THE WILL TO LEAD

THE MAKING OF A LEADER
NOBODY CAN AFFORD TO IGNORE
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THE WILL TO LEAD

The making of YOU into a leader that nobody can afford to ignore

The engineered intellect

The event that you have dreamed of for years has suddenly arrived. You have qualified for your dream job, and can now add Regional Director Middle East & Africa to your title on your business card. You are now ready to your new seat. It is difficult to be pessimistic even though you couldn’t bring your family with you. They wanted to stay back in Europe, and that is ok, you cannot get it all; maybe in a year or two they will join. There are advantages and disadvantages connected to any change process.

You are ready – more than ready – you have to implement your plan adding value to everyone. The top guys were thrilled with your proposal. In particular the 10,000 % alignment to customers took their attention - 100 % quality x 100 % service. You are committed and have a burning wish to begin meeting the challenge head-on, being very committed about outperforming competitors over the next three years, with a specific focus on economic effectiveness in order to double the market revenue and profit in three years, in the region or better.

You know that executing the plan demands that your team ignite the change process within 30 days, and requires everyone everywhere to align, be committed and go-all-in pursuing the objective quickly.

“People before figures” is key. Therefore people's strengths shall be mapped, developed and improved in order to attain a level of mastery. This can only be done through improving the business spirit – demanding key results and celebrating achievements. You don’t know how to do it, but will figure that out together with your team.

This was the third promotion in 6 years – KFA's trainings certainly had a useful impact on my unruly intellect.
Signing up to leadership

When you become a leader, your life is no more about yourself. You have accepted a social position of responsibility and authority over other people’s life, assets, outcome, wellbeing and joy.

Earlier you strived towards a purpose of creating wellbeing, pleasantness and joyfulness within yourself and around yourself and your family.

Now you have to sharpen your attention, mobilize your sensations and expand your sphere of inclusiveness enveloping not only your team, but also the entire business unit, you now are a leading part of, including everyone and everything, everywhere.

Your wellbeing, pleasantness and joy, is now exchanged by seven pillars of intactness and commitment: Leading with clarity of purpose, trust, energy, liberty, mastery, striving, and expanding with a cardinal dissatisfaction with past outcomes.

So therefore it is not about you anymore; it is about something greater, something that last longer, is of greater importance, of greater value, and which is sustainable in the long perspective. It is not about making a difference; it is about daring to be different and crazy enough to go-all-in pursuing to make a dent in the universe.

Leaders sees things, others cannot see, point the direction, communicate the overall purpose time and again, show the way, provide autonomy and set up big result expectations.

Leadership is to move your team from where they are, to a place they would never been able to go by themselves; lifting people's vision to a higher sight, the raising of people’s performance towards the standard of mastery, and the building of people's personality and character far beyond its normal limitations.

If people do not fit in to this demanding idealistic business culture, leadership practice also includes confronting reality, developing them or

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1 Intactness means uncorrupted from influences and ideas, which do not lead motives, interests and commitments in a pointed and decided direction.
2 This concept clarifies wholeness, based on a leader’s natural and observable strength and character. It makes a real sample of character traits, that we can relate to the individual’s leadership style. This style feels right because it is a result of a natural human process for each individual. This is completely different from what common “leadership personality tests” offers. None of these tests are based on the
ultimately gets rid of them - with respect. Never shy away from tough calls, which will be perceived as a fatal mistake.

**You are up against big challenges**

**Changing any of these situations is an uphill battle – odds 10:1**

Welcome to your new leadership position. Did you talked to your spouse and kids about what result expectations you are up to. If not, you better tell them now; you wont get a better time later.

The dent in the universe you are expected to deliver in your time is not necessarily like one of the six that is described below, but similar, and in the long haul you will recognize that the odds 10:1, were a correct prediction.

Read carefully below and fill in as no. 7 the challenge that you see, your company is up to, that others cannot see. Next, block your calendar the following three years, take the lead and get the job done, practicing leadership.

1. Organizational magic does not exist, only hard resistance to change. All we seemingly want is, to create a perfect organization with imperfect people, hoping everything will sort itself, or simply be delivering a town hall speech every quarter. Or with good intentions, we try to introduce good leadership from the top, facing resistance from everyone with an unschooled mind and with attitudes that belong to a schoolyard for teenage boys.

Unions? There is a reason why unions are strong in mismanaged organizations; they took the lead, as a result of weak leadership.

