awards are the largest program of its kind in the market. The award is based on a detailed assessment by users and a jury: <a href="http://awards.acq5.com/1/">http://awards.acq5.com/1/</a>.</li> <li>• <b>Click on this link to see comments from voters:</b> <a href="https://dreambroker.com/channel/57e6g2cx/z4c2h38x">https://dreambroker.com/channel/57e6g2cx/z4c2h38x</a></li> </ul>
<p>ACQ5 Global Award 2018</p>	<ul style="list-style-type: none"> <li>• <b>Motivation by both customers and jury:</b> "Our voters and jury gave Martin's work top-score ratings. Comments in the poll this time were: "Martin's tailor-made support walk its talk when it comes to going from what, how and how to achieve excellent outcomes. His support has vastly improved our results for our users, management teams, managers and co-workers. Moreover, our results have improved with reduced costs and higher joy of work at the same time".</li> <li>• <b>To read the Interview,</b> please click on this link: <a href="https://bit.ly/2QfgXWJ">https://bit.ly/2QfgXWJ</a></li> </ul>
<p>ACQ5 Global Award 2017</p>	<ul style="list-style-type: none"> <li>• <b>Motivation by both customers and jury:</b> "Martin Lagerström's work on strategy, management and leadership received top-score ratings from customers in our poll. Moreover, comments in the poll like "He and Statistics Sweden is without doubt the go-to resource for the latest trends, knowledge, skills and know-how in these issues" made us to want to learn more. We invited Martin to tell us more about the why's, what's, how's and outcomes of this work".</li> <li>• <b>To read the interview</b> please click on Martin's name on the frontcover. <b>Click on this link:</b> <a href="https://issuu.com/smartwave/docs/corporate_gamechangers_issue_x_2017">https://issuu.com/smartwave/docs/corporate_gamechangers_issue_x_2017</a></li> </ul>
<p>Nominated for SiQ's Quality Innovation Award 2017</p>	<ul style="list-style-type: none"> <li>• <b>SiQ:s nomination:</b> "Martin Lagerström is nominated for his tailor-made support over time to organizations, management teams and executives."</li> <li>• Did not win any Award.</li> <li>• For more information about SiQ's Awards, please see: <a href="https://lnkd.in/gP7mFjQ">https://lnkd.in/gP7mFjQ</a>).</li> </ul>
<p>United Nations Economic Commission for Europe (UNECE).</p>	<ul style="list-style-type: none"> <li>• <b>United Nations Economic Commission for Europe (UNECE). Motivation:</b> "UNECE has repeatedly selected Martin Lagerström's work as best practice in business and organizational development, leadership and leadership." His reports have also been published in UNECE's "Human Resources Management &amp; Training - Compilation of Good Practices in Statistical Offices".</li> <li>• För more information: <a href="https://www.unece.org/fileadmin/DAM/stats/publications/HRMT_w_cover_resized.pdf">https://www.unece.org/fileadmin/DAM/stats/publications/HRMT_w_cover_resized.pdf</a></li> </ul>
<p>Other Awards</p>	<ul style="list-style-type: none"> <li>• <b>Motivation by expert team and jury:</b> "Martin Lagerström is a prolific award winner in programmes such as ACQ5 Global Awards/ Business Excellence Awards. His work has gained the attention of international organisations such as The United Nations Economic Commission for Europe/Eurostat. Moreover, his work has a great reputation with many positive testimonials around the world from clietns and the results they have achieved by using his support"</li> </ul>
<p>Swedish Champion Swedish National Team</p>	<ul style="list-style-type: none"> <li>• <b>Swedish champion in Badminton and Member of the Swedish National Team in Badminton</b></li> </ul>

# Work roles 2008 - 2011– What and Results

Date	What	Results
