



INNER DEVELOPMENT GOALS
Transformational Skills for Sustainable Development

Orienting inner development in organisations

White Paper #1 (focus on corporates)

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Featuring IKEA, Google, Stena, Ericsson and Icebug

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Bringing the power of inner development to humanity's global challenges

What are Inner Development Goals (IDGs) and why this White Paper?

In 2015, the UN Sustainable Development Goals offered a comprehensive plan for a sustainable world by 2030. Progress is too slow however, and eight years on it looks unlikely that the goals will be met in time.

Policy approaches thus far have lacked a fundamental inner dimension. We need urgently to **increase our collective abilities** to face and work effectively with complex challenges.

This is the purpose of the **Inner** Development Goals.

Developed with 4000+ scientists, experts and practitioners, the IDGs framework lays out the **inner capabilities, qualities and skills** needed to accelerate work towards the UN Sustainable Development Goals.

This white paper was designed and co-created with five IDG partners to **make it significantly easier for hundreds of thousands of organisations around the world to find the best way to start working with the IDGs**, and thus bring the power of inner development to the major challenges faced by their organisations.

Inner Development Goals

The Framework



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Glossary of Key Terms

Adaptive challenge

A problem or challenge, often unknown or hard to identify, in which the solution is likewise unknown and requires collaboration across actors or parts of the organisation (and often the broader ecosystem the organisation is a part of) to address. Obstacles are less tangible (e.g. values, behaviours, culture) and the solution requires learning. As distinguished from technical challenges. The term was coined by Harvard professor Ronald Heifetz. Related concepts include wicked problems and complex problems.

Inner qualities, abilities and skills

Beneficial capacities of the human mind and heart that can be cultivated intentionally through practice.

Inner Development Goals (IDGs)

A framework of 23 specific inner qualities, abilities and skills, grouped in 5 dimensions, whose cultivation can help us build a sustainable future for people and planet and address adaptive challenges. The framework was developed by a team of thought leaders, experts and international researchers following extensive outreach consultation.

IDG Partners

Leading global organisations from across industries, geographies and sectors who recognize the existence, importance and potential of inner development. IDG Partners are co-creating the global movement and leveraging the power of inner development within their organisations.

Organisational Domains

Distinct fields or areas of knowledge or activity within an organisation. When planning to engage with the IDGs, organisations can consider at least three important domains:

- **Skill:** how many of the 23 IDG skills can usefully be applied in the above areas, and at what depth/degree of competence (beginner, intermediate, advanced) for each skill?
- **Organisational:** which (and how many) departments and levels (from front line to the leader or CEO) of the organisation will benefit from integrating IDGs?

- **Functional:** which core/main functions in the organisation (e.g. communication, learning and development, quality, etc) should be aligned with IDGs, and to what extent?

Initial IDG Engagement

The areas of the organisation in which conditions are already appropriate to begin working with the IDGs, identified across the three domains (skill, organisational and functional) combine to give your initial IDG engagement: the starting point for your journey in engaging with the IDGs.

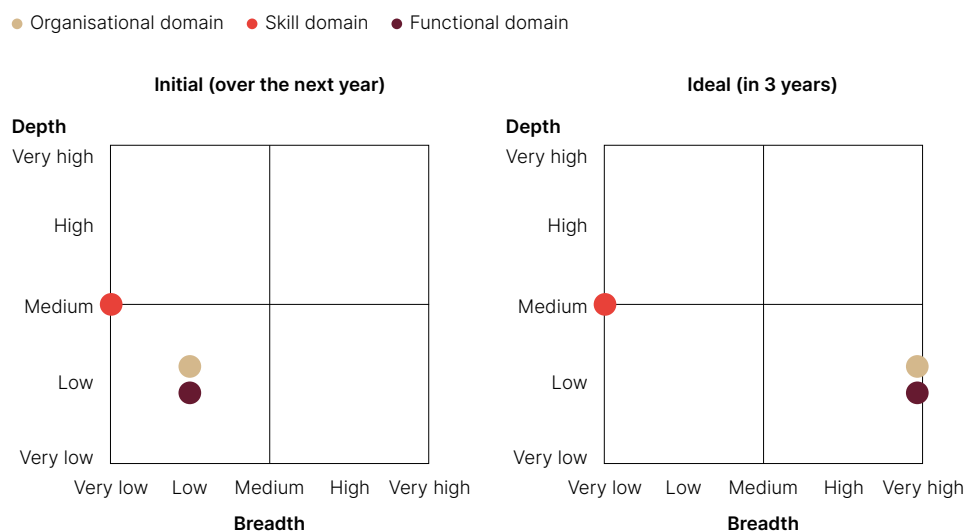
Ideal IDG Engagement

In contrast to the initial engagement, your *ideal* engagement is the level of IDG engagement across the three domains (skill, organisational and functional) required for your organisation to fully address the ‘wicked’ problems and complex, adaptive challenges it faces. A degree of engagement to aspire to throughout your journey. Requires a timeframe (e.g. in three years)*.

* Note: A higher degree of IDG engagement is not necessarily better. In some cases it may be, in others not. We encourage organisations to fully align their IDGs work to their specific organisational context.

IDG Engagement Framework

The framework can help visually display an organisation’s (initial and ideal) engagement with the IDGs across the domains described above. A simple two by two framework based on two dimensions (breadth and depth) with a five-point scale (very low – low – medium – high – very high). See the example below, illustrating a relatively common case of a large organisation which finds only 2-3 IDG skills critical for their business, and plans to bring these skills to the whole organisation over the next 3 years:



Breadth of IDG engagement

The degree to which an organisation is working with the IDGs across the 3 domains. The interpretation depends on the domain in which it is being used, as illustrated below:

- **Organisational breadth:** Based on your organisational structure. From zero to all departments (we refer to departments, however some organisations may use call the main organisational units in their org structure differently, e.g. divisions or squads)
- **Skill breadth:** Selection of 23 IDG skills. From zero to all 23 skills
- **Functional breadth:** Based on existing functions in the organisation (e.g. communication, learning and development, quality, etc). From zero to all functions

Depth of IDG engagement

The degree to which an organisation is working with the IDGs across the 3 domains. The interpretation depends on the domain in which it is being used, as illustrated below:

- **Organisational depth:** For each department, based on the departments selected when considering breadth. From only one level (e.g. top management level) to all levels (as many as your organisation has depending on your structure)
- **Skill depth:** The degree of competence that you need to develop to adequately address that challenges you are working on. From beginner competence to advanced competence
- **Functional depth:** From zero degrees of integration/alignment with the IDGs, to comprehensive integration/alignment for each selected function

Introduction: Why do organisations partner with the IDGs?

The inner world is an often-neglected aspect of the real world – and just like science, technology or the economy, it can be developed with the aim of changing that world for the better. Inner Development Goals have benefits throughout our systems, from the individual to the societal level, however this white paper focuses on benefits for organisations, and in particular the corporate organisational context. Any organisation can benefit from the power of inner development in some way. Whether our goal is sustainability, business performance, or a thriving organisational culture, inner development must now become part of the conversation.

Inner development may at first sound individualistic, however this may be a reflection of a particular set of existing cultural assumptions. Elsewhere ‘inner’ brings to mind the collective and cultural as much as the personal – and it’s this broader understanding that underpins the thinking of the IDGs. Engaging with the IDGs supports a shift to a more systemic view that sees inner and outer, the personal and the collective, as inseparable, through direct experience of their interconnection.

In most organisations, not everyone’s in a position to work on explicit aspects of sustainability like procurement or transport decisions. But once we understand that the world’s fiercest challenges are really *adaptive* problems – that we ourselves are part of the problems and need to learn and change – we see that inner development is a critical missing piece. Partners describe the hope and agency that people get from knowing: all of us can cultivate the inner qualities and skills needed to co-create a sustainable future.

A generation of talent is now seeking the fulfilment of purpose-driven work. The companies who demonstrate genuine care for human development, both inner and in terms of social impact, are those who can create motivation and remain at the forefront of innovation. And engaging with IDGs doesn’t have to mean launching an expensive new initiative. In fact it can often be a way to use existing budget more wisely – and supplying an evidence-based, systems-focused narrative to support and deepen existing approaches to transformation.

Many of our partner organisations are already leaders in some areas of human development. Whether it’s emotional intelligence, growth mindset, creating psychological safety and trust in teams,

or cultural openness and curiosity – every organisation has a strength within the IDGs. We connect our partners to learn from each other and share the codes they've cracked, supplying them with a common language so that we can advance what's working in these very urgent times.

All 23 IDGs can be considered collective qualities of any group or society, and what's more, can be cultivated at a collective level. By developing at scale these skills, qualities and capacities in our leaders and employees - and empowering leaders who already have the skills required - we increase our chances of tackling the complex, adaptive and wicked problems humanity now faces.

Why this White Paper?

Almost a hundred organisations have already partnered with the IDGs Initiative to bring the power of inner development to all their challenges – and to be a part of cultivating this fundamental aspect of global sustainability.

Through a sequence of case studies, this paper showcases a range of approaches to integrating the IDGs in organisations - to inspire and inform your own journey. Five leading organisations from different industries share how they started working with the IDGs to address various strategic challenges (e.g. shaping the direction), performance challenges (e.g. increasing operational and financial performance) and organisational challenges (e.g. improving leadership effectiveness and motivation).

In addition to these case studies, the paper offers a framework to help understand how to work with the IDGs, as well as a bonus practitioner tool with a step-by-step process designed to help any organisation find the best way to work with the IDGs.

You may be a leader, catalyst, coach, facilitator or simply someone who cares about your organisation. This tool will help you start a conversation about how inner development can support your organisation to address key challenges, and where to begin.

Working with the IDGs is a journey - and every journey starts somewhere. As you read this paper, we invite you to consider your own organisational context, strategy, performance, structure, competitive dynamics, culture, and leadership passion and alignment. All are relevant in determining your Initial IDG Engagement, the starting point on your journey of working with the IDGs.

Some start small, others take a more comprehensive or full-scale adoption of IDGs. Many partners choose to start with one or a few specific use cases (such as pressure testing current leadership models or improving a particular leadership programme). Deeper engagement is not necessarily better. What matters is identifying the best Initial IDG Engagement for your current context, and the Ideal IDG Engagement given your organisation's strategic aspirations and goals.

This white paper is the first in a series, focusing in particular on corporate organisations. While the lessons included here are relevant for all organisations, future white papers may showcase partner organisations from other sectors, such as governmental and NGO.

