

Creative Business Hacker

connect Strategy and Operations by intrinsic Ownership

ACT 0 – basics

some **basics** about our
thinking model...

aka

*“Another consultant explaining the
world...”*



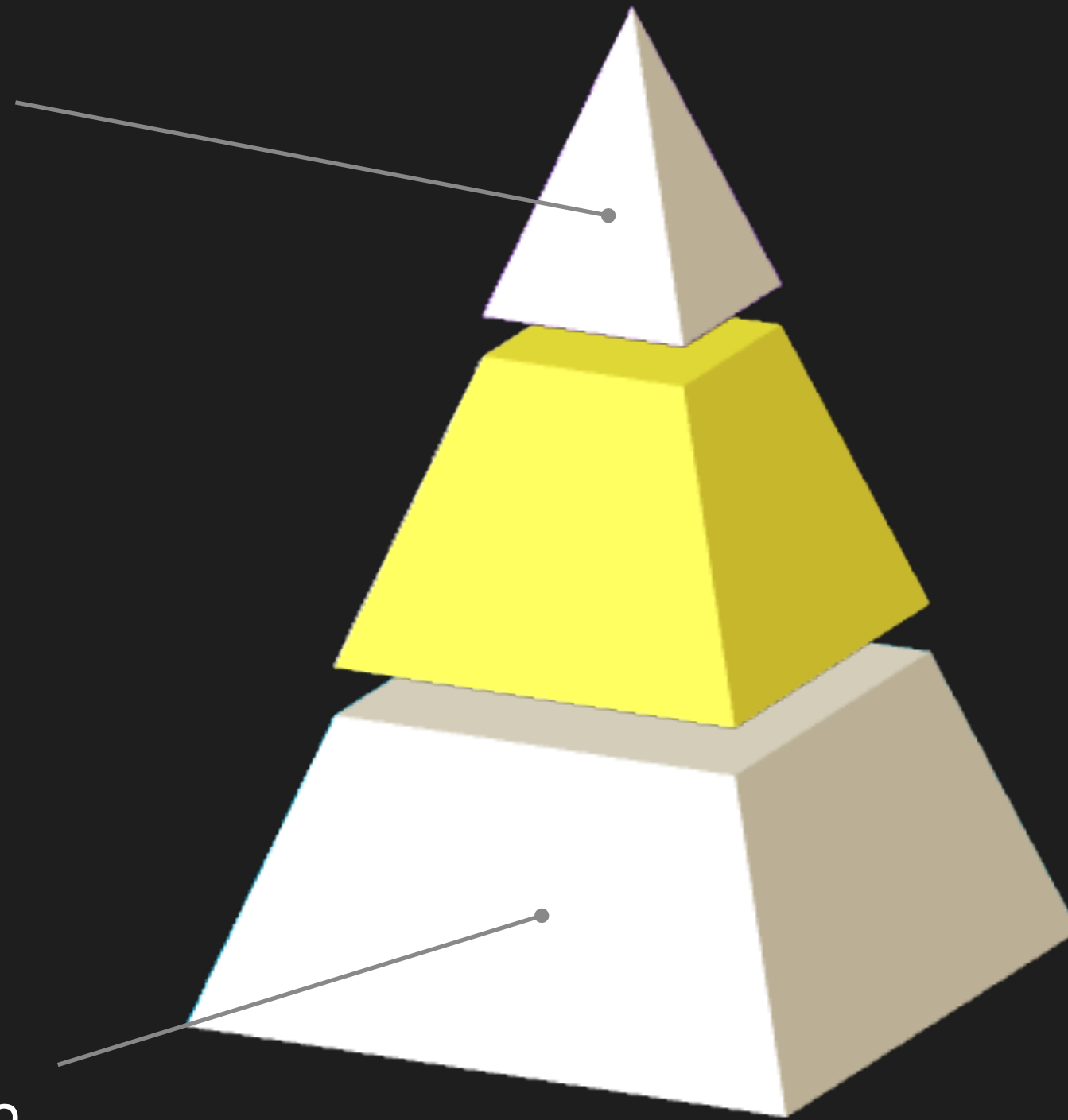
STRATEGY, OPERATIONS + X

Strategy

unique positioning of the company -
what makes you you
(target: differentiate from the
competition)

Operations

manage your daily work
(target: maximize efficiency , optimize
processes, speed up decision making)



The missing link
there's a disconnect between
Strategy and Operations!

great **STRATEGY** and **GOALS** ...

... and no one is able to define
concrete next steps and measures, so
no link to OPERATIONS?