<p>2008-2011 (in parallel with my role as a manager)</p>	<ul style="list-style-type: none"> <li>• <b>Support to Management Groups/Teams, Managers of Departments and to the Personnel Department at Statistics Sweden.</b> <ul style="list-style-type: none"> <li>• For the last five (5) years as manager, I therefore did the following in parallel with my job as unit manager to 50 percent due to the new working methods for leading and controlling freed up time for this (self-managing team)</li> </ul> </li> <li>• <b>Assignment from the Director General – Recommend A Management Systems for Excellence and How to Apply It.</b> <ul style="list-style-type: none"> <li>• Assignment given to me and Professor Lars Lyberg by Statistics Sweden's previous Director General Kjell Jansson. Recommendation (why, what, how and results) from Professor Lars Lyberg can be given on request.</li> </ul> </li> <li>• <b>Support and Assistance to Management Teams, Managers and the HR Department in Quality Management</b> <ul style="list-style-type: none"> <li>• Supported management teams and managers and also supported the Human Resources department with manager/leadership, staffing, strategic HR work during this time.</li> </ul> </li> <li>• <b>Support to International Management Teams in Quality Management for Excellence</b> <ul style="list-style-type: none"> <li>• Support to international management teams in "quality management" and how it is connected with strategic HR work, leadership etc.</li> </ul> </li> <li>• <b>Quality Management Coach.</b> <ul style="list-style-type: none"> <li>• Support to department managers and managers in SCB's various departments in e.g. ISO 20252 certification, quality management/strategic management/leadership, change management etc</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• <b>Results for Statistics Sweden.</b> <ul style="list-style-type: none"> <li>• See report Statistics Sweden's choice of management system for Excellence for successful operations and organizational development. Director General decision 2008-03-10 (Dnr: 2008/0479) to follow our recommendations to introduce ISO 20252 and EFQM Excellence Model.</li> <li>• Recommendation from Professor Lars Lyberg can be provided on request for more detailed examples of results.</li> </ul> </li> <li>• <b>International results.</b> <ul style="list-style-type: none"> <li>• See reports and results from international missions Europe, South America, Africa when it comes to leading and managing with a holistic system view (quality management for excellence).</li> </ul> </li> <li>• <b>Concrete successful practical examples is the SMED-consortium, and missions about helping other countries to develop better environmental management systems</b> <ul style="list-style-type: none"> <li>• Environmental management system to help other authorities lead and manage in a more systematic and systemic view, so that it leads to good results in the production of statistics. See, for example, interview with previous head of International Consulting Office Department "Our agency helps other countries to do better" about results achieved.</li> </ul> </li> <li>• <b>More detailed results.</b> <ul style="list-style-type: none"> <li>• Recommendation Director Generals, Department Managers, Managers. can be provided on request for detailed results they have achieved</li> </ul> </li> </ul>
<p>2002-2011</p>	<p><b>Manager for the Unit Environment and Tourism (30 people)</b></p> <ul style="list-style-type: none"> <li>• The main explanation behind the results achieved for managers, employees, groups, teams and Statistics Sweden's users, etc. is that we introduced well-proven management processes to lead and manage in new fact-based ways in practice, i.e. based on the stakeholders, purpose, goals, the whole system, the mission, etc.. This way to manage and lead is based on Dr W Edward Deming's recognized management principles and "profound knowledge", and has been expanded with other governance approaches.</li> <li>• These management processes were a very important contributing factor for the successful outcomes for the SMED consortium, which I was in the steering group for. (For brief information about SMED see below).</li> </ul> <p><b>The SMED consortium (collaboration between four organizations)</b></p> <ul style="list-style-type: none"> <li>• <b>Steering Group for the SMED-Consortium.</b> <ul style="list-style-type: none"> <li>• My work in the Steering Group for The SMED consortium. SMED consists of over 100 employees from four different organizations with different cultures (SCB, SMHI, SLU and IVL AB) who annually collaborate in an excellent way to deliver high quality data, statistics and consultancy services to its stakeholders.</li> <li>• The users are the UN Climate Panel, the Swedish Environmental Protection Agency and private companies.