Featured Partner Overview:

IKEA, Google, Stena, Ericsson and Icebug



Tina Molund is Co-worker Engagement Leader at IKEA Social Entrepreneurship. Jenny Hjalmar Åkerblad is Talent and Development Manager at IKEA Range.

Both are employees of Inter IKEA Group, the franchisor of IKEA, the world's largest furniture retailer.

Based on their personal passion for inner development, sustainability and social impact, it was Tina and Jenny who first introduced the IDGs to their co-workers at Inter IKEA Group.



Michiel Bakker is Vice President of Global Workplace Programmes (including food, events, transportation, health and performance & sustainability) at Google.

Google is a global technology company operating the two most visited websites in the world (Google and YouTube), with a revenue of \$279.8bn and 170,000 employees in >55 countries.

Michiel has been working with culture over his 11 years at Google, and his team is one of the first in the organisation to start deeply engaging with the IDGs.



Maria Holmberg is the Director of People & Organisational Excellence at Stena, where Nancy Nordanstad is the Head of Learning Experience.

Stena AB is a family-owned conglomerate consisting of a diversified set of business areas including shipping and properties, with a total revenue of ~5bn USD and 17,000 employees globally.

As a part of their journey of guiding Stena's cultural transformation, Nancy and Maria started a deep companywide engagement with the IDGs after they did the groundwork to understand if the IDGs are a good fit for their organisation, which convinced them that "it's a perfect marriage".



Selina Waddington Millstam is the former global Head of Talent at Ericsson.

Ericsson is a leading technology company and major contributor to the development of the global telecommunications industry, with over 100,000 employees across 180 countries.

As a long standing talent professional with global experience and a diverse career background, Selina was the initiator of Ericsson's engagement with the IDGs.



David Ekelund is the co-founder and co-CEO of Icebug.



ICEBUG®
SWEDISH TRACTION FOOTWEAR

Icebug is a 50 member Nordic based footwear brand SME, producing the world's best traction shoes for grip in slippery conditions.

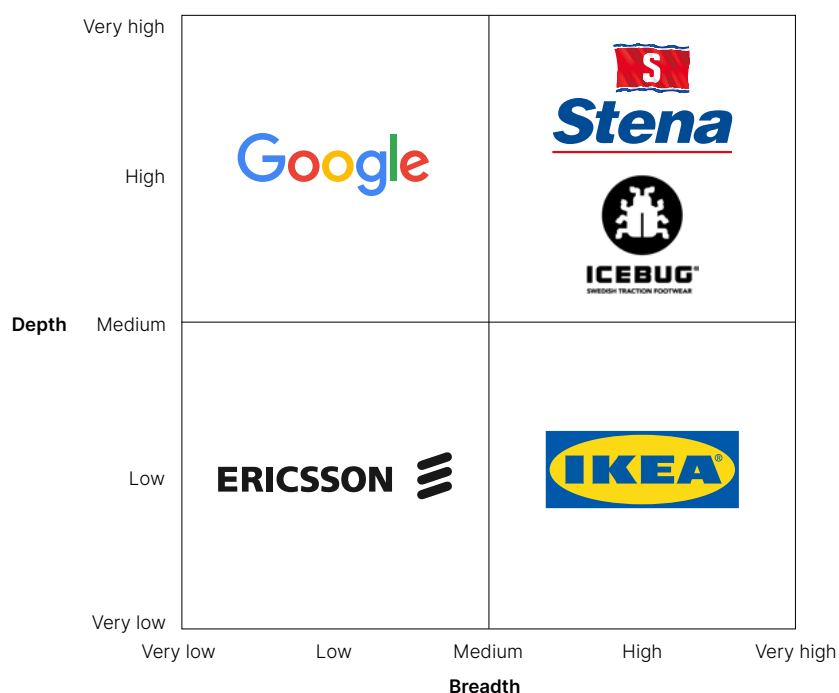
David has been spearheading the application of the latest personal and organisational transformational approaches at Icebug over the 20 years since the company's inception, including companywide adoption of the IDGs since 2022.

Findings Overview: Initial IDG Engagement Models

Each of our case study organisations is different – with different needs and challenges. Located in different geographies and industries, their leaders have different mindsets and priorities, and are following various strategies.

Unsurprisingly then, the conversations with our partners revealed that each of these five eminent organisations took a different initial model or approach to working with inner development.

While each partner's approach had its own complexity, (see dedicated sections) their Initial IDG Engagement can be located in a 'quadrant of best fit' within the IDG Engagement Framework (see Glossary of Key Terms):



We can see that two organisations – Stena and Icebug – chose an Initial IDG Engagement model that is comprehensive. Their starting point was both broad and deep – landing them in the top right quadrant. Both began their journey by announcing engagement with the IDGs to the whole organisation. And unsurprisingly, both had identified organisational challenges the IDGs can help them address. Both also had sponsorship from senior leaders.

By contrast, Inter IKEA Group started by working with the IDGs broadly (across the whole organisation), but not as deeply, focusing only on areas where they saw the most value. Their engagement was limited to select areas that complement their existing work best (e.g. developing the learning objectives of one of IKEA's flagship leadership programme based on a selection of relevant IDG skills). Hence their engagement model is best characterized by the bottom right hand quadrant (broad and shallow).

Meanwhile, Google worked deeply with the IDGs (across all levels, considering all 23 skills, etc), however starting with only one (albeit global and influential) department. Hence their engagement model is best characterized by the upper left quadrant. Note that Google's approach has since evolved – their IDG engagement has broadened and other parts of Google have also started working with the IDGs (e.g. Google Sweden).

Ericsson began their IDG journey in a more targeted fashion – embedding the IDGs into elements of their own established and ongoing 5-theme culture transformation journey (part of Ericsson's overall transformation), while going deeper in a few select areas - notably the HR department. Hence their model is best characterized by the bottom left quadrant.

Note that most of the featured organisations did not necessarily choose model based on an extensive analytical exercise, but rather started applying the IDGs intuitively, initially working with parts of the organisation that were most ready and receptive (often without a formal decision or announcement).

This overview provides us with four high level Initial IDG Engagement models. Which quadrant works best for you will depend on your circumstances. Throughout the rest of this paper we'll examine how these models break down into 3 domains (organisational, skill and functional). We will also ask what this means for your organisation. The "Practitioner Tool" section of the document can help you identify how to use the IDGs to address your most important business challenges.



IKEA's IDG Journey: An Interview with Tina Molund, and Jenny Hjalmar Åkerblad of Inter IKEA Group

How did the Inter IKEA Group IDG journey start?

Tina Molund, Co-worker Engagement Leader at IKEA Social Entrepreneurship, had already read fellow-Swede, Tomas Bjorkman's book: "The World We Create", when they crossed paths at a roundtable event. Bjorkman's broader mission to co-create a more conscious society resonated with Tina. Working closely with IKEA co-workers and responsible for facilitating mentor-mentee relationships with social entrepreneurs, professional and personal learning and development are subjects close to her heart.

"I believe you need to work at all systems levels to enact change, and the IDGs support this kind of thinking."

Tina Molund

During Covid-19, Tina and some colleagues attended the online MindShift conference organised by the Ekskäret Foundation, Stockholm School of Economics and Center for Social Sustainability at Karolinska institute. The small group were inspired, and recognising a strong alignment with IKEA values, their impassioned conversation led to action.

Engaging with the IDGs felt like a natural step, and the more Tina mentioned the initiative, the more people saw its potential. Colleagues, whether peers or in management positions, began to engage with the IDGs in ways that felt right to them, and as a way to generate further positive impact.

"This is a missing piece."

Jenny Hjalmar Åkerblad

Jenny Hjalmar Åkerblad, Talent and Development Manager at IKEA Range, was one of Tina's colleagues immediately interested in the IDGs. She self-assessed her actions and behaviours in relation to the five transformational skills, identifying where and how she could grow, both as an individual and in relation to the world around her – and how the pursuit of long-term sustainability is connected to the day-to-day.

From this personal experience, Hjalmar Åkerblad was also motivated to bring the IDGs to more people, as their content can anchor the kinds of conversations that are only getting more necessary.

What's the approach to implementing the IDGs at Inter IKEA Group?

Tina and Jenny worked less in terms of implementation, favouring instead inspiration and influence – an organic approach that builds on existing organisational and cultural strengths. Depending



*"In a system like this,
if you try to steer from
the top it will backfire.
Engagement and
ownership are key."*

Tina Molund

*"We have to
remember to
collaborate,
co-create, and
complement
each other.
The competition
mindset has
to go."*

Jenny Hjalmar Åkerblad

*"Inner development
is universal, but how
can the IDGs be
made relatable for my
76-year-old mother?"*

Jenny Hjalmar Åkerblad

on relevance and opportunity, they identified areas where the integration of ideas can add value: for example, developing learning objectives in their flagship leadership programme that speak to the IDG transformative skills model.

IKEA itself is a complex organism, a huge decentralised network of organisations operating within a franchise system. There are many, many models in place meeting different needs, so it hasn't been about a single solution, but recognising how to connect the dots.

Given that Inter IKEA Group is engaging with the IDGs in different ways, where have they been most useful and helpful?

IKEA is 80 years old and very proud of its culture and values. Time strengthens, but it can also breed complacency, so the IDGs have been a great tool to challenge thinking. Not only do the IDGs provide a point of comparison for internal approaches and processes, the IDG movement attracts a network of like-minded organisations and institutions to look to for inspiration.

Sustainability is a critical topic and one that IKEA has pursued for decades, but Tina and Jenny admit the challenge is far from over. They agree that inner development adds a new and important perspective – after all, change will not happen without us leading it, in our organisation. People and organisations will need to work together too.

What are the challenges for the IDGs?

The conversation around the IDGs can become quite intellectual and analytical. But, Inter IKEA Group is committed to providing its co-workers and customers with hands-on and down-to-earth ways to make a difference. There is a risk of alienating people if the content seems too slick.

The biggest challenge though is the sheer scale of the work ahead, but thankfully interest levels are high. A recent training programme Inter IKEA Group delivered with its partner, Ashoka, called 'The Future of Business', featured an inner development component – for which there was huge demand.