your **Strategy** will stay a

Dream

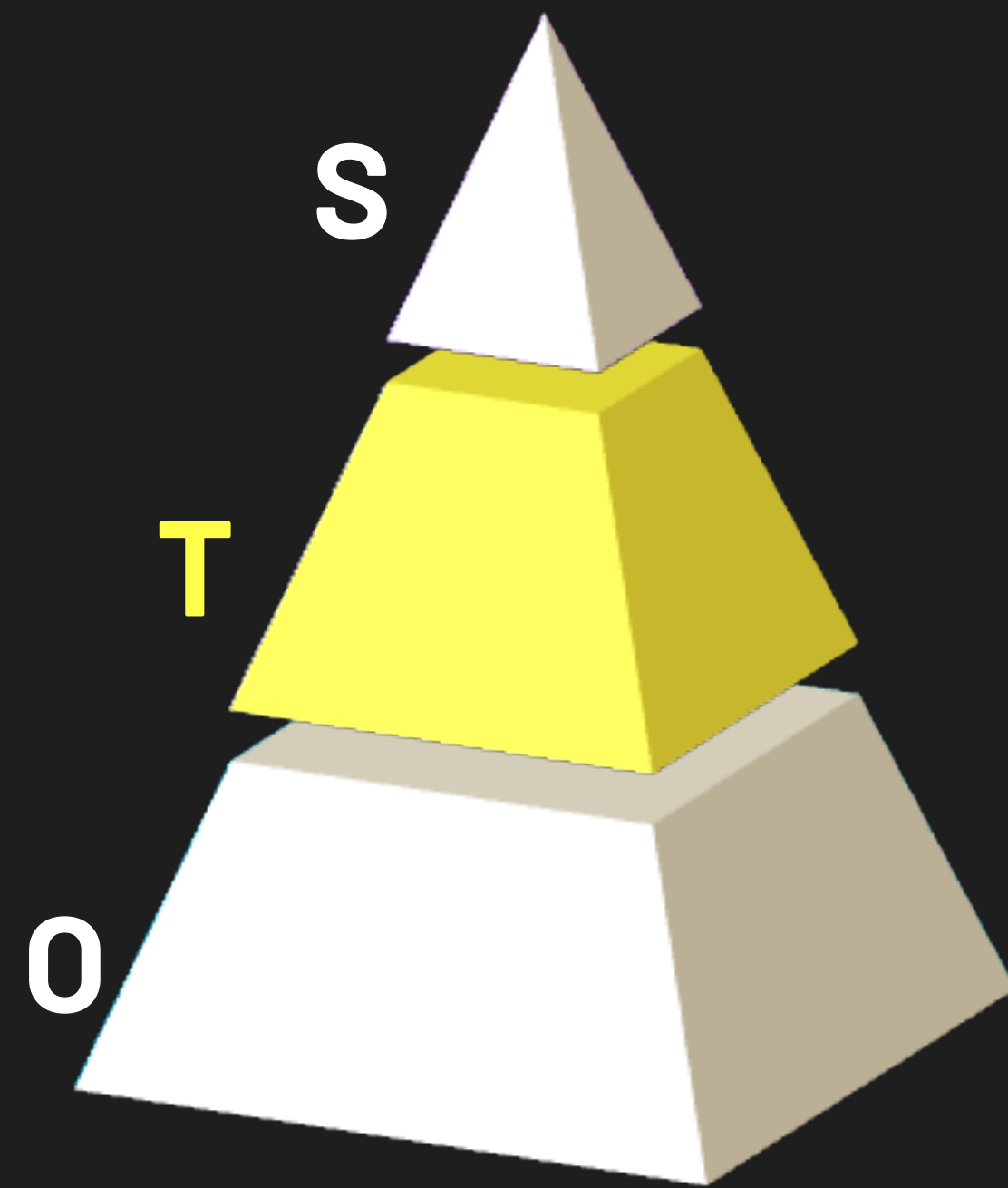
great in **OPERATIONS**...

... and single measures don't pay into
one, overarching goal,
so **no link to Strategy?**



YOU ARE OPTIMIZING YOUR
"HOBBIES"

THE MISSING LINK



we call it:

Tactics

Translation of Strategy into Operations

- **reframe** Medium Term **Goals**
- **absolute focus on the right things**
- **enable communication both ways**