2. We live in a democracy with strong values of liberty, and defend that with the blood of our sons and daughters, and yet many managers still behave and express attitudes belonging to a bygone era where apartheid reigned. The top manager knows everything, decides everything and seems to believe that few people in the company are really bright, clever and productive, and that most people are not. We don’t expect to hear VP’s, SVP’s and executives running around shouting and screaming all day long.
but it happens – leading to no trust, and no respect what so ever. Then yes, every change is difficult, and self-imposed difficulty’s like lack of trust makes it worse.

3. Many recruiters lack clarity and humility; add to this a lack of business acumen. Also they do not have the insight to weed-out people that do not fit into a dynamic, progressive business culture. This leads to an organization; where some people are misplaced; others have unmanageable behaviour, unpleasant personal traits or just plain bad manners. The worst example is a highly energetic and evil genius that hates teamwork.

4. A new research study reveals that only 13 % of the staff in a given company – are truly engaged at work. Despite all the lessons learned, efforts used and money spent, a meagre 13 % is achieved. The realm of engaged people is not at all crowded.

5. Less than 1 % of companies make it to the elite standard of corporate outperformance, making more than 5 BUSD in revenue, increasing both revenue and profit over five successive years.

6. An analysis by McKinsey October 2013, uncover that only 600 of the world’s 3.000 biggest companies are able to make a profit. Surprisingly 1.800 of the 3.000 companies barely delivered break-even results, whilst the remaining 600 companies followed a disastrous path towards the abyss – clearly mismanaged. Did the executives implement a plan they did not plan for?

7. The great challenge that you can see, that others can not see, is: Please explain..
People before figures are instrumental for any progress

The overall objective: leaders create jobs, they do not destroy them, they add value, and they do not demolish economic value

With this in mind you took you new seat. The main objective for you job ought then to be effective economic growth; growth in profit, in jobs, in wealth, welfare and sustainability for everyone, everywhere. When this is the overall objective, the key result must inevitably be to shake the organization, and wake up “the sleeping beauty”, and take everyone’s talent to the zenith of his/her potential.

This commitment makes outcomes limitless, and the progress depends on the organizational spirit, being creative, inspiring and vivid enough to oppose an eventual resistant to change. It depends on the company being perceived as an excellent place to work, or perceived as a dictatorship. Both are a mirror of the top-teams trust, spirit and character, which again is a mirror of the regional leaders trust in oneself, spirit and personal character.

To make the solution simple synchronized and easy to implement, the pipeline of management and leadership training needs to include better self-, human- and organizational understanding, added business acumen.

KFA use to split-up training an organization into five different training challenges, combined these programs cover any decision necessary to navigate a business to be able to deliver great achievements in the future.

MBL1. The personal leadership challenge
MBL2. The team leadership challenge
MBL3. The business leadership challenge
MBL4. The financial leadership challenge
MBL5. The brand leadership challenge
SIX LEADERSHIP CHALLENGES

How to get the most out of yourself
How to get the most out of your business
How to get the most out of your team
How to maximize the capitalized value
How to change your business into a brand
How to get the most out of your team

ASCENDING & ACUMULATED LEADERSHIP STRENGTHS

INNER ENGINEERING
BUSINESS ENGINEERING
TEAM ENGINEERING
FINANCIAL ENGINEERING
BRAND ENGINEERING

MBL
Leadership challenges 0 - 6

© Siegfried W Andersen
The personal leadership challenge

*Inner engineering is to assemble a focused plan of actions to be executed, pursuing a specific purpose to be achieved*

You have never done a job like this before, but your human understanding tell you how to get through, and if it turns out to be to difficult, you are prepared to ask for help, and you know whom to ask.

Human understanding is; when you experience that your life-, or work outcome does not deliver what you have expected, it is probably caused by your intellect, which obviously is not functioning with 100 % effectiveness the way you want it to do.

Therefore you have to make a few adjustments to your behaviour, attitude and convictions along the way towards the purpose of what you intend to achieve. Start the process by asking yourself a few questions:

1. What do I really want out of my job; one Objective and 4 Key Results?
2. To what extent do I have the will power, the volition to act, and the liberty to contribute?
3. Is my intellect every now and then side tracked by events, ideas, and impulses?
4. Do I have the strengths that honour the objective I am aiming at?
5. To what degree am I sure, that the correlated actions I am about to execute, are the right ones and that they are sufficient?