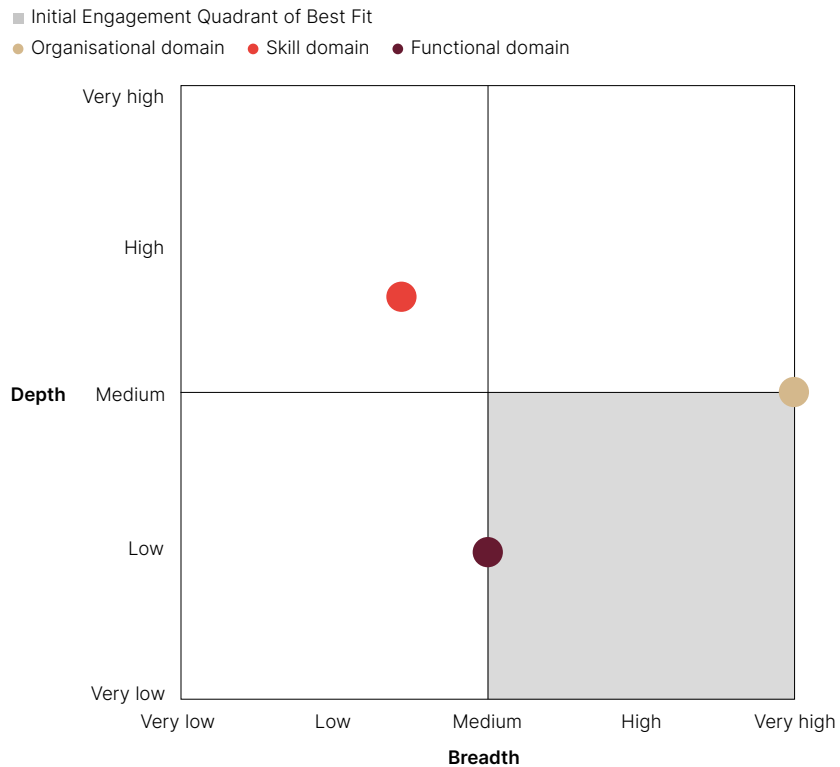
Is there anything else you would like to share?

Tina and Jenny hope the IDGs lead to a critical mass of people everywhere who practice inner development skills and a wider movement of people who think critically and are empathetic, humble, courageous and creative, and who are all those things as a matter of course, and not only because of the IDG framework.



IKEA's IDG Journey: Initial IDG Engagement Overview

Here's an overview of IKEA's Initial IDG Engagement across all three domains.



Organisational domain (very high breadth; medium depth): Inter IKEA Group has introduced the IDG framework in virtually all departments, with a focus on the middle and upper levels in the organisation.

Skill domain (low breadth; high depth): IKEA leverages a select number of IDG skills for specific use cases, and where they are used, they are developed to a high competency level.

Functional domain (medium breadth; low depth): Some functions leverage the IDGs (like L&D) while others do so to a lesser extent (like Corporate Comms); and where used the depth is limited to areas that are a complementary addition to current approaches.



Google's IDG Journey: An interview with Michiel Bakker, Vice President of Global Workplace Programs

What is your approach to implementing the IDGs?

In these times of change, it is very very clear to me that what has made us successful so far, is not going to make us successful going forward. The world is changing at a faster pace. This is further complicated by our size, so that we are in the spotlight wherever we go. We will need different skills going forward to be successful as individuals, and as an organisation.

"But it's not just about the "inner" in an individual, it's also about the "inner" in an organisation"

The first question is what are the competencies that we now need? I came across the IDGs and I found them to be an amazing overview of competencies that are very, very helpful for the future. I also like frameworks as they help me explain things better. However, I do not see them as "goals", as there is not necessarily an end point. Talking about systems change, different frameworks tend to point you to "it's about the individual". But it's not just about the "inner" in an individual, it's also about the "inner" in an organisation.

We are a large and complex organisation. There are multiple teams that are working on talent and leadership development... and some of our work is world class. However, as a leader I spend my time doing more than aligning. I have to decide what works best for our specific teams. So I said, let's start with my own organisation. In my team there are individuals who love everything new... and others who are deeply sceptical of the flavor of the month. So we are working with the IDGs, and if it works, we will invite others to join us.

What challenges do you face in working with the IDGs?

While it is a beautiful list... to my knowledge there is still no playbook that says, 'And here is how you get going with the IDGs...'. It does not really tell you, are you a novice or advanced?

"I have also not found anyone that is amazing at all twenty-three competencies.... So you need to build a team that has all the competencies you need together."

It also does not tell you what to do about each of the twenty-three competencies. Should we take a course? Read a book? Have a live experience? I sometimes find myself stuck in this vicious circle – we say we need to acquire new competencies... people get the direction, but don't really know how to get there.

I have also not found anyone that is amazing at all twenty-three competencies.... So you need to build a team that has all the competencies you need together.



Did you find a way to work with the competencies?

As I mentioned, I spend my time doing. So we did not wait for the tools to come into place or try to convince somebody else to own and to lead this work.

With the help of the experts in inner development on our team, we organized an IDG lab with select experts in this field (all from the academic environment) in September 2022 last year. We said - let's get together, and find a way bring the IDG framework to life in an organisation like ours.

"I found that being vulnerable and receptive to sharing a little bit more of yourself – it really changes the dynamic. It creates something very powerful."

We spent 3 days together in a very curated experience. We had an open conversation of what it takes to really create a functioning cohort to move forward. It was a very personal and emotional experience for those of us that participated, which included a number of leading academics in this field and with a select number of leaders from my organisation. For many of us it became very, very clear that you feel alone in our inner struggles... but it turns out that many others have similar struggles. I found that being vulnerable and receptive to sharing a little bit more of yourself – it really changes the dynamic. It creates something very powerful.

Our plan was to come back in January for a second IDG Lab, but we were faced with economic headwinds, forcing the leadership team to take short term steps like layoffs and reorganisation... All the stuff that makes life even more complex and harder... and warrants us to get even better at handling change. You get this incredible tension... on the one hand you need to get better in change... and on the other the system becomes even stronger in holding you back from what needs to get done. It really made me question – what is my role as a leader, how much agency do I have?

Well, how can you build more agency?

"I believe the biggest pivot is when you as an individual leader see an opportunity in a situation in which it may initially feel like you have no options."

It's an interesting tension... I am part of the system, and I have to acknowledge that the system may be stronger than the agency I may have...and at the same time I passionately disagree. It's not a binary question. I believe the biggest pivot is when you as an individual leader see an opportunity in a situation in which it may initially feel like you have no options. Many leaders in today's environment are focused on the short term. My organisation reports to the Google CFO. You can only imagine what the CFO is asking us to do when our expenses are growing faster than our topline.

Yet, this does not mean that I cannot think through different time horizons concurrently. I have a 1-year time horizon... I also



have a 3-to-5-year horizon... and I have a 2030 horizon (where I am, for example, responsible for the sustainability of our build environment). As a leader I need to be able to bring multiple time horizons, each with its own pressures, together... and this is how I get the organisation concurrently from here to 2025 and from here to 2030. If you can do this, you can contain the focus. The leadership role can help you give you your own sense of purpose... and enable your own growth trajectory.

However, I do believe it is doable. Do I believe that I can create the enough agency to make a difference? I believe I can.

What are your IDG related priorities for 2023?

At the beginning of this year, we reflected on how to best work with the twenty-three competencies. We decided that we should ask ourselves which are the 3 or 4 competencies that are business critical. This is allowing us to take a very tailored approach. Then we can work on them as an organisation, align with the organisation at large and work with great partners to help us deliver.

"We were a scalable service provider, and we are now evolving into integrated solutions architects. What competencies will help us here?"

This is a critical question, as our context has permanently pivoted. We were a scalable service provider, and we are now evolving into integrated solutions architects. What competencies will help us here? Competencies like becoming better at understanding what our clients need to be successful.

Our food programme is a great example - we had one food programme, and everyone gets the same. Regardless of if you work in hardware with devices or with YouTube, regardless of your location. All our businesses all have different margins, workforces and other requirements that can be met by different food programmes. So the competencies we are prioritizing for this year will help us become much better at sensing what different parts of our organisation needs.

Next, we want to continue with the IDG Labs. But have more and shorter touchpoints across the year. The frequency of contact is more important than just doing one workshop really well. Being in it together is more important than how impactful one specific element can be. The culture in my organisation supports this –we have a bias for action and taking meaningful risks to move forward.

Third, I believe that thinking through incentive alignment is very very critical and setting IDG related goals for leaders and teams. If it's in your KPIs, many people will be very focused on that.

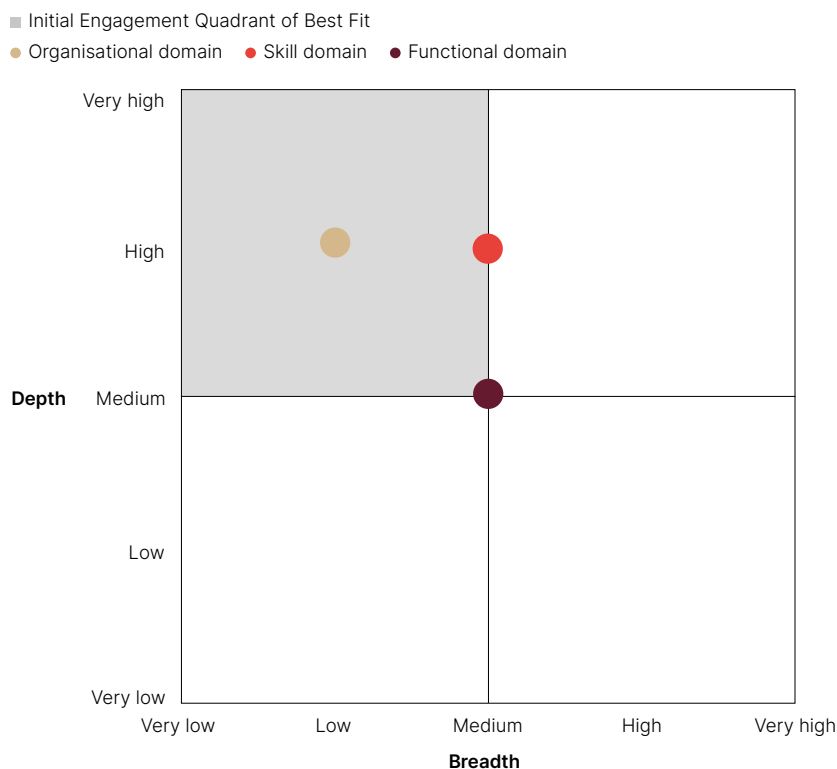


We are also working on identifying how to practically support our teams to develop the selected competencies. It is not easy to see how I can help an individual to act upon it. How do say 'Here are the 3, 4 or 5 steps you can take through the year to become better at this particular competency or to apply it in what you are responsible for doing'. Developing a competency is not a goal in itself – it's a means to get to something... to be better able to achieve your business goals in rapidly changing environment. It's not about a certification or the next degree.