THE MISSING LINK

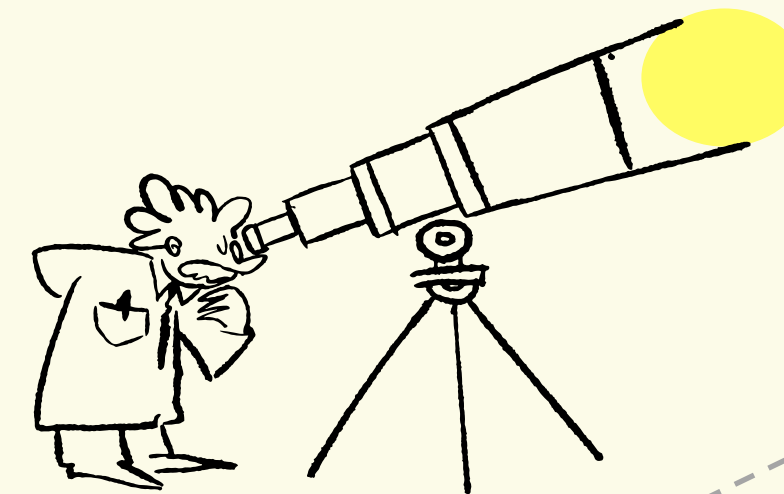
identify the initiatives to focus on

Tactics

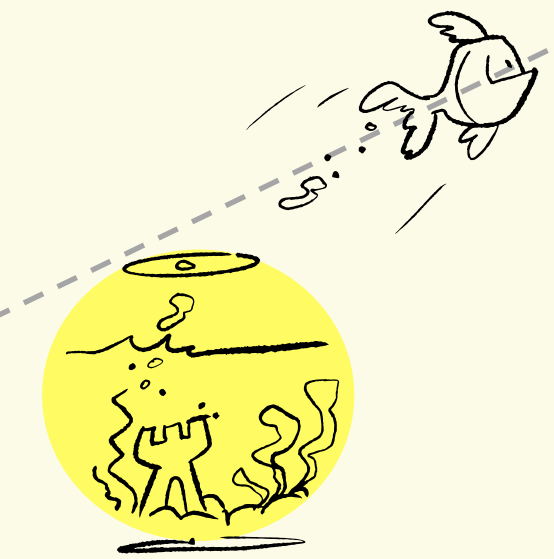
perspective / ambition



dream



vision

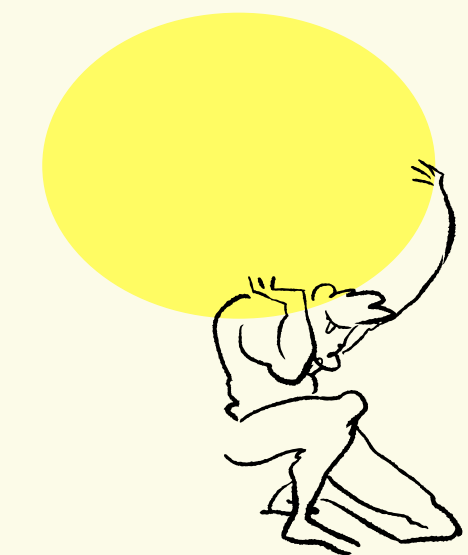


sweet spot



shit corner

Ideas in the sweet spot build the crucial bridge between an ambitious strategy and realistic operational feasibility.



hard work / diligence

influence / ability

WHY IS IT SO HARD??

All in - or nothing at all! Quality up!

Process



People



Play

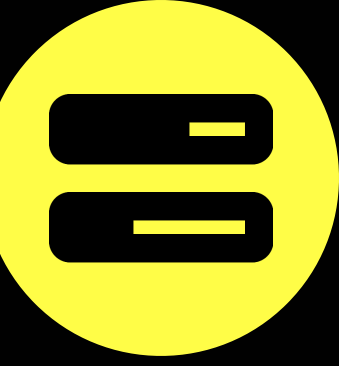


ACT 1 – process

Why should we **differentiate** how we manage **different challenges**?

aka

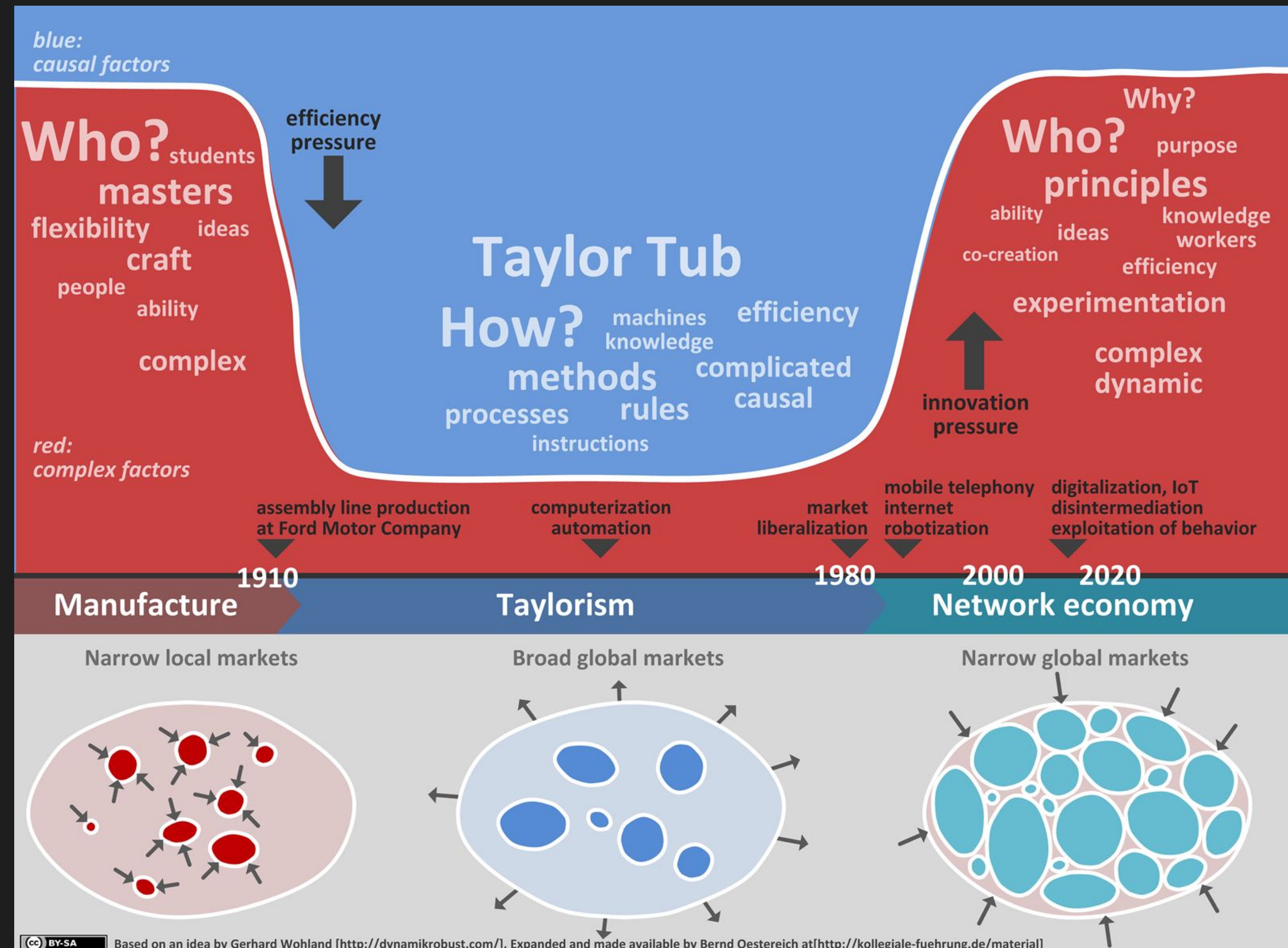
*“Can we not just **manage things top down** as we are used to?”*