</li> <li>• The results have been verified many times in international and national audits.</li> </ul> </li> <li>• <b>Steering Group for the Consortium European Statistical Training Programme (ESTP).</b> <ul style="list-style-type: none"> <li>• ESTP aims at providing European statisticians with the opportunity to participate in international training courses, workshops and seminars at postgraduate level in order to meet the challenges of comparable statistics at European and international level.</li> <li>• My role in this consortium was not as large and long as in the SMED-consortium when it comes to these matters.</li> </ul> </li> <li>• <b>Frequently hired speaker and project manager at international conferences</b> organized by <ul style="list-style-type: none"> <li>• European Union, Eurostat, OECD, UNECE, EFTA and UNWTO during this period.</li> </ul> </li> </ul>	<p><b>Results for different stakeholders.</b></p> <ul style="list-style-type: none"> <li>• Overview (ppt slide) of concrete results (10 years of data) for various stakeholders, such as e.g. Statistics Sweden's users, employees, groups, teams and Statistics Sweden's finances can be provided on request.</li> </ul> <p><b>Examples of Ten (10) Years Results from Our Yearly Employee Surveys</b></p> <ul style="list-style-type: none"> <li>• <b>Co-workers Trust and Confidence.</b> <ul style="list-style-type: none"> <li>• During these ten (10) years, 92% of the employees have had a great deal of confidence and trust in my leadership. For three years it was close to 100%</li> <li>• The highest number in the entire organization.</li> </ul> </li> <li>• <b>Employee/Co-workers - Joy and Performance</b> <ul style="list-style-type: none"> <li>• During these 10 years, similar figures as the above could be shown for the working factors that employees have chosen each year as the most important for them to feel better and perform better results for our users, such as e.g. <ul style="list-style-type: none"> <li>• Long and short-term goals that guide and motivate action and results</li> <li>• Management of the unit, groups, teams and employees.</li> <li>• Ideas that lead to actions and improvements for co-workers and users.</li> <li>• Strategic skills support for employees</li> <li>• Evaluations of our work from customers and other stakeholders</li> <li>• Employees' level of commitment</li> <li>• To work systematically, goal-oriented and continuously to improve the workplace environment for everyone</li> </ul> </li> </ul> </li> <li>• <b>Example of results for Statistics Sweden's users/customers.</b> <ul style="list-style-type: none"> <li>• Detailed examples of results from highly satisfied users (Directors-General, Managers, Eurostat, and other users) can be provided on request.</li> </ul> </li> </ul>



# Work Roles 1994 to 2000 – What and Results

Date	What	Results
From 1994 to 2000	<p><b>Senior Management Consultant Askus AB (300 employees).</b></p> <p>My work role consisted of three main tasks such as e.g.</p> <ol style="list-style-type: none"> <li>1. Support management teams in both the private and public sector when it comes to business, strategy and change management issues such as business/operational plans, strategies, customer, market and sales plans, strategic HR work, measuring effects, generating new ideas that lead to new services that meet customers' needs, etc.</li> <li>2. Help these organizations with how to use data-driven decision support (statistical methods and analyses) to improve business and organization for its customers. My role also included support, guidance and training to consulting company's other consultants in these approaches.</li> <li>3. Public Speaker at large conferences for the company such as the event at e.g. Grand Hotel</li> </ol> <p><b>Consultant for the Management Team at the Co-operative Union (Retail Industry)</b></p> <p>Examples of tasks</p> <ul style="list-style-type: none"> <li>• Customer and market research with statistical analyses, such as the customers' decision-making process when choosing a place of purchase and buying products</li> <li>• Advice and recommendations regarding market strategies and positioning in the market</li> <li>• Review of other consultant's reports and suggestions for improvements in terms of methods, analyses, processes and related issues.