Google's IDG Journey: Initial IDG Engagement Overview

Here's an overview of Google's Initial IDG Engagement across all three domains.



*Note that while this department is our area of focus in this paper (and what we mean when we refer to "Google"), other parts of Google are also exploring working with the IDGs (e.g. Google Sweden, Google Sustainability Team).

Organisational domain (low breadth; high depth): Google started to work with the IDGs in Global Workforce Programs, which is one global department. However, deep work in this department, meaning at all levels of the department.*

Skill domain (medium breadth, high depth): Google intends to engage with most, if not all, IDG skills, focusing on 2-3 of the most relevant skills at a time – and to develop these skills to a significant degree.

Functional domain (medium breadth, medium depth): Some organisational functions (e.g. learning) are working with the IDGs to a medium degree, while others are not directly engaging with the IDGs.



Google's IDG Journey: Google's IDG Lab

Google chose to design and run a “Lab” with the intention to test, pilot and engage a subset community of leaders within the organisation working on complex sustainability-related initiatives and goals. “Labs” are an effective approach for exploration when seeking to introduce this type of work into an organisation.

The Google IDG Lab team was particularly intentional about who to invite to the Lab, and participants included global inner development thought senior leaders, Google senior leaders working on complex sustainability challenges for the business from across different parts of the company and senior leaders from Google's real estate workplace services (also the team that produced the Lab).

The team landed on a simple 2.5-day Lab design allowing them to experiment with and introduce specific practices drawn from the work of our partners, most of which are leading academics in the area inner development, including Renee Lertzman, Amy Edmondson, Robert Kegan and Jennifer Garvey Berger. This design is replicable and can be applied in different contexts, assuming sufficient sponsorship amongst a group of leaders.

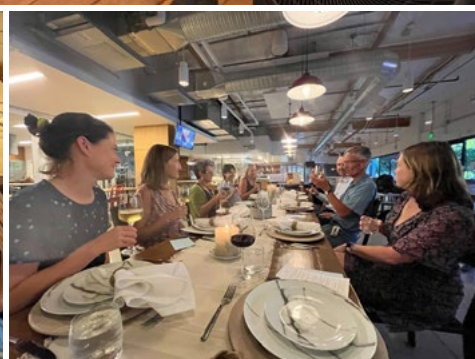
Here's what the Google IDG Lab actually looked like:

- Day 1: Evening dinner, inviting presence and vulnerable sharing about our specific challenges and lived experiences. We begin to build trust and the container necessary for deeper work.
- Day 2: Introduce core concepts, drawing on Renee Lertzman's Project InsideOut, and Amy Edmondson's Chilean Mining Rescue HBR Case Study. We continued by engaging in Complex Leadership Rounds, a powerful format drawing from Jennifer Garvey Burger's Leading in Complexity and Robert Kegan's Immunity to Change (ITC) processes.
- Day 3: Deepening connectivity; relating specific complex challenges addressing sustainability, climate and SDGs to the IDGs; mapping areas in need of further development.

Impact: Conducting a 2–3-day IDG Lab is a powerful way to start engaging with the IDGs. The Google IDG Lab led to participants experiencing greater connectivity with each other, forming a community of practice, and growing energy and excitement to continue working with the IDGs in their respective organisational



contexts. For example, we have introduced elements of this Lab into the Google Food Lab as well as designing a pilot programme, The Changemaker Guides Pilot, conducted in partnership with the Google London offices to align with Google's Food Loss and Waste commitments. We have also found that that it's vital that any organisation introducing the IDGs keeps this work grounded and closely tied to the specific SDG-related ambitions, challenges and commitments.





Stena's IDG Journey: An Interview with Maria Holmber, Director of People & Organisational Excellence, and Nancy Nordanstad, Head of Learning Experience

How did the IDG journey start for you?

"I knew immediately that I want to be part of this, that I want to contribute. How – I did not know. I felt there was an open invitation."

Nancy Nordanstad

Nancy: I joined the Mind Shift conference and Amy Edmondson caught my attention. I wondered, how did they manage to get her at this mostly Swedish conference? I knew immediately that I want to be part of this, that I want to contribute. How – I did not know. I felt there was an open invitation. It clicked with how I view human development.

When I joined Stena I showed the IDG movie to Maria and my colleagues. I had this sense that they will also feel and grasp what this is all about by just watching the video. It was a moment of trust.

"The question was not if we should, but how we could contribute. I could also identify that the IDG skills are very much the same as we need in our people agenda."

Maria Holmber

Maria: When I saw the IDG movie it really made an impression on me. I agree with all the messages around what needs to be done and why, and the urgency. But it was also expressed and explained in such a simple way even though addressing very complex challenges. That impressed me. The question was not if we should, but how we could contribute. I could also identify that the IDG skills are very much the same as we need in our people agenda with the ambition to develop our leadership, culture, learning mindset and much more.

What is your approach to implementing the IDGs?

We first needed to convince ourselves that that IDGs were the right approach for Stena. We did this in several ways.

First, in April last year we invited the CEO of Stena Shipping, our Deputy CEO, our Director Public Affairs & Sustainability and a few others to the IDG Summit to see if this will fly with them. We got a very open and curious reaction. They came along and they were either supportive of or enthusiastic. So we said, "That's good enough to start". We need the resources to start – and I got a yes very quickly on that and we became an IDG partner.

Second, we also used some of the speakers, activities and learnings from the IDG Summit in our own global management conference in September 2022, and got positive feedback on that.



"We were clear with them – we explore this now; and we don't know what to do."

"All of this gave us confidence that the IDGs were right for Stena. So in February this year, we launched the IDGs to the whole company. This was the big – OK, let's go!... Now there is no going back."

Then we were invited to the annual finance training days of Stena Line, our biggest company. We presented and worked with the IDGs together with 70 global finance employees, together with 6 colleagues from finance who took our facilitation training. We were clear with them – we explore this now; and we don't know what to do. We invite you to explore the framework and talk to each other about each domain. There was a lot of interest, and this gave us a lot of confidence.

Next we explored the IDGs in our leadership programme GROW with 3 groups of about 20 people. They come from different companies within our sphere, and they are quite diverse, making them a good representation of the group as a whole. They told us – they want this, they long for this. They helped us match the IDG framework to our organisation and culture. The first insights are they want even more long-term thinking. I was surprised by this as we are a family-owned business!

After that we were invited to our global Sustainability network. This meeting gathers all the sustainability coordinators from our different companies. We asked them if they relate to this, do they see they need the IDG skills for their work? The answer was yes, and they confirmed what we and our Director Public Affairs & Sustainability already agreed that it is most important that we do this together – both our People and Sustainability teams.

All of this gave us confidence that the IDGs were right for Stena. So in February this year (2023), we launched the IDGs to the whole company in our global digital Summit. This was the big "OK, let's go!" This really felt like crossing the threshold, now there is no going back. We have stepped into the unknown, and we took leadership of it together.

In February we also launched an open and growing community in Stena exploring the IDGs. This community is growing, which gives us confidence that it is not just us who feel the potential of the IDGs to further evolve our culture. The community is set up in such a way that current members can bring more people along.





"First, we have a culture of entrepreneurship that comes from our CEO... It can be summarized as: we don't know, but we believe."

"And our core value is care. There is a very strong link between the IDG framework and our core value of care"

"The big idea is that we cannot do this to people. We cannot do this for people either. So we can only do it with our people."

What you have done in a year is impressive. What made it possible for you to go on this journey?

First, we have a culture of entrepreneurship that comes from our CEO. This allows us to move forward even if we don't have all the data. It can be summarized as: we don't know, but we believe. We are encouraged to be curious, courageous and to explore.

And our core value is care. There is a very strong link between the IDG framework and our core value of care. This is the pedagogy of leadership for us. It helps us to become a more caring company for each other, the future and the world.

That's why we can take the IDGs both broad and deep within a year. It's a great marriage between the IDGs, our culture and core values as a company. Our deputy CEO has signed the next partnership agreement with the IDGs which means that all the companies within Stena AB are behind it.

What really stands out in your approach are your mindsets related to experimentation, belief (vs asking for all the numbers), and readiness to admit that you don't know. Can you say more?

Let me first say that culture change starts with the dialog about how we interpret the IDGs into our daily work. To get us talking together is the key. As long as we talk about it, we are on it!

The big idea is that we cannot do this *to* people. We cannot do this *for* people either. So we can only do it *with* our people. The only choice we have is to invite people to co-create and go on the journey of finding what works best from there.

Stena is an action-oriented, fast-moving environment. It is amazing how people accept this approach in this type of environment! We often find that people love it. And I guess sometimes you make a story in your head that you need to have the answers. People like both the involvement in this early stage and also the idea of more of the IDG skills in our workplaces so I guess motivation is high.

It is also helpful that we have a lot of the trust with each other in the core team driving the IDGs in the organisation. We have all the pre-requisites to drive this.



What challenges do you face in working with the IDGs?

We see it as a pedagogical task to clarify the connection between the IDGs and the SDGs.

And we know that to develop new skills takes time and patience. We need to learn, unlearn and practice.

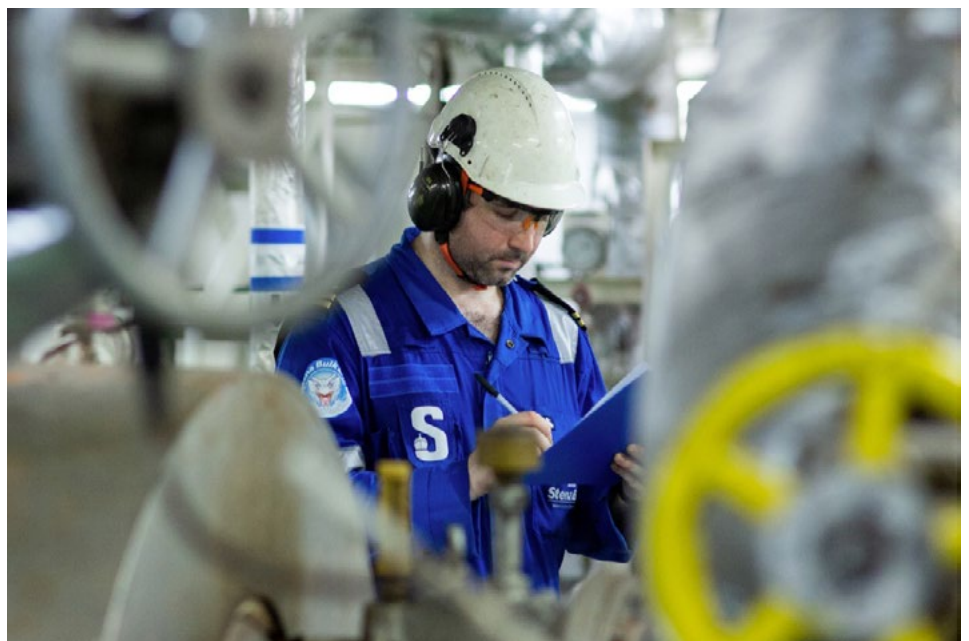
We have a big variety of businesses, all with specific challenges when it comes to how we can contribute to a more sustainable future. It was important for us that all our business were included in the work, committed to being a part of the change, no matter what their challenges look like.