WHY CHANGE?

Why do we have to unlearn, what we have learned?



efficiency

VS.

innovation & speed

EFFICIENCY vs. INNOVATION & SPEED

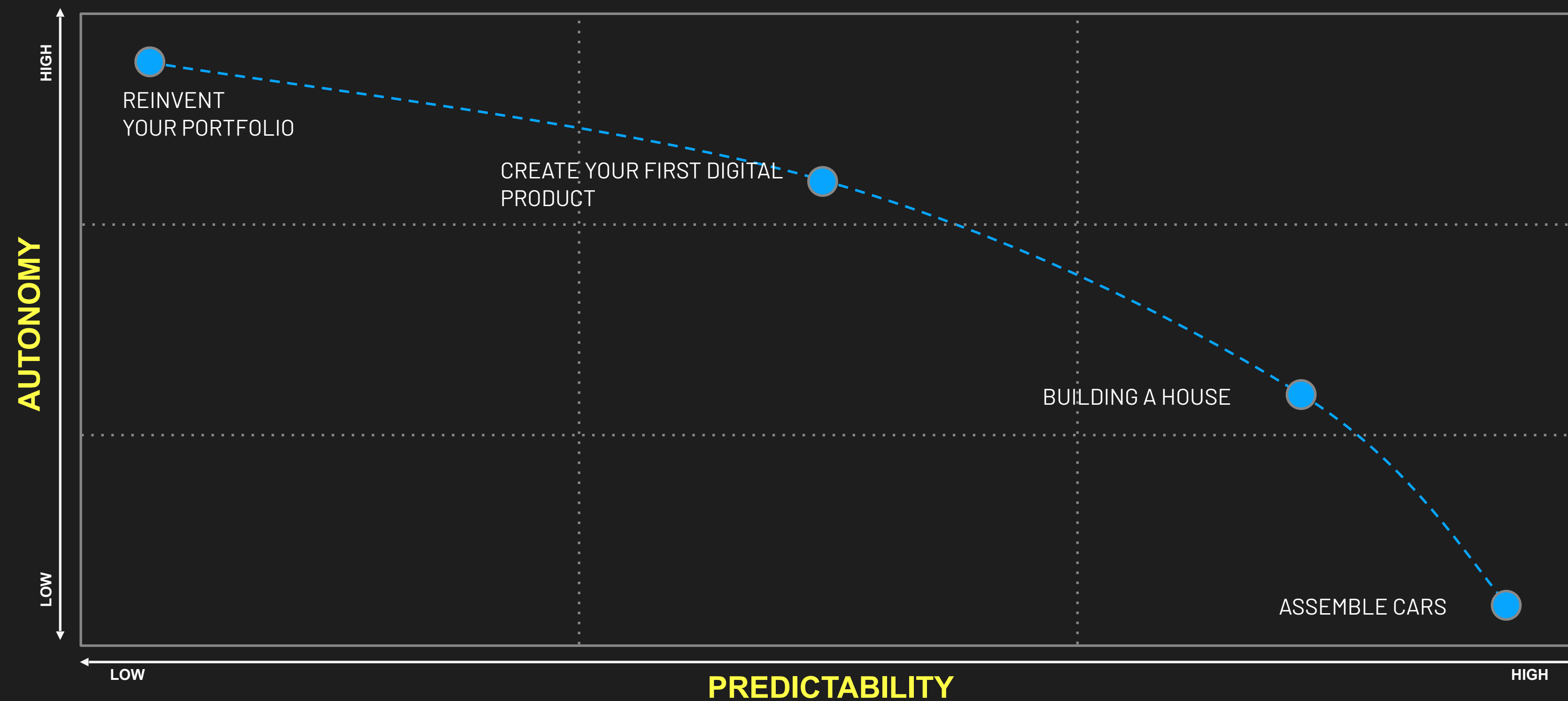
Ok.... so we need both!!!



This is what efficient resource utilized systems look like!