</li> <li>• Data-driven decision support for the management team (operational analysis from statistical methods; data mining, etc.)</li> </ul> <p><b>Marketing manager for a unit and assisting unit manager</b></p> <p>Examples of tasks</p> <ul style="list-style-type: none"> <li>• Assist the unit manager with regard to business planning, pricing, procurement, budget issues, recruitment, personnel planning (approx. 30 employees) etc.</li> <li>• Develop new and more efficient working methods for the unit and the department</li> <li>• Train the unit in statistical methods, develop new statistical services for users, user dialogues, etc.</li> <li>• Coordinate large assignments between the department and other</li> <li>• Develop working methods for Business Intelligence</li> </ul>	<p><b>Recommendation with excellent results from CEO Klas Kirstein or Bengt Walerud can be provided on request for more detailed examples of concrete results</b></p> <p><b>Recommendation with excellent results from the CEO Georg Högsander can be provided on request for more detailed examples of concrete results.</b></p> <p><b>Recommendation with excellent results from unit manager Roger Pettersson can be provided on request for more detailed examples of concrete results.</b></p>



# Appendix More Details Martin Lagerström

- University Degree's
- Certifications, Diploma's
- Self-Studies
- Very detailed information for the few who wants to know more

Three (3) university degree´s with Excellent Grades	Certifications & and Licenses
Degree of Bachelor of Science with a major in Business Administration. Stockholm University. Excellent Grades.	<b>Certified professional Business-, Management- and Leadership Coach.</b> <ul style="list-style-type: none"> <li>One of few that is quality assured by ICC/ICF/EMCC on a practioner level (6 months, including 250 hours logged , approved training and evaluation)</li> </ul>
Degree of Bachelor of Science with a major in Psychology. Stockholm University. Excellent Grades	<b>Certified Applied Information Economics (AIE) .</b> <ul style="list-style-type: none"> <li>AIE is a combination of fact-based methods such as Economics, Operational Research, Actuarial Science, Measurement Science, Decision Theory and Decision Psychology.</li> <li>AIE is best-practice for doing reliable, relevant and usable Return-on-Investment, risk management analysis with advanced statistical approaches.</li> <li>AIE is the only approach in the world to measure cost and benefits with high quality</li> </ul>
Degree of Bachelor of Science with a major in Statistics. Stockholm University. Excellent Grades	<b>Certified Change Management, ADKAR/Prosci .</b> <ul style="list-style-type: none"> <li>Quality assured by over 12 years scientific research. (3 days education &amp; practicum).</li> </ul>
	<b>Certified ICC/ICF International Coach.</b> <ul style="list-style-type: none"> <li>Quality assured by ICC/ICF/EMCC (300 hours logged, approved education &amp; training)</li> </ul>
	<b>Certified Advanced Group and Team Coaching processes.</b> <ul style="list-style-type: none"> <li>Quality assured by ICF/ICC (15 hours education and practicum)</li> </ul>
	<b>Certified Group Development Questionnaire (GDQ) by Susan Wheelan (4 days education and practicum).</b> <ul style="list-style-type: none"> <li>How to measure the effects of groups and teams. Quality assured by decades of research.</li> </ul>
	<b>Certified JobMatch Talent (3 days education).</b> <ul style="list-style-type: none"> <li>Quality assured by scientific studies and European Federation of Psychologists' Associations (EFPA).</li> </ul>
	<b>Certified in several Everything DiSC modules (which is different from DiSC) 16 days education</b> <ul style="list-style-type: none"> <li>Certified DiSC Personality Profiles, Certified DiSC Coaching, Certified DiSC Group-and Team</li> <li>Certified DiSC Innovation &amp; Teambuilding, Certified DiSC Everything Workplace,</li> <li>Certified DiSC Work of Leaders and Certified DiSC High Performing Teams.</li> <li>Quality Assured: by over 40 years Scientific Research.</li> </ul>
	<b>Certified &amp; Licensed Mental Master Coach.</b> <ul style="list-style-type: none"> <li>The most comprehensive &amp; advanced in the world in mental training. Quality assured by 50 years scientific research as it comprises 4 000 hours education,, training, practice, evaluation.</li> </ul>