Any action in the intended direction, will inevitably deliver a change that gets you closer to the purpose. We called this a 1st rank outcome that includes a lesson learned. Failure is always a lesson learned.

Repeating this process 2, 3, 4, ..., N times, continually exceeding and improving the last outcome, will narrow your scope of actions, because your self imposed restrictions will change your behaviours and attitudes based on your learning’s. The result is, that you get closer to the pursued purpose. We call this chain of action rounds 2nd, 3rd, 4th ... Nth rank actions an “inner engineering process”. Which means, you align your actions towards a certain objective by self-imposed inner restrictions, – gain learning and
relentlessly repeat the process until the final result expectations materializes.

The entire process can go fast, but usually it takes a while for each round, depending on what has to be achieved, creatively improved, and what lessons are learned.

Training leadership takes several rounds over a decade. Integrity might take an even longer training process, and training high self-efficacy is seemly the same process. You literally train yourself; integrity, leadership and self-efficacy in parallel synchronized, at the same time because these three concepts makes a holistic wholeness together with inclusiveness and intactness that you gets as an extra bonus. Practicing only one of these concepts, under this holistic umbrella, will automatically involve and improve the four others.

The three processes learning yourself; leadership, integrity and a high self-efficacy is something you learn early in life. More often than not before you are 25 years old. 50.000 hours of deliberate training summarized over a decade or two is pretty normal for training, leadership, or integrity and self-efficacy.

The benefits are very significant for your personal evolution towards becoming a great leader, and it will have a powerful influence on your gradual increasing progress.

This works for everyone, whilst it is solely based on the individual's personal strengths. It make up his or her personal character – who they truly are, as we observe and perceive them as a leader practicing great leadership.

This follows a pure natural human progressive development:

1. Personal strength - identified
2. The commitment to achieve a specific task, by imposing restrictions on ones actions, mental stage and knowledge based on perceptions
3. The ability to narrow the scope of actions, learn and adapt
4. Repeat step 2 & 3 a finite number of times 1, 2, 3......N, the consequence is; just stop to predict the future, instead let it unfold 100 % your way.

After a decade you will absolutely end up with a laser-sharp integrity, an elite practice of leadership, a high standard of self-efficacy, a strong intactness and an inclusiveness that contains everyone and everything, everywhere.

Whilst the outcome ends up being the same for everyone, a bystander will observe multiple different leadership styles, because every leader has his own personal style, which fit his or her character traits. That means, we end up with an infinite amount of “colours” on a painter's pallet, where, each
nuance represents a different “leadership style”. This is real, feels right and is a natural human evolvement process.

I call this process “Mississippi”, like the river in the US, which has its origins spread all across North America. Ultimately all the water streams end up in New Orleans.

The same metaphor you can use about leadership in practice. It starts up completely diversified. We have different origins, background and different strengths. Ultimately all work streams end up coordinated and aligned towards a specific task to be delivered to someone.

Interpersonal relationship and leadership communication are essential, not leadership style! Trying to change people’s leadership style is a distortion of reality. You can improve people’s strengths, or weakening them by ignoring their strengths - that is all there is.

This high quality alignment processes described above, explains the lay-out of inner engineering, and how it create a schooled mind. It strengthens ones intellect in an intact, stringent and effective way. It is a systemic and proven engineered method how to, over and over again evaluate the learning from each new step in the process, from the starting point, towards the outcome obtained. This is how the human intellect is functioning. Actions executed well, and the correct learning gained.

Evolution feels natural for humans; seek, pursue, intensify and expand, designing and executing a progressive plan. Follow up by revising the outcome and the correlated action used, restricting and intensifying ones efforts, narrow the scope several times as one passes through 2nd rank, 3rd rank towards the .... Nth rank, and every time evaluate the outcome materialized and learning gained. This feels right and becomes natural.

Furthermore, this process clearly describes how a leader naturally and effectively can coach everyone and give a specific and precise feedback on corrections and improvements. It is all about, learning by doing.

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¹ This concept clarifies wholeness, based on a leader's natural and observable strength and character. It makes a real sample of character traits, that we can relate to the individual's leadership style. This style feels right because it is a result of a natural human process for each individual. This is completely different from what common “leadership personality tests” offers. None of these tests are based on the individual's factual observable strengths, only assumptions and wishfully thinking about how a leader's character trait ought to be, when human.
# THE WILL TO LEAD

The making of a leader nobody can afford to ignore

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Topics presented, discussed and trained at The Will to Lead

We at KFA are not futurists; we think that the future is not something to be predicted, it is something to be achieved.