AUTONOMY IS KEY AND DRAMATIC THE SAME

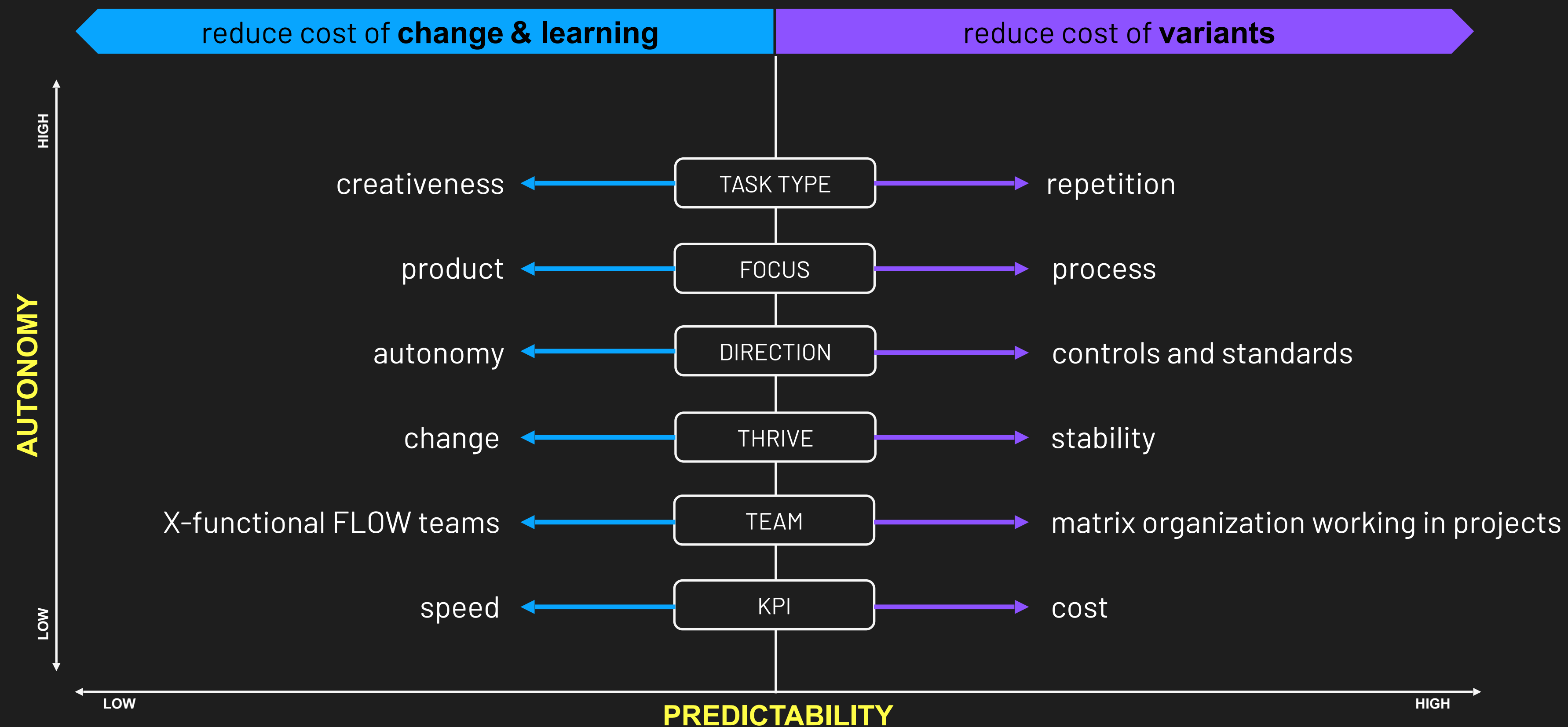
depending on your goal





CHOOSE YOUR PLAYGROUND

no room for bad compromises

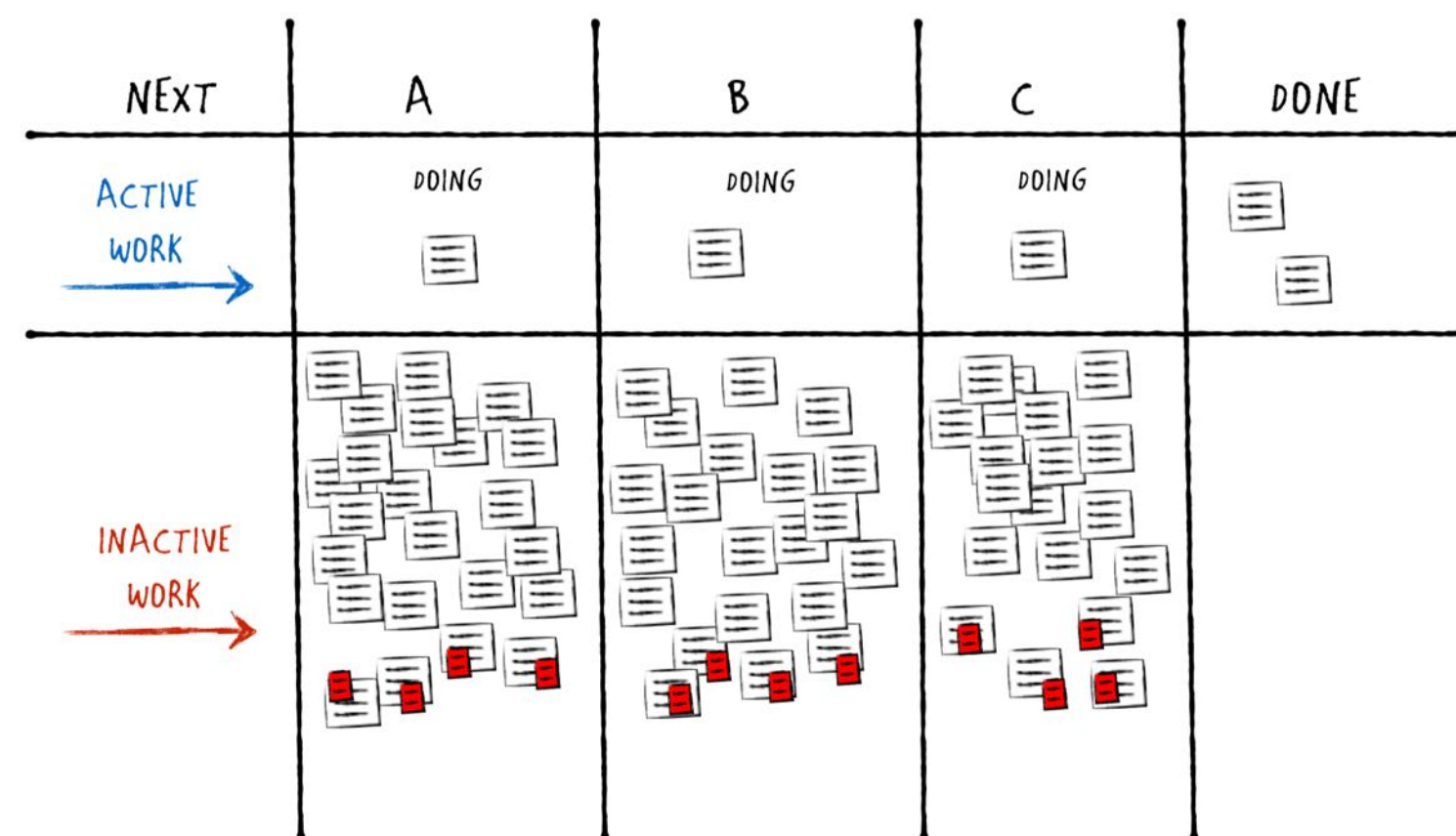




