

KEY HIGHLIGHTS

CARL ENEROTH ON BRIDGING DIVIDES THROUGH FILM AND THE POWER OF STORYTELLING

“By stepping away from ideological lock-ins and emotional hijacks, I’ve learned to tell award-winning stories that tackle polarization and build bridges for systemic change.”



STHLM SOCIAL INNOVATION LAB • SWEDEN • B1



WWF • SINGAPORE • B21



LEXIE SANDANO’S LEADERSHIP IN DRIVING IMPACT ACROSS ASIA IN A VUCA WORLD

“Learning to bridge knowledge gaps across team members and to develop common objectives to usher teams towards achieving the same goal are skills I constantly need to deploy in my current work.”

IDA REUTERSWÄRD ON NAVIGATING GLOBAL CLIMATE POLICY AND SWEDISH CULTURE

“Do not overlook the consensus-driven culture in Sweden and its work environment and keep in mind that workplaces tend to be quite informal.”



SWEDISH MINISTRY OF CLIMATE AND ENTERPRISE • SWEDEN • B11

CARL ENEROTH

YOU'RE AN EMP GRADUATE. NOW WHAT?

The world is at a tipping point. Climate crises, social injustices, and fragile economies collide, daring you to step in. This isn't just a career choice—it's a call to action. Here's the challenge: Will you follow the well-worn path of "business as usual"? Or will you chart a new course?

Listen to that whisper of intuition—it's your compass. It knows where systems are broken and where you can make a difference. *Fear will creep in; that's its job. Yours? Face it head-on.* The greatest change comes from those willing to tackle what scares them most.

That's what I've done in my company Sthlm Social Innovation Lab. My vehicle for change? Creating films that form *Stories that Unite Us*. By stepping away from ideological lock-ins and emotional hijacks, I've learned to tell award-winning stories that tackle polarization and build bridges for systemic change. Empowering myself—and others—through storytelling has become my act of peaceful rebellion against injustices.

You can do the same. Be the change you want to see. Walk the talk. Start small but think big. The world needs followers, but also pioneers, bridge-builders, and storytellers. So, what's your story? Take a leap of faith and tell it. I know you can.

HOW EMP IMPACTS MY WORK TODAY

The biggest lesson? Systemic change is possible. What I carry with me from EMP is the ability to see the system—how it works, where it's stuck, and where it can be rebuilt. It's like engineering: taking things apart, figuring out how they fit, and rebuilding them better. But it's not just about systems—it's about people. I learned to speak different languages, addressing different parts of an organization, whether it's the boardroom, the shop floor or the community. Change isn't handed down; it's co-created. We're negotiating the truth together, one step

DOCUMENTARY SCREENING

IMAGES OF HOPE

A warm welcome to the IIIIEE Aula on April 16th, 11.30-13.00, for a screening of my documentary *Images of Hope*. A story about the Falkland Island turn-around case as told by the locals.

TRAILER: <https://vimeo.com/924118422>.



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FILMMAKER, STORIES THAT UNITE US/
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STOCKHOLM, SWEDEN

at a time. Most importantly, *I figured out what I'm good at—and leaned into it. But I also learned to face what holds me back.* Fear? Doubt? They're part of the process. Tackling them is how I moved forward. Today, I include all of this in my work. Through Sthlm Social Innovation Lab, I create films that unite us, showing that change isn't just an idea—it's happening. What EMP taught me? It's not about waiting for the perfect solution. It's all in the making, and I'm part of it. So are you.

TO UNDERSTAND THE CULTURE, DO WHAT SWEDES DO.

Start with nature. Swedes are born with a deep connection to the outdoors. Hike in the forest, take a dip in icy waters, or soak up the moonlight glow... Nature isn't just a backdrop—it's a way of life. Embrace the anti-authoritarian streak. Swedes have little patience for hierarchy. Titles mean less than actions, and leadership often looks more like facilitation. Everyone's voice counts, so listen carefully and tread lightly.

Understand the secular mindset. Religion plays a minimal role here. Values like equality, fairness, and human rights take center stage. Tradition exists, but it's modern and adaptable, not rigid. Modernity runs through everything. From design to social norms, Swedes are progressive and practical. Expect innovation, efficiency, and a drive to improve.

Finally, *appreciate the high value placed on individuality.* Swedes thrive in collective systems, but personal space, freedom, and independence are sacred. Collaboration happens, but not at the expense of autonomy.

LEXIE SANDANO

WHAT DO YOU ENJOY THE MOST AND LEAST AT YOUR CURRENT JOB?

The thing that I most enjoy about my job is that most days don't actually feel like "work"—I lead the WWF Corporate Sustainability agenda in Asia Pacific, where I [engage with multicultural teams from 25 countries in Asia Pacific](#): ranging from China, India, Bhutan and Indonesia to the Pacific Islands—and many more!

We focus on critical market transformation impact areas: for instance, developing partnerships with agri-commodity companies aimed at securing Deforestation-Conversion-Free (DCF) commitments from traders and buyers, or developing traceability and decarbonisation-focused engagements with some of the region's largest food retailers. We also explore how we can impactfully nudge heavy industry in Korea and Australia to minimize environmental degradation in their operations.