1. Inner engineering based solely on your strengths, whilst aligning to the elite standard of leadership, high integrity and the mastery level of self-efficacy.

2. Set an idealistic objective and add four key results for any achievement. If there is no result expectation, there is neither a project, nor a task to be delivered.

3. Commit yourself “Go-All-In”: set a clear Objective in one direction, supported by four Key Results; intensify actions, mental alignment, emotional communication, indefatigably energetic. Narrow the scope and intensify planed actions, learn and repeat. Persist until the Objective finally is achieved and Key Results delivered.

4. Integrity is to show the way with; foresight – trust – reliability and high quality initiatives combined, whilst pursuing intensifying and expanding outcomes.

5. Leadership is making common men into uncommon men – great leaders of value to man, adding something nobody has ever expected.

6. Attention is an essential leadership skill. Leaders see things, others cannot see, add and intensify communication, finally act their way to new understanding.

7. Self-efficacy is based on six personal strengths: four intrinsic innate strengths, and two extrinsic learned strengths. The four intrinsic strengths are; mental capability-, relationship responsibility-, perceptual acuity-, and cognitive strengths. The two extrinsic strengths are; professional capabilities, and the capability to overcome big challenges.
8. The ability to navigate between management, leadership and great leadership, and be able to dose efforts involvement and resources correctly for different leadership situations.

9. Team leadership is always bottom up leadership. “Team of Teams” is the key for an effective and energized completely flat organization with full autonomy.

10. The creation of four competitive advantages, based on one out of four strategic directions. Time-, market-, and cost leadership is the essence in a customer based leadership business model.

11. Seeking pursuing intensifying and expanding outcomes means to lead, train and coach four life processes; energy process, attention process, sensation process and inclusiveness.

12. From your burning will to lead, your volition to act, and your liberty to contribute, springs five different levels of initiative, connected to five corresponding energy levels, which all leads to an indirect measure of an individuals integrity, being weak, strong, or to the elite standard.

13. Big challenges and great talent is head and tail of the same coin, and cannot be observed separately.

14. Standard-, moderate-, great- and world-class performances are best illustrated, understood, accepted and developed by the 80/20 rule.

15. Feedback analysis; evaluation of corrective actions is key in team performance reviews, learning and progressing.

16. Three basic energy drivers: 1. a burning platform that arises from what needs to be done, 2. a burning wish that spring from pursuing an attractive outcome, 3. a burning will, which steams from the feeling of mental enrichment and ultimate triumph. All three drivers; ignite energy, creative independent thoughts, develops clarity, and cognitive strength. Combined the three drivers create a free a flow of an extreme energy, limitless outcomes far beyond what is plausible, and rarely seen cohesion among team mates.

17. Be able to observe the differences between the standard of weak-, strong-, and elite management, leadership and great leadership, and dose resources and efforts correctly.

18. The five stakeholders of a customer based business model are customers, employees, suppliers, shareholders and the society.
19. The two functions of a Customer Based Leadership business model; marketing & sales, and entrepreneurial innovation.

20. Human weaknesses are established around ones false perception of what make up ones identity. Weaknesses are primarily created around blind spots as; ignorance, knowingly, rights, assumptions, convictions, status symbols, ranks e.g. But also emotions like; jealousy, greed, envy, revenge, prejudice. Add to this false perceptions of status by having special very expensive objects; the “right” zip code, a Rolex, a Louis Vuitton bag, etc. or a an expensive education from famous school.. etc. All this has the effect that it blurs ones vision and distorts ones judgment.

21. Human strengths springs from continuously asking inspiring questions, gain learning from others and situations, delivering outcomes as expected or better.

22. Live a balanced life between mental peace of mind and great achievements. This involves; modesty, ethics, morals, and the mastery standard of professional skills and great outcomes measured by any KPI.

23. Great Leadership will make obsolete any old style on management & leadership.

   a. Return on CEO’s character – ROCC
   b. Return on talent – ROT
   c. Return on people cost – ROPC
   d. Return on net assets – RONA
   e. Cost of capital COC
   f. Increased organizational productivity and joy

24. The sum total of all this makes you feel, that you live a life the way you planed it. Your intellect is working with 100 % efficiency the way you want it as a great leader.