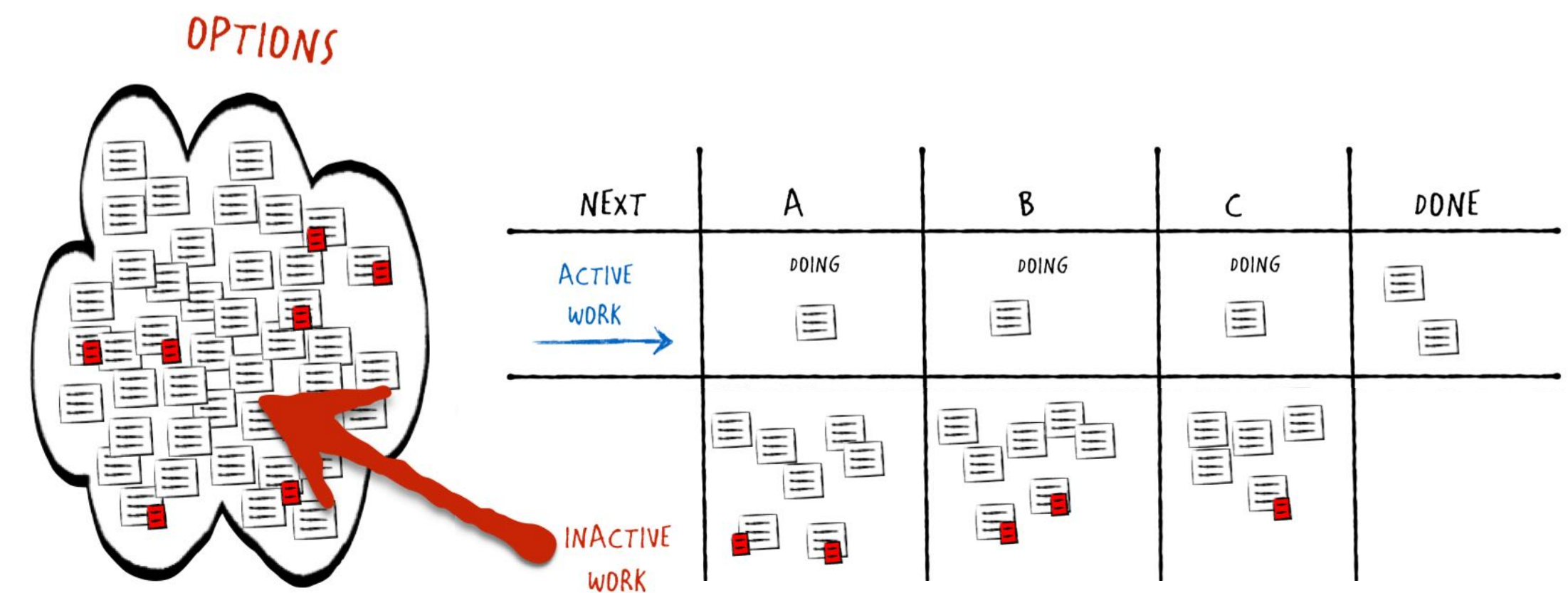
LESS IS MORE!!!

Be aware how many things you start with!

Focus on **starting** things...



... or on **finishing** them.