What are your IDG related priorities for 2023? Would you like to share any last words?

We do not have a detailed plan, but we have great intentions and direction for the next phase. We want to continue to learn about and develop the IDG skills together in Stena.

One is to continue to be and IDG partner and co-create this movement. We also plan to invite all 17,000 of our employees to the IDG Summit in October this year – to give them an ever-better sense of what the IDGs are.

In this year's conference for our top 170 global leaders in September we invited IDG speakers to our forum. Here we hope to set the expectation with our leaders to develop these skills personally and to promote these skills in their teams and businesses.





"We know that we need more skills in 'being' – so we are piloting a... new programme in which thirty-two of our managers will go to the forest for more than 2 days to reflect on themselves and their leadership."

We will also continue to partner and co-create with our sustainability functions and continue to be available to support any of our businesses that would like to work more deeply with the IDGs and reach out for support.

We will continue to build the IDG community across the Stena Group, which was launched in February this year. In this community we learn and explore together and then we want to prototype interventions and then scale up. We are also looking into external collaboration with academia in order to share learnings and experiences.

On the training front, we are mapping all our trainings to the IDGs, to bring awareness of all the trainings we are already doing, and how they link to the IDGs. We will also launch new trainings where we know we have big skill gaps compared to the IDGs. For example, we know that we need more skills in 'being' – so we are piloting a new self-awareness training. This will include a programme in which thirty-two of our managers will go to the forest for more than 2 days to reflect on themselves and their leadership.

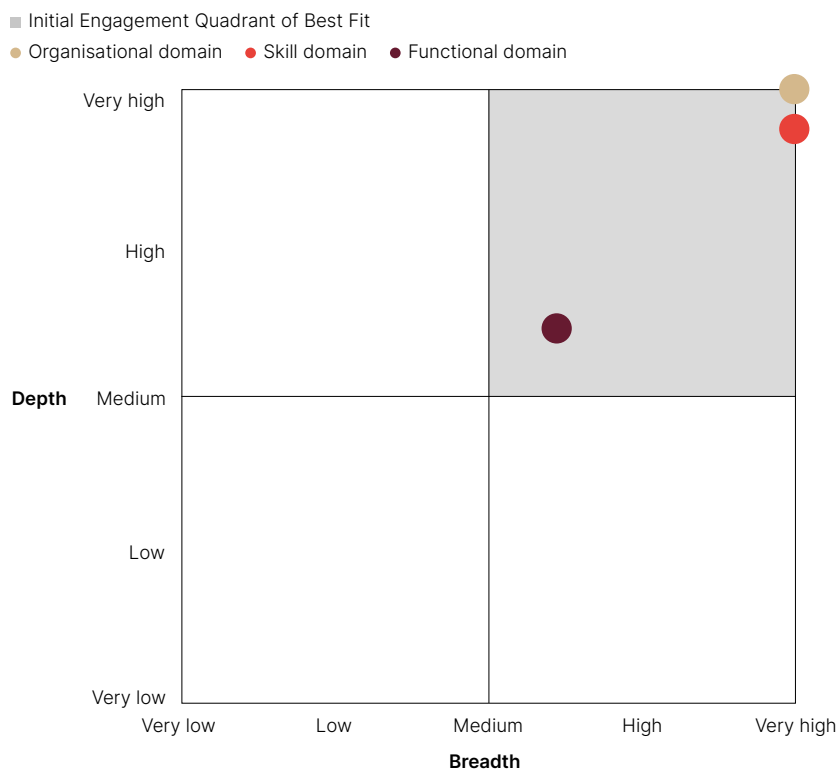
We will also look into how the IDGs can be implemented in our HR processes.





Stena's IDG Journey: Initial IDG Engagement Overview

Here's an overview of Stena's Initial IDG Engagement across all three domains.



Organisational domain (very high, very high): The IDGs have been launched to the whole organisation – across businesses, departments and levels – in February 2023.

Skill domain (very high, very high): All the IDG skills are being embraced, and will be developed to different degrees of competence depending on context and need from the different businesses and departments.

Functional domain (high, high): Most functions currently in focus, in particular capability building and awareness/communication, while more can be done to embed in core structures and processes. IDGs are a priority in the selected functions.



Ericsson's IDG Journey: An Interview with Selina Waddington Millstam, ex-global Head of Talent

How did the IDG journey start for you?

"Ericsson has a long history of not only striving to positively impact the lives of our employees and customers, but also to make society better as a whole... We recognized the IDGs as one such global initiative."

Ericsson has a long history of not only striving to positively impact the lives of our employees and customers, but also to make society better as a whole. While Ericsson has contributed to society with its products and services, we also strive to be role models through responsible and ethical business practices. We see these practices as paramount to Ericsson, and therefore when there is an opportunity to support a broader, global initiative in this space, we jump on the opportunity. We recognized the IDGs as one such global initiative.

On a personal level, I was an individual in the right role, at the right time, crossing paths with the right research and also with likeminded people in the IDG global team. As a people philanthropist, I am passionate about understanding the human condition. This passion has taken me from social work in the US, which is the hardest job I have ever done, to working with Nike, and after some time in consulting I joined Ericsson to head Talent Management. I am aware of the responsibility and honor that we have in the work we do in an organisation of 100,000 people, touching at least ten times as many people.

As a team, we were interested to create a more meaningful conversation in the organisation in service of greater impact. At the end of the day, we are working to improve the lives of people. How are we being thoughtful about that? For me that thoughtfulness is at the heart of the IDGs, as they invite meaningful conversations in the service of moving us forward.

"I took on the responsibility to bring the IDGs because I know it's right. Even if the full organisation is not ready for it yet."

I took on the responsibility to bring the IDGs because I know it's right. Even if the full organisation is not ready for it yet. Many organisations in the world are not necessarily ready to fully embrace inner development. And in that case we should start in ways that we can, with parts of the organisation that are ready. Margaret Meade said "Words build worlds". So, I am mindful of the words we use. Sometimes already existing words and terminology can be used in a meaningful way with concepts that are fully congruent with them. That was how the integration of the IDGs made so much sense for us at Ericsson.



What is your approach to implementing the IDGs?

In 2019 we launched the most significant cultural transformation in Ericsson history. We had an external consultancy that worked on the organisation side, but the culture work was incomplete. So my team designed and launched a more comprehensive cultural transformation. So by the time the IDGs came along in 2021, we were effectively in the middle of a cultural transformation process following Ericsson's 5 culture focus areas which are tailored to our strategy, industry and context.

The culture transformation is based on five focus areas that we developed as an organisation before the IDGs came in. We wanted to significantly increase the ability and willingness of leaders and all of our people to consistently demonstrate:

- Fact-based, courageous decision making
- Cooperation and collaboration
- Executing with speed
- Creating a speaking up environment
- Humanness and empathy

"While we do not explicitly speak of the framework, the IDG sentiment, messages and research informed how we have evolved our culture transformation over time."

We see the IDG framework almost as a part of the engine under the hood of the car While we do not explicitly speak of the framework, the IDG sentiment, messages and research informed how we have evolved our culture transformation over time. Hence, we have perhaps taken a more discreet implementation approach compared to other organisations. We trust that this was the right thing to do for our organisation.

A broad range of leaders are involved in bringing our five focus areas to life. This includes our CEO, executive team and our young global young top talent – who we have challenged to give us guidance on how we implement the next step on the culture journey.

What did you learn working with the IDGs?

The first is that not every organisation will work with the IDGs in the same way. It is good to understand the context of your organisation and build on what you are already doing. We chose to use the IDGs in a way that is complementary to our existing transformation architecture. By using the IDGs to test our overall cultural transformation approach, as well as the way in which we are implementing specific initiatives, the IDGs helped us improve our existing approach.



"We chose to use the IDGs in a way that is complementary to our existing transformation architecture."

This journey requires time, patience and perseverance. Once you set the course, it is important to stay on it. For example, we have 15,000 new colleagues on an annual basis. In order to create and reinforce a culture, consistency is critical. Otherwise it will not be possible to establish new practices and new habits. This is another reason why we chose to reinforce our 5 focus areas when the IDGs came along.

Finally, ensure that that you embed the culture in the structures and processes in the organisation. You can see an organisation as a set of processes. Not embedding the culture in how people, for example, are rewarded, hired and promoted will undermine any culture evolution effort.

What challenges do you face in working with the IDGs?

Short-term pressure forces many leaders to focus exactly there. Under quarterly target pressure, it's hard for many senior leaders to have the time and interest to give significant time and attention to question like cultural transformation and inner development. We have to acknowledge that the broader context of short-termism in society and in business has not necessarily made it easier for us to invest in inner development.

A second challenge we faced in working on these topics is that this work sometimes requires a leap of faith. Not all of the data is always there. Let me share one example: I presented a leadership development programmedesign to our leadership team, and they asked what are the KPIs are for a 2.5 day workshop session. I said that doing truly transformational development work requires a leap of faith. Despite the fact that we followed a rigorous process working with a team of world class designers to develop the program, there is no guarantee. What is required is a partnership based on both expertise and trust.

"Yes, the data [showing IDG impact] is there, but this work also requires a belief in its intrinsic value. And some leaders hold that belief more than others."

Another related challenge has been showing that we are having impact with this work. Even though we are doing amazing data analysis, human network analysis... there is something about this dance of showing progress in any corporate environment. When you walk around our company, you will hear people talking about the five focus areas. We have also done correlations with our engagement survey to show that each of our focus areas is correlated with performance, and so on. However, we cannot categorically substantiate this claim. Yes, the data is there, but this work also requires a belief in its intrinsic value. And some leaders hold that belief more than others.



Is there anything we did not cover? Do you have any closing words?