KF Andersen, Italy. July 2016
Where - Who - When

The Will to Lead is an 5-day training conducted annually as open trainings in Copenhagen, Dubai, Hong Kong, Rome and Singapore, or as closed in house leading change programs, implementing “Take The Lead” as a main topic.

Requirements for applicants for the Will to Lead (MBL1) are high-potential managers early in their career, looking for opportunities to take on greater responsibility, and add value to everyone, everywhere. 70 % of past applicants were between 26 and 42 years, 11 % less and 19 % higher.

Or top executives who have decided to expand the pool of talented product-, project-, sales-, production-, logistic-, market-, service- and team leaders.

Open trainings are announced at:
www.kfandersen.com/booking

Fee

The standard rate per participant is USD 5,500 USD + VAT, including lunch and refreshments during the day.

Payment by credit card, you can decide during the booking process.

Please inquire about our special group rates for four or more delegates, and our early bird discount at swa@kfandersen.com
Your are not alone

We have trained 4,000 APM-Maersk managers from top to bottom the character trait of successful leadership in practice, over 21 years from 1986 – 2007, across the organization – globally; shipping, oil & gas, drilling, industries and brokers.

Besides that, we trained a further 11,000 managers leadership practice; by strengthening their individual leadership style. These participants came from all kind of industries and branches – globally. Including companies from trade, insurance, toy, fashion, production, research & development, pharmaceutical, several hi-tech companies, service, travel, IT, retail and wholesale, railroads e.g.

Several of our clients asked us for implementing company wide leading change programs, and fix seemingly unsolvable turn-around projects, which is a KFA speciality to develop these, often completely stuck situation, to everyone's satisfaction.

Based on our experiences, we learned to know our customer's need for “team leadership training” and created “Leadership Communication”. How to get the most out of you team? Furthermore an urgent need for high-level business development training program for business unit managers and function leaders, with special focus on Execution of a Change Process, typically managers with a P&L account, or a cost budget.

Many esteemed domestic and international organizations have since honoured us with, what turned out to be, the best managers, leaders and talents in the entire industry and in return we offered them a lasting effect, and a consistent flow of value for money.

On request we can email you: “Our clients tell our story”, ask for references, or ask your network, I am quite sure there might be someone who have attended in the past.

Tom "Bob" Johansen
Public Speaker / Counselor / Coach
Shared, July 14, 2016 on LinkedIn.

"I had the privilege to attend the Will to Lead course of Mr. Andersen, and I would like to recommend him as a Master of Leadership trainer. I think the way he introduces LEADERSHIP speaks for itself. It's the most accurate and inspiring way I have seen."
Who is KF Andersen Leadership Academy?

KFA was founded in 1986 by Siegfried W. Andersen who named the company after his father Kai Fridtjof Andersen (1921-1974).

KFA's practices of leadership training programs are based on systematic observations sampled over the last 30 years in dialogs with more than 15,000 talented managers.

Hundreds of companies have sent their talents with an aspiration to become great leaders. All from both esteemed domestic and international organizations.

We at KFA admire Nobel Laureals, business executives and ordinary people, who spend an entire life achieving something of extraordinary value to the evolution of humanity.

KFA has three representative networks connected to the training of Leadership Practice; an academic network, and an executive network, both consist of people who are well-known and respected for their professional and performance achievements—globally. Furthermore as a new activity KFA is now 2015—well connected to The Next Generation Network.

Siegfried W Andersen has trained leadership practice on a global basis since 1973, on a variety of topics: Performance Leadership, Project leadership, Production leadership, Financial leadership, Service Leadership, Strategic Leadership, Executing, and Co-operation & Organizational leadership.

SWA experienced himself responsible for 300 peoples’ work outcome before he turned 30 years old. Born in 1943 in Suhl, Germany, raised in Denmark, live in Italy since 2010. Married to Inge-Lise Skovsgaard. Next generation 4.

SWA has been employed by; Georg Jensen - Damask Vaeveriet, The Danish Defence Forces, Jutland Telephone Company, Grindsted Products – now Danisco, Danish Employers Confederation, and Connector ApS, before he started on this own in 1986.

Further more, in 1978 SWA earned Business Diploma Certificate of Organizational Behaviour & Leadership from Aarhus Business University of Denmark. In 1984 he participated in the entire AMP program, at the James L. Allen Centre for executives, at North-Western University, Chicago, USA.