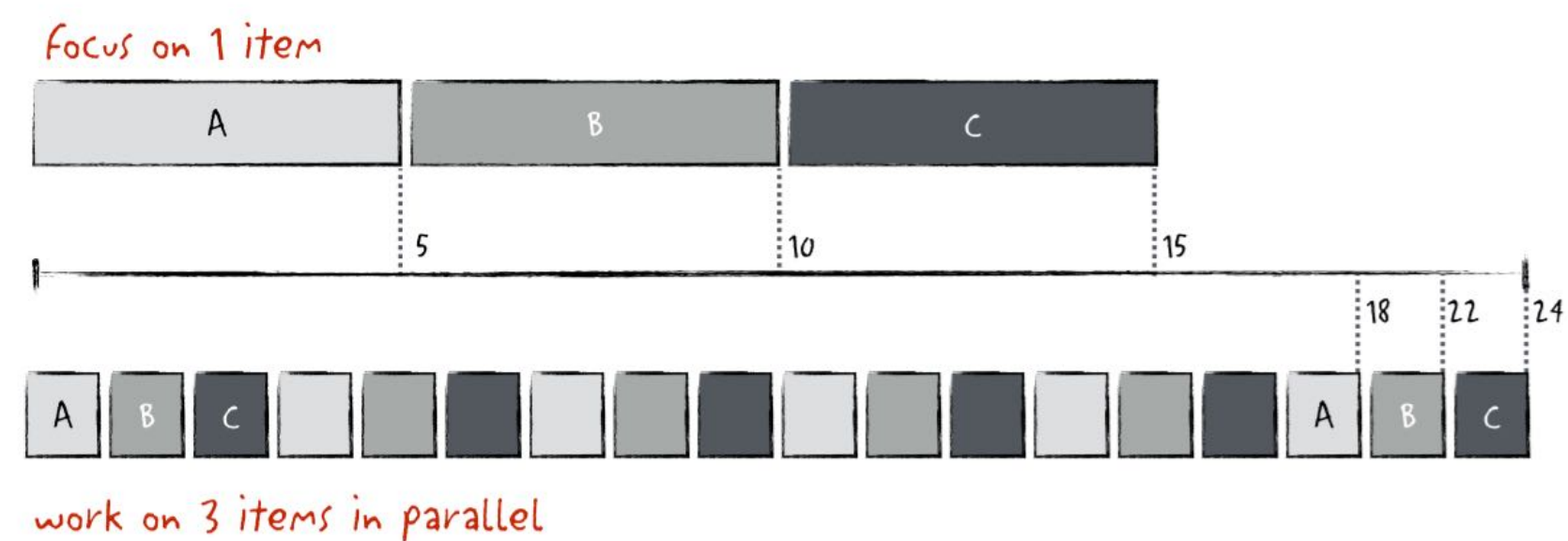
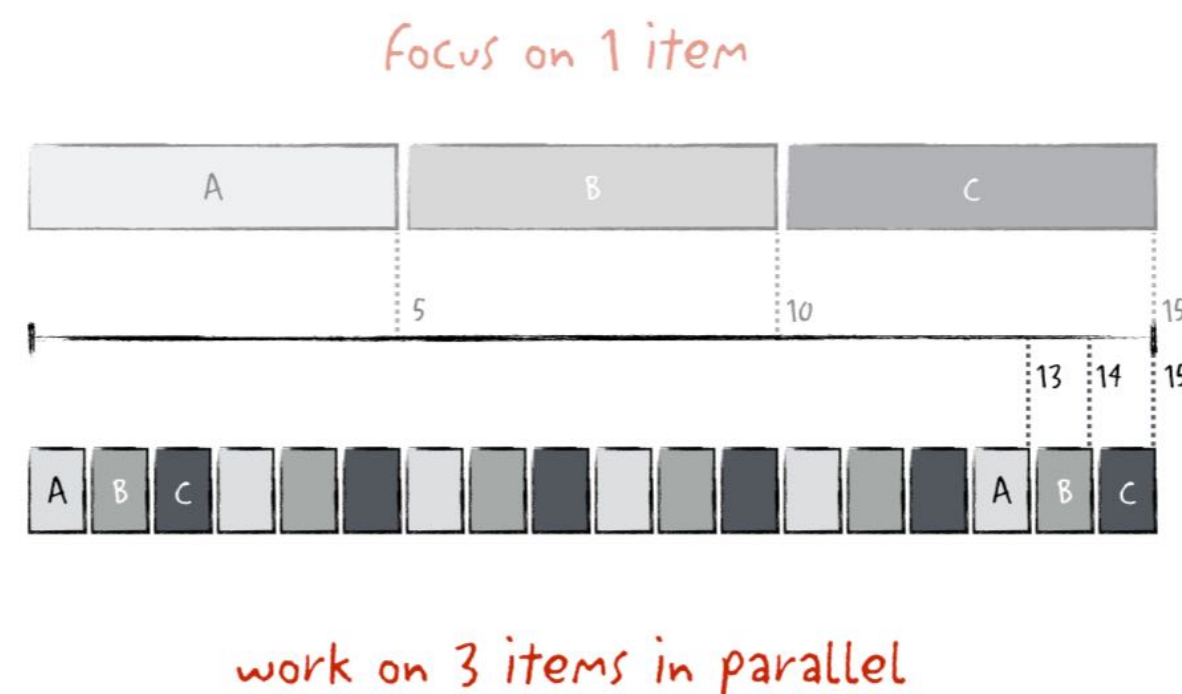
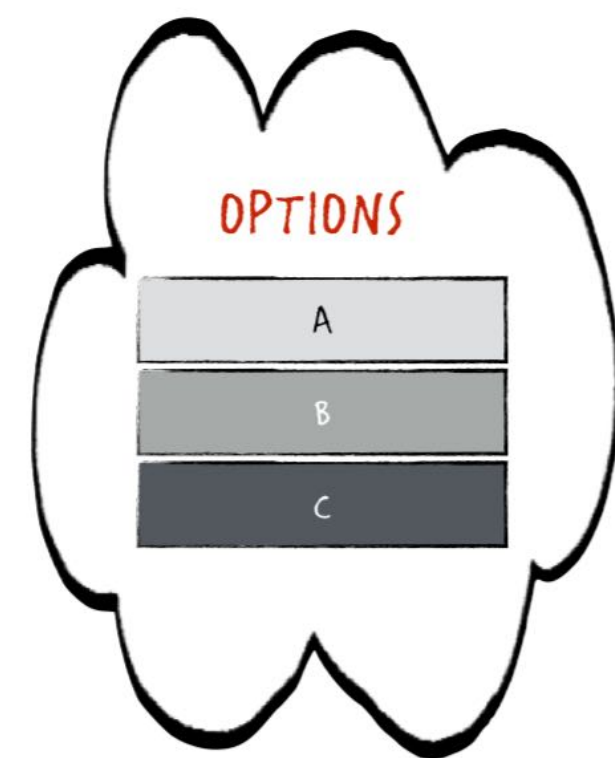
WHAT TO START WITH