The IDGs are not always an ideal cultural fit for all organisations. But, this does not mean that every organisation cannot benefit from the IDGs in some way. For example, experimentation is at the heart of the IDGs. I also worked in this way while I was in Palo Alto, California, with a lot with leadership teams. We followed the fail fast and learn approach – and it worked. I tried to bring it to Ericsson, and it did not necessarily work as well. But this did not stop us from tailoring some of these principles and applying them in a way the organisation was ready for, through our five cultural themes.

“So something that may look impossible today, may quite quickly become, not only possible, but common practice. The IDGs are challenging us to question things.”

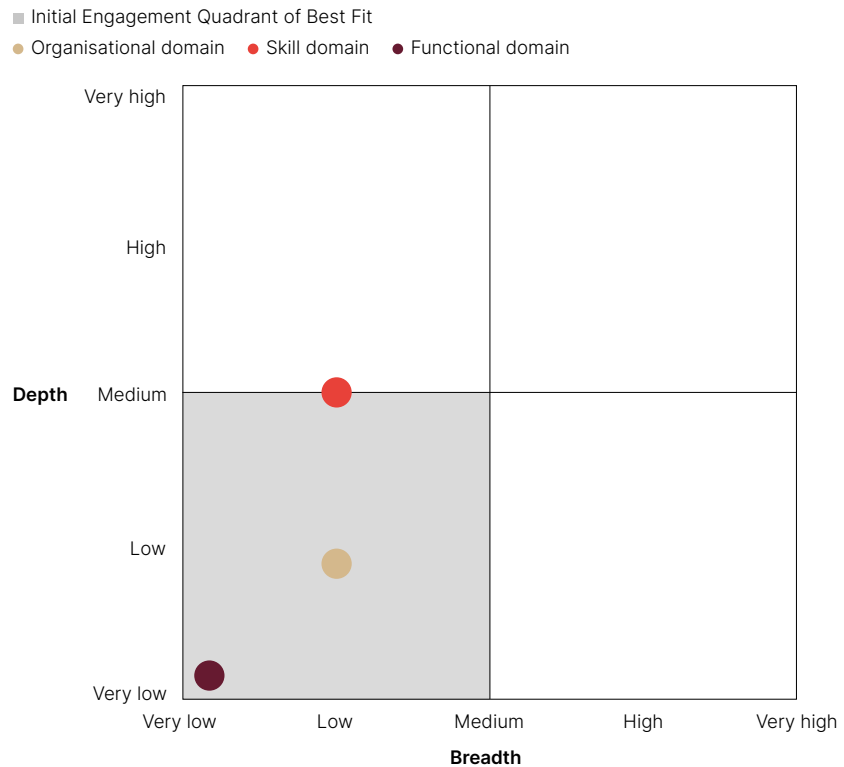
I am continually reminded that change is possible. For example, before Covid I thought it was impossible to create intimacy in a virtual setting. And I was completely proven wrong over the past 3 years! So something that may look impossible today, may quite quickly become, not only possible, but common practice. The IDGs are challenging us to question things – and giving us the opportunity for experimentation in service of doing thing better in service of becoming an even more ethical and responsible organisation.

One final thought is the reminder to look broader. We at Ericsson have a responsibility with the offers we provide to the world. Given we provide connectivity – we are the ones enabling our children scrolling on Tik Tok. Our connectivity decisions are influencing how terrorists are communicating. This makes it all the more important to bring the power of inner development to our 7,000 leaders around the world, even if it is a journey that will take time.



Ericsson's IDG Journey: Initial IDG Engagement Overview

Here's an overview of Ericsson's Initial IDG Engagement across all three domains.



Organisational domain (low, low): IDGs applied to strengthen current culture transformation approach across the business, however not applied significantly in any one department (except HR) or at the level of the organisation.

Skill domain (medium, low): A small number of skills complementary to Ericsson's 5 culture theme focus areas were applied at considerable depth, like the empathy & compassion skill connected to Ericsson's humanness theme.

Functional domain (very low, very low): No targeted and specific IDG functional application – some application through Ericsson's existing cultural transformation program.



Icebug's IDG Journey: An Interview with David Ekelund, co-founder and co-CEO

How did the IDG journey start for you?

Icebug is more than 20 years old. I started the company with my mother back then, and we started by hiring family and friends. From there our culture went through three phases of development.

In the first phase, it became a culture where we did not have any clear expectations. For example when people fell through and did not deliver, not much happened. We became very focused on how people are feeling – very relational. As a result it was not a great culture.

Then we tried to switch to a more organized culture. Having one person for each task, developing an org structure, job descriptions – doing things a bit by the book. This led to a situation where we developed a strict silo and “not my job description” thinking. Tasks getting pushed around. “That’s sales”, “No, that’s marketing” and so on.

In the current phase we are on a journey towards becoming a more agile organisation, in which each of us has a responsibility to deliver value to the whole, and leadership has the main job to align and give context. We also became a B-Corp, a 1% for the planet organisation and we follow the doughnut model. We started developing our people, so that they can thrive.

“The inner is manageable, and it should indeed be managed.”

And to thrive, you need to grow. First, we did transformational leadership training, then we focused on team development (e.g. leveraging the research done at Google) and most recently we embarked on inner development as a next step. The inner is manageable, and it should indeed be managed. I floated this idea at the end of 2020, and we moved on to adopt it as an organisation.

So it became quite natural to ask the question: ‘What inner development do we need in order to drive sustainable transformation?’

Do the IDGs drive the SDGs? This is still a hypothesis. And will the IDGs make Icebug better? This is also a hypothesis. But we like to be a pioneer. No one knows if this is true, but we are testing it. Our main purpose is to drive sustainable transformation. So it became quite natural to ask the question: ‘What inner development do we need in order to drive sustainable transformation?’



For me personally, Covid was a tremendous growth period... as a CEO I had to give up this idea that I was in control. And to embrace vulnerability. I said: "I don't know what will happen, but we can figure it out together". I experienced really big inner development during this period. I saw big benefits from this. It made me a more fun colleague to work with, but also a more enjoyable dad and partner. This was too good not to try to share, I wanted to scale this to the organisation.

What is your approach to implementing the IDGs?

When IDGs started to take shape, we decided to take the IDGs category by category. We focused one hundred days per category, starting with 'Being' from March to June last year. Then we launched 'Thinking' in August. And just this year in January we launched 'Relating'.

We encouraged people to pick only one skill and practice it during the one hundred days.

We encouraged people to pick only one skill and practice it during the one hundred days. To make it easy – so you do not get overwhelmed. You can also pick one from each of the earlier or categories that you would like to continue to develop. This made it easier to get going.

We identified people who are interested in culture and wanted to be more involved and invited them to be IDG ambassadors. They formed groups of 5-7 and met every 10 days. Essentially, we created space for people. Not really giving them a manual but providing them with a group context where they could share learnings – and we let it happen.





Forming the groups had an unexpected benefit for our new colleagues. As a newcomer, our growth culture can be difficult to find a way in. We were afraid that IDG would raise the bar further, but it proved to be the other way around – the IDG groups helps tremendously with onboarding.

There were also buddy pairs, who met every week for 15-30 minutes to share their experience. Initially the two CEOs did not participate. The idea was to create a space where you are not with the top managers. I think this was a mistake, and for the second hundred days period we also participated – you have to be mindful of power, but as far as possible we try to make this a level playing field where everybody takes part on equal terms.

We also created support tools, like trainings and digital learning tools like the 29k app. We also measured how people were doing in working with the IDGs. For example in thinking, we explored our own thinking biases.

We also injected new knowledge through workshops – for example on complexity awareness, perspective taking and sense making.

Note that we also tailored the IDGs to our culture. For example, our concept of 'rethink'. At Icebug, you don't get a job description – you need to navigate how you shape your role to generate value. Rethink became an integral part of our vocabulary. Which means that people became much more comfortable in challenging things.

What did you learn from the first 100 days of Being?

"We learned that people adopt the IDGs at different speeds. A lot of people struggled mightily to get going. It was novel to them.. While others got going really well."

We learned that people adopt the IDGs at different speeds. A lot of people struggled mightily to get going. It was novel to them, and quite difficult. While others got going really well. The surveys we ran showed that for some it had even gone into improving relationships with their children and family. The key message: do not get kidnapped by your phone. It's sucking your attention all the time. And when you put it on the side, you participate more fully. You're really *there* with your kids, etc.

Second, the framing of what this is and what it is not is critical. Some people felt that there were too many personal things being shared, and some did not feel comfortable to share in the same way. We needed to go back and say, 'this is not therapy, it is development'. You only share what you want to share – if someone shares something, you do not assume responsibility for solving their situation. We spoke about where development happens best – not in comfort, not in panic mode – but in moderate discomfort.



"Third, it is important to fully separate development from evaluation. You are not being evaluated! This is not about performance."

"We could see a lot of really tangible results... the IDGs has improved the way we work together across the business.... it felt like we got at least 30% smarter."

Third, it is important to fully separate development from evaluation. You are not being evaluated! This is not about performance. This way we took out the pressure, and instead built positive attractors. The CEO has to be involved – this is my opinion. It should be an everyone culture, and everyone should be involved. I also shared my own development process, "I am working on these things, and I need help with these things!"

Pick the right starting point. We started with Being. This worked for us because we have a low rule and high trust environment, so the organisation had the patience to test things you ask them to test. However, if we had a high rule and low trust environment it could have developed into a culture where the critical mass of people ask 'Why are we spending time on this crap?' But for us it was the right stretch.

What did you learn from the second phase, the 100 days of Thinking?

First, to be agile and roll with the flow rather than sticking to the plan for the sake of it. The one hundred days of Being laid a good foundation, but the 100 days of Thinking gave so much energy and momentum that we decided to do it for another 100 days.

We could see a lot of really tangible results – there are examples of how the engagement with the IDGs has improved the way we work together across the business. It made us more proactive in cutting waste for example. It brought us closer to the core. After 6-7 weeks of thinking – it felt like we got at least 30% smarter. Of course this has nothing to do with IQ.





We became less attached to ‘this is my idea’ and when people criticize my idea, we can see that they are not criticizing me. Perspective taking is a great tool. You saw a lot of people using it in teamwork later. A lot of things were very quickly incorporated in the daily culture, adding new vocabulary and “should we rethink this?” becoming a common phrase to really drill into value creation of the work.

It was easier for people to engage with Thinking than with Being. Everybody seems to like thinking! But not everybody could get into Being as quickly. As I mentioned before, I still think it was right for our context to start with Being. However, in many larger organisations I imagine it may well make more sense to start with Thinking to make it easier for people to find their footing in this and get some traction.