The themes I work on are fascinating to me and the teams are driven, intellectually curious and fun to work with. I am constantly learning from them. The thing I least enjoy about my current work is its strong VUCA nature: Volatility, Uncertainty, Complexity and Ambiguity. The vastly broad portfolio I work across can at times be daunting, whilst simultaneously challenging and stimulating. I do sometimes miss the "simpler" days earlier in my career as a sustainability manager in corporations, where I was required to manage neatly scoped, much smaller and simpler portfolios—I could clearly see the beginning, middle and end of projects. This is the age of VUCA work though, so [learning to become comfortable with the uncomfortable is helping me a lot!](#)

MOST VALUABLE LEARNING FROM EMP FOR YOUR WORK?

I worked closely with a vast array of multidisciplinary colleagues from many cultural backgrounds and different world views. This set me up for success in my current work where I work across a broad range of stakeholders, with varying degrees of understanding of sustainability issues, and very different world views. Learning to bridge knowledge gaps across team members and to develop common objectives to usher teams towards achieving the same goal are skills I constantly need to deploy in my current work. [The group work at the Insti also prepared me well for playing the role of both a](#)



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**REGIONAL HEAD OF CORPORATE SUSTAINABILITY
WWF SINGAPORE**

SINGAPORE (ORIGINALLY FROM NEW ZEALAND)

[team player and a team leader](#)—again, valuable insights I make use of in my current work.

UNFORGETTABLE TRAVEL EXPERIENCE IN SWEDEN/THE EU?

I was very lucky to be in a batch that organically loved spending time together, so bonding as a group happened quickly and naturally. The wonderful Insti staff really helped to set the right conditions for this to happen—such an open-minded, kind, caring, fun-loving, and friendly environment. I went on many trips with EMP friends during my time at the Insti. From Lapland to Italy, Budapest, Alingsås, and Macedonia, it's really hard to pick a favourite. The time in Lapland has to be one of the coziest experiences I've ever had: [14 of us from the EMP bundled together in a couple of A-frame chalets for a week in the Arctic Circle](#) cooking meals, talking, playing music, going on little daily adventures, and dog-sledging. All together, these are unforgettable experiences that I'll remember for life!

FAVORITE QUOTE

Where the world ceases to be the scene of our personal wishes, where we face it as free beings, admiring, asking and observing, there we enter the realm of art and science.

ALBERT EINSTEIN

IDA REUTERSWÄRD

WHAT IS YOUR DAILY WORK LIFE LIKE?

The government office is never boring because you are involved in an enormous flow of policy- and decision-making. At the Division for Natural Environment, I work with the Convention on Biodiversity and represent Sweden in international negotiations and EU coordination meetings. A large part of my daily work is to prepare lines to take on different topics. This is done through inter-service consultation with other ministries and consulting with our experts at the agencies. When we need political guidance, we book a meeting with our Minister or State Secretary. During my years at the ministry, I have worked with more than seven different ministers and followed a broad range of environmental policy issues. Every day I am reminded about the profound threats of climate change and biodiversity loss but I try to feed myself with positive stories too. For example, it is impressive to see how the private sector now engages and takes action to become climate-neutral, circular, and nature-positive.

HOW DOES YOUR CURRENT WORK RELATE TO THE EMP PROGRAM?

The EMP program provided me with an excellent understanding of environmental policy matters, and much of the knowledge I gained has proven incredibly beneficial in my daily professional life. For instance, I recall the classes on cleaner production and our excursions to factories and wastewater treatment facilities in Skåne. For five years, I was employed at the Swedish Embassy in Serbia, overseeing an environmental development cooperation portfolio with projects on education for cleaner production and investments in a significant wastewater reform. The insights I gained from the EMP program proved to be extremely beneficial! Moreover, the EMP program provided a chance to collaborate with peers from all over the world. This mirrors my role in international negotia-



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HEAD OF SECTION, SWEDISH MINISTRY
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STOCKHOLM, SWEDEN

tions on biodiversity, where I meet with peers from all countries and regions. I must admit that I did not finish my master's thesis in time. However, after ten years, when I was finally composing my master's thesis, I revisited subjects I tackled at the Ministry of Environment, including maritime spatial planning. It was incredibly fulfilling to return to IIIIEE once more and meet with teachers. I look forward to joining the IIIIEE Alumni Conference this spring!

ADVICE FOR GAINING A DEEPER INSIGHT INTO SWEDISH CULTURE?

Do not overlook the consensus-driven culture in Sweden and its work environment and keep in mind that workplaces tend to be quite informal. This is the case even if you are employed at a government office—we have a lot of meetings attempting to find an agreement on everything! Moreover, starting from day one as a junior desk officer, you can readily reach out to the minister for policy advice concerning your duties. A profound understanding of Swedish culture also includes experiencing winter bathing and sauna. The initial 100 attempts are quite challenging, but afterwards, it turns out to be fun!