	<b>Robin Sharma´s Circle of Legends Course.</b> <ul style="list-style-type: none"> <li>Three (3) Months Course. Focus on rituals routines, tools , know-how, and tactics that the best in the world are currently applying to be a master of leading oneself and others</li> </ul> <b>Robin Sharma´s Mentoring Program with a Focus on Self-Mastery and Know-how.</b> <ul style="list-style-type: none"> <li>52 Weeks Program with Robin Sharma as a Mentor with a Focus on Self-Mastery &amp; Leadership</li> </ul>

Diploma's	Self-studies
<p><b>Diploma in Creating Strategy and Complete Digital Automated Business Systems and Customer Processes (funnels, webinars, Online-courses etc). By Inspiro Academy and Simplero.</b></p>	<ul style="list-style-type: none"> <li>• <b>Intensive Self Studies.</b> <ul style="list-style-type: none"> <li>• My intensive self studies the last 35 years contribute the most to my learning so far in my opinion.</li> <li>• I have a burning desire to learn more about many different excellence modalities related to lead self, lead groups, lead teams and lead entire organizations/businesses, and most importantly to feel and cope better with life challenges. I dare to say that I know the below in-depth and can practice it.</li> </ul> </li> <li>• <b>System Theory and Practice</b> such as e.g. <ul style="list-style-type: none"> <li>• Donella Meadows, Dr W Edwards Deming, Peter Drucker, Peter Scholtes Dr. Donald Wheeler, Walter Shewart, Joseph M. Juran, Professor John Seddon, Russel L Ackhoff, Eliyahu M. Goldratt, Nassim Nicholas Taleb</li> </ul> </li> <li>• <b>Management Systems for Excellence with a Focus on Practical Application</b> such as e.g. <ul style="list-style-type: none"> <li>• The EFQM Excellence Model (The European Foundation for Quality Management) , SiQ (the Swedish Institute for Quality), The Toyota System, Malcolm Baldrige, Six Sigma, Lean etc.</li> </ul> </li> <li>• <b>Personal Systems for Excellence</b> such as e.g. <ul style="list-style-type: none"> <li>• Napoleon Hill's 17 Principles for Personal Excellence, Robin Sharma's System for Personal Leadership, Lars Eric Uneståhl's Mental Training for Elite Sports, Albert Ellis Cognitive Behavioural Psychology and others.</li> </ul> </li> <li>• <b>Decision Theory and Application</b> such as <ul style="list-style-type: none"> <li>• Daniel Kahneman, Amos Tversky, Douglas Hubbard, Morgan D. Jones and many others.</li> </ul> </li> <li>• <b>Spiritual studies in Consciousness and Mastery</b> such as e.g. <ul style="list-style-type: none"> <li>• Peter Ralston, Eckhart Tolle, Jiddu Krishnamurti, Thích Nhất Hạnh Ngyen, Robert Spira, Anthony De Mello, and many others.</li> </ul> </li> <li>• <b>Applications as Manager, my Custom-Built Support and in different Steering Groups</b> <ul style="list-style-type: none"> <li>• Relationship to My Custom-Built Support for Organizations, Management Teams and Managers and my Adage: <i>"As managers lead themselves, they lead their co-workers. As they lead their co-workers, they lead their groups. As they lead their groups, they lead teams. As they lead teams, they lead entire businesses and organizations. It is like the links in a chain. It hangs together.</i></li> <li>• My main focus for these self studies in how to apply these models when appropriate e.g. in my role as a manager, in my custom-built support, and in my work in different Steering Groups such as the SMED-Consortium, the Government Assignments within Competence Supply and Life Long Learning, and to feel and perform better in life.</li> </ul> </li> </ul>
<p><b>Diploma in doing professional webinars</b> (4 weeks)</p>	
<p><b>Diploma in doing professional online courses</b> (8 weeks) by Inspiro Academy.</p>	
<p><b>Diploma e-learning Lectora Inspire &amp; Camtesia</b> ( 2 days).</p>	
<p><b>Diploma DreamBroker</b> (Create, Produce and Communicate Video).</p>	
<p><b>Diploma Virtual Facilitation Skills Intensive</b> (15 hours Education and Practicum) and Diploma</p>	
<p><b>Diploma Business Intelligence by Docere Intelligence ( one month education &amp; practicum) ,</b></p>	
<p><b>Diploma Speed Reading, Learning &amp; Memory</b> ( 4 weeks) .</p>	