What are your IDG related priorities for 2023?

Just 4 weeks ago we kicked off Relating. In this third phase we expanded to the whole company, including our teams in Sweden, Munich and the US. So far it is going very well.

We will then continue to run 100-day immersions to cover the other two categories: Acting and Collaborating. This already gets us to the end of the year, and we do not have any plan after that. If it continues, we can work deeper. Most important is that we continue to be a deliberately developmental organisation.

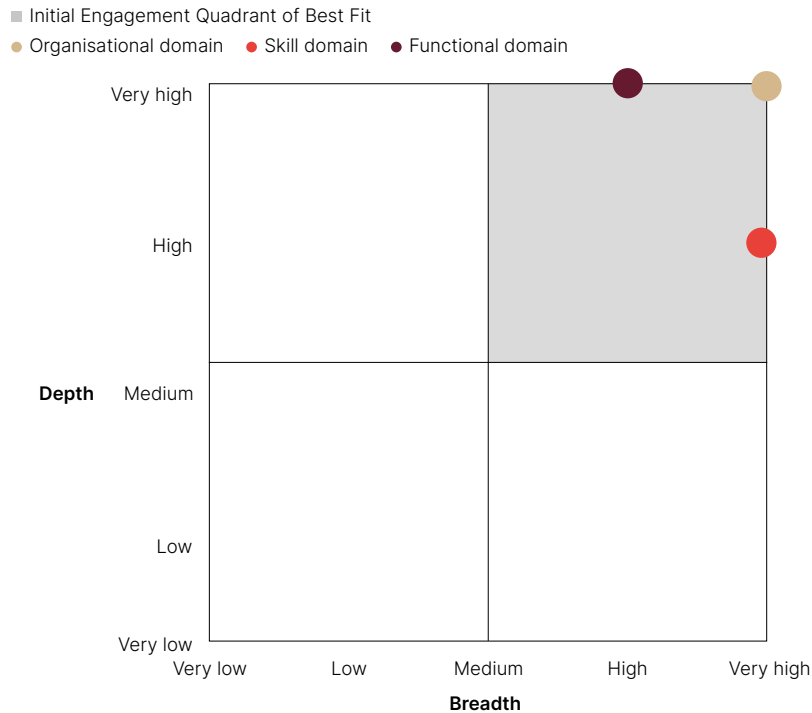
In top management, we were always worried about using the word development. It’s like the joke “everybody loves development, but no one likes to develop”. But I can say that this has changed in Icebug! We have a real feeling in the organisation that that people have embraced development and that they like developing.

The message is: this is not about the need to improve, but to help you feel the possibility of getting closer to your full potential. This is what drives our willpower – reaching the full potential in yourself, and whatever circumstances you may find yourself in.



Icebug's IDG Journey: Initial IDG Engagement Overview

Here's an overview of Icebug's Initial IDG Engagement across all three domains.



Organisational domain (very high, very high): Started with the main/core business in Sweden for the first 200 days (Being 100 days, followed by Thinking 100 days), and then expanded to cover the whole organisation.

Skill domain (high, very high): Adopted and worked on all the IDG skills to a significant level of depth/competence on an organisational level, by letting individuals chose what to focus on, and setting up IDG groups with regular meetings and a digital hub to share learnings. Tying specific IDGs to specific business challenges also made them an integrated part of our work, which led to better processes and continuously rethinking whether we did the right work and if it could be done in a better way.

Functional domain (very high, high): Deeply engaged most of the key functions. While Icebug doesn't work with incentives or traditional performance management, three things are weighed equally when doing 360 reviews: Getting the job done, individual development and contributing to culture. Staff have several avenues for development, but the IDGs work is a major tool we provide. And saying that the inner can and indeed should be 'managed' is a departure from business as usual and thus an important part of Icebug's culture.

In Sum

It's our hope that the stories shared by our organisation can inspire and inform your own journey towards working with IDGs. They also help to illustrate that IDGs are so much more than a one-size intervention 'applied to' organisations. Every partner's experience is unique and co-created. As such, among the most important benefits of partnering with IDGs is the opportunity to share the wisdom of many other leaders already walking this path - and the great richness of their learning as they negotiate inner development in a singular set of real-life conditions and challenges. In our corporate learning circle, partners share best practice with peers and learn from global practitioners on inner development at the organisation level.

"As such, among the most important benefits of partnering with IDGs is the opportunity to share the wisdom of many other leaders already walking this path."

Beyond the value of inner development to your own organisational goals, IDG partners are becoming leaders in social impact, and accelerating work towards the Sustainable Development Goals. Whether it's contributing to policy development, helping to validate and improve the IDG framework or nurturing the ecosystem of inner development for sustainability transformation, IDG partners are helping to advance a vital missing piece in tackling the world's most urgent challenges. We warmly invite you to join us on this exciting journey.

BONUS PRACTITIONER TOOL

Finding your Ideal IDG Engagement and Initial IDG Engagement

You may be a leader, catalyst, coach, facilitator or simply someone who cares about your organisation. This tool will help you start a conversation about how inner development can help your organisation address its key challenges, and where to begin.

This tool was inspired by our partners and developed by the global IDG team in response to questions related to how to practically work with the IDGs. This is of course a broad and complex question, which we can only address together. We trust that this contribution helps. For more information please reach out Nikola, our culture transformation lead who did this type of work at McKinsey & Company over 14 years, at nikola@innerdevelopmentgoals.org.

The tool is framed more universally, and as such is applicable across geographies, industries, sectors and organisational sizes. There is, therefore, a lot of space for tailoring this tool to specific use cases, and in particular to different industries. What determines inner development success in the public sector, may be different e.g. in pharmaceuticals, banking or metals and mining.

This tool is structured in five steps:

1. **Contextual relevance:** Assess the degree to which inner development is relevant for your organisation
2. Articulate your **Ideal IDG Engagement:** the *optimal* desirable level of IDG engagement that would best support the delivery of your organisation's purpose and strategy
3. Establish your **Initial IDG Engagement:** the best way to *start* working with the IDGs
4. Develop a **visual summary** of your IDG Engagement pathway: mapping your responses on the IDG Engagement framework
5. **Start a conversation** in your organisation

This process is intended to help you start a conversation with colleagues and potential sponsors of IDG engagement. Please note that this white paper is not a comprehensive diagnostic and planning exercise. For this, we would encourage you to work with professionals and experts who have the competencies required to

design an approach tailored to your specific organisational context and strategic priorities. This tool can be applied both in-house, and by external consultants or advisors who are familiar with and may have been working with you in the fields of people, culture, HR, coaching, leadership and talent.

Step 1: *Assessing the relevance* of inner development for your organisation

The information you need to complete step 1 comes from existing sources in your organisation, such as the results of strategic planning and performance diagnostics. Please note that this exercise is not comprehensive but indicative; and is not diagnostic in itself, but a format that can help you articulate a high-level summary of existing knowledge and insights.

1. Keeping in mind your full organisational context (leadership, size, industry, geographies, etc), list the **top 3 challenges** your organisation is facing at this time. Please consider strategic, performance and organisational challenges that need to be resolved for your organisation to be successful and thrive:

1. _____

(e.g. a strategic challenge that Tina and Jenny of Inter IKEA shared is how to leverage the IDGs to build a more sustainable business)

2. _____

(e.g. a performance challenge Michiel of Google shared is how to deliver better tailored services to Googlers around the world with less resources)

3. _____

(e.g. an organisational challenge that Selina of Ericsson shared is how to boost their ongoing 5 theme organisational transformation with the IDGs)

1. For more, please check the research of Dr. Ronald Heifetz. Adapted from: <https://postgraduateeducation.hms.harvard.edu/trends-medicine/adaptive-leadership-making-progress-intractable-challenges>

2. Now, circle **one main challenge** that is **primarily adaptive in nature**. To recap, adaptive challenges are usually those where¹:

- The problem is unknown or hard to identify and is tied to deeper patterns or dynamics and requires learning
- The solution is unknown, which again requires learning
- Responsibility is distributed with those impacted by the challenge
- The obstacles are less tangible—hearts and minds, values, loyalties and relationships

(see also Glossary of Key Terms)

3. Reflect on the degree to which inner development in general, and the practice of the 23 IDG qualities, abilities or skills in particular, might help you address the adaptive challenge you have circled above, and rate this on a scale of one to five:
 1. Very low (seems irrelevant or unhelpful)
 2. Low (could help in a limited way)
 3. Medium (could help in a significant way)
 4. High (would be most helpful)
 5. Very High (would be fundamental to addressing this kind of challenge)

Next, let's consider your organisation's ***Ideal*** IDG Engagement.

Step 2: Articulating your *Ideal IDG Engagement*

As a next step, we invite you to assess your Ideal engagement with the IDGs along two dimensions - depth and breadth - in each of the 3 domains. Your Ideal Engagement is something to aspire to over time: when answering, consider the optimal desirable level of IDG engagement that could help your organisation address your top challenges, and in particular the primary challenge you have prioritized in step 1.

In order to make the link to this 2nd step, you may need to break down this challenge into more detailed sub-challenges, describe them and outline how they relate to skills your organisation needs to address them.

Setting the timeframe can also help make this step more specific – at which point in the future do you aspire to reach the Ideal IDG Engagement level? This timeframe should ideally be aligned with your strategy or transformation timeframe.

We aspire to reach the Ideal IDG Engagement level by (month/year):

Next consider the questions below, and for each question place your answer on a 1-5 scale.

- Very low (breadth/depth) (1/5)
- Low (breadth/depth) (2/5)
- Medium (breadth/depth) (3/5)
- High (breadth/depth) (4/5) and
- Very high (breadth/depth) (5/5)

Please note that while scales include words like deep/shallow; broad/narrow; low/high, it is not necessarily the case that broad or deep engagement is **better** for your organisation. This exercise is designed to help you discuss ***what would work best for your unique organisation***. For example, many values and culture transformation programs fail because they try to do too much – indeed, the more successfully ones typically tend to focus on 2-3 behaviours, competencies or skills in any particular year, and cover all their aspired competencies over 5-7 years.

