

# THREE QUESTIONS FOR KLARA PALMBERG BRORYD

“IT IS BY DOING AND TESTING THAT INNOVATIONS EVOLVE.”

YOU WORKED FOR SIX YEARS IN NACKA MUNICIPALITY AS DIRECTOR FOR STRATEGY AND INNOVATION AND AS DEPUTY CITY DIRECTOR. WHAT DID THE JOB ENTAIL IN TERMS OF LEADERSHIP?

With the responsibility for strategy and innovation in a fast growing municipality with the mission to increase the renewal/innovation there was three important parts of my leadership:

to *pioneer* - to show that it is possible to challenge the existing system, to try new ways and lead by example,

to *create a safe environment* - both in my own team by daring to be vulnerable myself but also to create security and safety for our politicians and top management team to be bold, challenge themselves and to dare to make decisions for innovation,

to *create direction* - to make it possible for the organization as a whole and the people living in Nacka to understand where we were heading and what we would like to accomplish so that everyone could tap in to the movement.



## WHAT IS YOUR PERSONAL LEADERSHIP PHILOSOPHY?

As a leader I embrace complex environments and uncertain times. As a researcher (PhD in managing complexity) I know that in complex situations you cannot just think, talk and plan - it is by doing and testing that innovations evolve. It is by action things change and improvement can happen. For successful results you as a leader of course need to listen, encourage reflection and to make sure the direction is clear. People also need to feel safe to experiment and to challenge themselves. But nothing changes until something happens!

## WHAT WOULD YOU SAY ARE THE THREE MOST IMPORTANT LEADERSHIP QUALITIES?

1. Curiosity and ability to listen - in uncertain times you must listen more than you speak as a leader. Listen to the surrounding environment, to your customers, your team and to those who have other perspectives, experiences and competencies than you have.

2. Courage - as a leader I believe you need to dare to speak your mind, you need to dare to challenge the system and to dare to question your own perspectives. You need to have to courage to support your teams even when things go wrong. Things might go wrong when you drive innovation. You also have to have the courage to face tough situations and to make difficult decisions, that is a part of your responsibility as a leader.

3. Grounded - it is hard to do any of the above if you are not grounded in yourself, in who you are and what you believe in. You have to know yourself and your competence, privileges and weaknesses to be wise enough to listens to others and search for other perspectives.

## ABOUT KLARA PALMBERG BRORYD

Klara Palmberg Broryd, entrepreneur, consultant and PhD in complexity at Broryd industrier AB. Works with and researches on complexity, innovation and sustainability. Previously Deputy City Director with the responsibility for strategy, innovation, communication, digitalization and service at Nacka municipality, Stockholm, Sweden. Some of the things Klara is doing the spring of 2020 is curating the innovation festival Gather, working with sustainability communication at Jung relations and being affiliated researcher at Stockholm School of Economics.

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