

## APPENDIX D: Tender #4: Skills 7+8+9 (Retention)

This document is one of four appendices to the main document concerning the procurement of the skills, each with a distinct focus and content. Please read the main document for the general requirements regarding this tender.

### Topics

In this tender, skill 7, 8 and skill 9 from the retention phase, are addressed:

Skill 7 with the topic: Being a good leader - onboarding and good routines

Skill 8 with the topic: Retention

Skill 9 with the topic: Handling things going wrong

Phase: Pre-recruitment				Phase: Recruitment		Phase: Retention		
SKILL 1	SKILL 2	SKILL 3	SKILL 4	SKILL 5	SKILL 6	SKILL 7	SKILL 8	SKILL 9
Know if you should hire or do something else	Understanding the legal stuff (hiring by the book)	Understanding the costs of hiring and financial modelling	Make the role plan and specs	Getting the word out	Interviewing, considering and making a deal	Being a good leader: Onboarding and good routines	Retention	Handling things going wrong
Preparation package • Crash course • Podcast • Homework/tools	Preparation package • Crash course • Podcast • Homework/tools	Preparation package • Crash course • Podcast • Homework/tools	Preparation package • Crash course • Podcast • Homework/tools	Preparation package • Crash course • Podcast • Homework/tools	Preparation package • Crash course • Podcast • Homework/tools	Preparation package • Crash course • Podcast • Homework/tools	Preparation package • Crash course • Podcast • Homework/tools	Preparation package • Crash course • Podcast • Homework/tools
Workshop (+ optional post-workshop follow-ups)	Workshop (+ optional post-workshop follow-ups)	Workshop (+ optional post-workshop follow-ups)	Workshop (+ optional post-workshop follow-ups)	Workshop (+ optional post-workshop follow-ups)	Workshop (+ optional post-workshop follow-ups)	Workshop (+ optional post-workshop follow-ups)	Workshop (+ optional post-workshop follow-ups)	Workshop (+ optional post-workshop follow-ups)

### THE TASK

Erhvervshus Sjælland is seeking a collaboration partner capable of delivering a workshop and support for the preparation package for the skills 7 + 8 + 9.

Each skill in this tender must have its own workshop. The workshop must introduce relevant tools, methods or frameworks that can support the entrepreneurs in practice. The workshop must be competence-oriented and enable the participants to improve their leadership competences.

### Skill 7: Being a good leader – onboarding and good routines

The workshop, including preparation/homework/tools, must provide entrepreneurs with an overview of and increased understanding of how to lead the first and existing employees. This skill is the first out of three in the retention phase, which introduces and teaches the startup good overall leadership skills.

In skill 7, the focus is on the onboarding and the first steps of becoming a good leader for new employees. The startup should, after completing this skill have created or be able to create a clear onboarding plan with all necessary considerations incorporated.

To address this skill, the following sub-skills must be covered:

- How to set the right expectations
- How to do pre-boarding
- How to plan the first phase of employment
- What is important to know to on-board employees
- Running a check-in
- Make a feedback plan
- How to give feedback
- Setting clear goals together
- How to prepare for cultural differences
- How to help foreign employees integrate locally and live a full life in their new location

Not all sub-skills have to appear in the workshop, nor does each sub-skill need to be weighed equally. Sub-skills can also be addressed in the preparation package elements. The supplier must describe a proposed division in the quote.

## **Skill 8: Retention**

The workshop, including preparation/homework/tools, must provide entrepreneurs with an overview of and increased understanding of how to lead and retain both first and existing employees over time. The workshop should support startups in developing leadership practices that strengthen motivation, engagement and long-term retention in an early-stage or scaling context.

Skill 8 focuses on strengthening the founder's leadership capabilities. A startup at this stage in the program should have knowledge of how to hire and how to onboard a new employee using a structured onboarding plan and good leadership routines. This skill addresses how to lead and retain employees over time. After completing this skill, the founder will have enhanced their understanding of what "leadership" means, improved their own leadership practices, and gained training in new leadership areas and methods. To address this skill, the following sub-skills must be covered:

- How to motivate
- How to build a good culture
- How to lead without micromanaging
- How to use employer branding to keep employees and attract more in the future
- Maintaining a positive international culture

Not all sub-skills have to appear in the workshop, nor does each sub-skill need to be weighed equally. Sub-skills can also be addressed in the preparation package elements. The supplier must describe a proposed division in the quote.

## **Skill 9: Handling things going wrong**

The workshop, including preparation/homework/tools, must provide entrepreneurs with an overview and increased understanding of how to lead and support both first and existing employees when challenges or critical situations arise. The workshop should strengthen the founder's ability to respond to difficult situations in a structured and responsible leadership manner.

In Skill 9, the focus is on how effective leaders handle challenging situations and crises. This skill builds on the assumption that the startups have learned (or previously know) how to create a strong and healthy work environment. This skill addresses how to act when situations escalate or do not develop as expected. After completing this skill, the founder should be better prepared to recognize potential risks and challenges and to apply appropriate leadership approaches to manage such situations.

To address this skill, the following sub-skills must be covered:

- Identifying early warning signs of employee disengagement
- Leadership responses to critical situations
- Managing misalignment between expectations and performance
- Handling complex or difficult employee situations
- Principles of employee-related crisis management

Not all sub-skills have to appear in the workshop, nor does each sub-skill need to be weighed equally. Sub-skills can also be addressed in the preparation package elements. The supplier must describe a proposed division in the quote.

## **Target group**

In addition to the target group described in the main document, the target group for this tender consists of startups that are about to hire a new employee, have recently hired their first employee, or already have a small number of employees. These startups typically have little or no experience with people management or leadership.

## **Specific requirements**

The supplier must have:

- Proven experience working with early-stage startups and scaleups, supporting founders in growth, hiring and team development
- Strong competence in end-to-end recruitment in organizations without formal HR structures.

- Practical knowledge of onboarding, leadership routines, feedback and performance management in small teams.
- Demonstrated experience with employee retention, motivation, culture building and early warning signs of attrition.
- Understanding of cross-border recruitment, hybrid/remote work and Nordic work culture differences.
- Ability to integrate diversity, inclusion and bias awareness into recruitment and leadership practices.