Skill domain

- Breadth: To meet the organisation's strategic aspirations and goals, how many of the 23 IDG skills are required?
 - Very low/narrow: At least one skill
 - Low/narrow
 - Medium breadth: About half of the skills
 - High breadth
 - Very broad: All 23 IDG skills
- Depth: To meet the organisation's strategic aspirations and goals, to what degree do we need to develop the specific skills selected?
 - Very low/shallow: A beginner competency level is adequate
 - Low/shallow
 - Medium depth: Intermediate competency
 - High/deep
 - Very high/deep: Advanced competency, we need to be 'Jedis' in these skills

Organisational domain

- Breadth: To meet the organisation's strategic aspirations and goals, in how many departments have need for inner development in general, and for building the skills you have selected in particular?
 - Very low/narrow: At least one department
 - Low/narrow
 - Medium breadth: About half of our departments
 - High breadth
 - Very broad: All departments

- Depth: To meet the organisation's strategic aspirations and goals, in the selected departments at which levels is there a need for inner development in general, and building the selected skills in particular?
 - Very low/shallow: At least one level stands to benefit now or in the future
 - Low/shallow
 - Medium depth: About half of the levels in the selected departments could benefit
 - High/deep
 - Very high/deep: At some time now or in the future, IDGs could benefit all staff (from leadership through to the front line)

Functional domain

- Breadth: To meet the organisation's strategic aspirations and goals, which of core functions (in particular comms, learning and development and structure/processes related functions) can be beneficially aligned with the IDGs?
 - Very low/narrow: At least one function
 - Low/narrow
 - Medium breadth: About half of our functions
 - High breadth
 - Very broad: All key functions (in particular comms, learning and development and structure/processes related functions)

- Depth: To meet the organisation's strategic aspirations and goals, to what degree can the core functions be beneficially aligned with the IDGs?
 - Very low/shallow: Inner development is not currently a priority
 - Low/shallow
 - Medium depth: Inner development is one of our priorities
 - High/deep
 - Very high/deep: Inner development is a top 3 priority

Next, we'll guide you in understanding what your ***Initial*** Engagement might be.

Step 3: Establishing your *Initial IDG Engagement*

It's important to have an ideal scenario to aspire to, but every journey has to *start* somewhere. Your Initial Engagement is a pragmatic starting point.

To determine the best place for you to begin working with IDGs, let's return to our 3 domains. Across the 3 domains, please consider the 6 questions below, and for each question place your answer on a 1-5 scale.

Please bear in mind that the questions were designed to help facilitate a co-creative dialogue, and not to necessarily give a precise and mathematical output 'score'.

When answering, consider the level of IDG engagement that makes sense given your current organisational context in general, and the adaptive challenge you articulated in step 1 in particular.

Skill domain

- Breadth: Given your organisation's current performance, structure, leadership, aspirations and constraints, how many and which of the 23 IDG skills would make the biggest difference over the next 12 months?
 - Very low/narrow: At least one skill
 - Low/narrow
 - Medium breadth: About half of the skills
 - High breadth
 - Very broad: All 23 IDG skills
- Depth: Given your organisation's current performance, structure, leadership, aspirations and constraints, to what degree of depth or competence do you need to develop the chosen skills?
 - Very low/shallow: A beginner competency level is adequate
 - Low/shallow

- Medium depth: Intermediate competency
- High/deep
- Very high/deep: Advanced competency, we need to be 'Jedis' in these skills

Organisational domain

- Breadth: Given your organisation's current performance, structure, leadership, aspirations and constraints, in how many departments is there a need for inner development in general, and building the selected skills in particular?
 - Very low/narrow: At least one department
 - Low/narrow
 - Medium breadth: About half of our departments
 - High breadth
 - Very broad: All departments
- Depth: Given your organisation's current performance, structure, leadership, aspirations and constraints, at which levels of the selected departments is there a need to build the selected skills?
 - Very low/shallow: At least one level stands to benefit now or in the future
 - Low/shallow
 - Medium depth: About half of the levels in the selected departments could benefit
 - High/deep
 - Very high/deep: At some time now or in the future, IDGs could benefit all staff (from leadership through to the front line)

Functional domain

This section focuses on three functions with high relevance to the IDGs (communications, learning and development and structure/processes related functions). Feel free to add and consider others, according to your organisation's structure.

- Breadth: Given your organisation's current performance, structure, leadership, aspirations and constraints, which core functions can be beneficially aligned with the IDGs?
 - Very low/narrow: At least one function
 - Low/narrow
 - Medium breadth: About half of our functions
 - High breadth
 - Very broad: All key functions (in particular comms, learning and development and structure/processes related functions)
- Depth: Given your organisation's current performance, structure, leadership, aspirations and constraints, to what degree can the selected core functions be beneficially aligned with the IDGs?
 - Very low/shallow: Inner development is not currently a priority
 - Low/shallow
 - Medium depth: Inner development is one of our priorities
 - High/deep
 - Very high/deep: Inner development is a top 3 priority for the selected functions

Note: IDG application by function will very significantly. For example, in learning and development deep engagement may be IDG skill level integration into programme level learning objectives, thus driving the design and delivery of a broad set of learning programs (from leadership to technical skills). While in communications, deep IDGs integration could be basing your most important (or 'hero') campaigns around specific IDG themes (e.g. being, thinking, etc).

Step 4: Visual summary of your IDG Engagement pathway

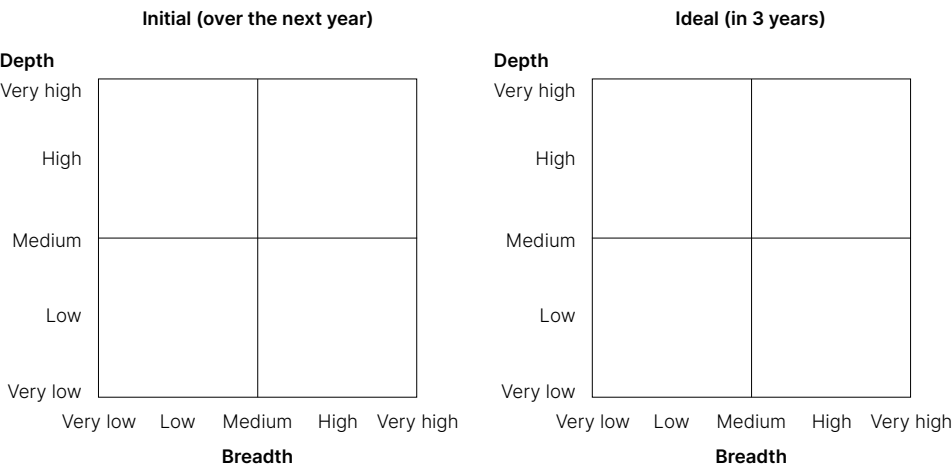
Let's first summarize the key insights from step 1. Your organisation's main adaptive challenge is:

The degree to which IDGs could help with this challenge is:

Next, please review your responses in step 2, and using your scores, map your responses directly to the framework on the right (Ideal IDG Engagement). (Remember that we started with the Ideal first.) Add the timeframe you identified in this step to the title.

Next, review your responses in step 3, and map your responses directly on to the framework on the left (Initial IDG Engagement). The default here is a 12-month period, given that it takes time to activate and implement your starting point, however please change the title if you have chosen to work with a different timeframe.

● Organisational domain ● Skill domain ● Functional domain



Now you have visual representation of your initial assessment. Let's move to the final step, which includes some suggestions for how to start a conversation in your organisation.

Step 5: Start a conversation in your organisation

Armed with examples of how five leading organisations have started working with the IDGs, a structured approach to applying inner development in your organisation, and a first understanding of your organisation's Ideal, as well as Initial, IDG Engagement - you now have what you need to expand the inner development conversation in your organisation.

Indeed, we hear time and time again from our partner organisations that this is how their engagement with the IDGs started. A passionate colleague takes the initiative to learn more about the IDGs, invites other colleagues into the conversation – and they soon find themselves presenting the case for bringing the power of inner development to their organisation to an influential group of employees or the leaders.

You can use the questions contained in this tool (step 1-3) in general, as well as the visual summary in particular (step 4), to help frame the conversation.

Here's a set of five sample contextual questions (by no means comprehensive), that can help you further understand what may be the next best step in your organisation's IDG journey:

- Who are your IDG champions – individuals in your organisation who understand and believe in the power and impact of inner development? How many are there and where do they sit in the organisation's structure?
- To what extent do the senior leadership group (Board, CEO, Top Team) understand and believe in the importance of inner development?
- To what extent is the current organisational culture open to working with inner development as way to achieve organisational goals?
- How much capacity does your organisation currently have to engage in development (e.g. during a merger or an IPO capacity may be low)?

- Is your organisation currently going through a transformation? Does this transformation include a people/HR/culture workstream? To what extent is this workstream seen as a core transformation driver (v.s. a necessary cost centre)? Is there an opportunity to integrate the IDGs as a part of the transformation, and is this a good approach in your context?

The approach and mindset that we repeatedly see in organisations that get significant value from working with the IDGs is one of discovery. These organisations say things like ‘we don’t know where we are going, but we know this is the right thing to do’ and ‘it’s the conversation, talking about these topics, that is much more important than the specific content we are discussing’. So, we invite you to approach working with inner development as an adventure, with openness and curiosity.

Relevant resources and a community on this journey can help. Here are some resources from the [IDG website](#):

- Become an [IDG partner](#) or join [our Events](#), or reach out to Daniel, our global head of partnerships at daniel@innerdevelopmentgoals.org
- Join the [Annual IDG Summit](#) to meet the global IDG community
- Become a member of or launch a [Global IDG Hub](#)
- Use the [The IDG Toolkit/Inner Development Library](#)

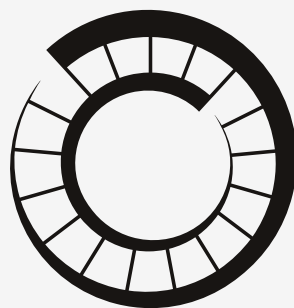
Closing and Gratitude

We would like to express our gratitude to IDG partners IKEA, Google, Stena, Ericsson and Icebug, who co-created this white paper through their generous investment of time and energy. In particular, we'd like to thank Tina Molund, Jenny Hjalmar Åkerblad, Michiel Bakker, Renne Lertzmann, Maria Holmberg, Nancy Nordanstad, Selina Waddington Millstam and David Ekelund for sharing their experience with all of us and making this white paper so much richer with practical experience and real life examples.

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This paper presents the experience of 5 leading organisations in their respective fields. However, there are thousands of organisations considering or already working with the IDGs from whom we can also learn. This can be done in many ways, of which this paper is one. Please let us know to what extent this paper has been helpful to you, and if you would encourage us to continue this series with other IDG partners – in particular more leading global companies, public sector entities or leading academics.

Thank you for co-creating the Inner Development Goals movement to bring the power of inner development to humanity's global challenges.



INNER DEVELOPMENT GOALS

Transformational Skills for Sustainable Development