When everything is important?

Single tasking or task switching?

And then **reality kicks in.**

Multitasking is a myth



ACT 2 - people

By putting our employees in focus,
we unleash their potential!

aka

*"We need Missionaries, not
Mercenaries"*





WHICH ROAD SHOULD I TAKE?

connect everything and give context



Alice: Which road should i take?

Well, where are you going?

Alice: I don't know

Then it doesn't matter.
If you don't know where you are going,
any road will get you there!



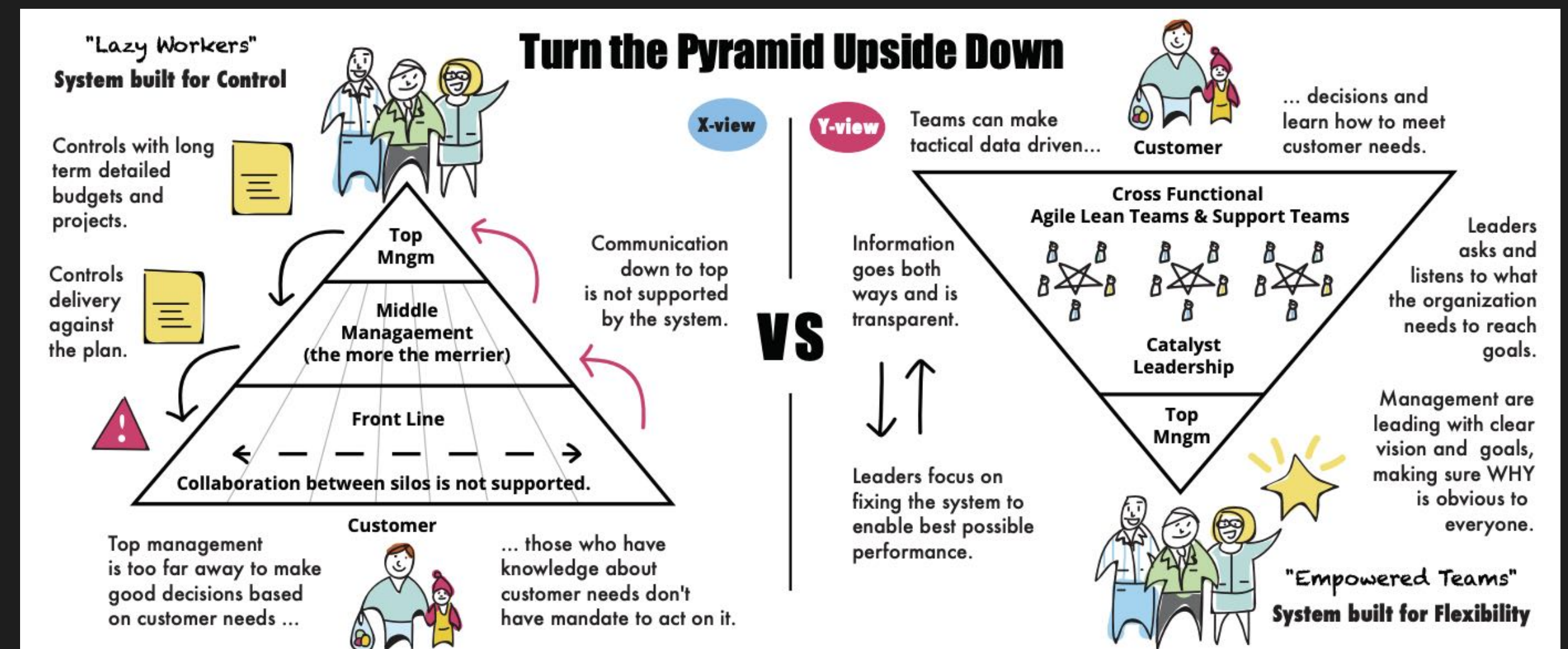
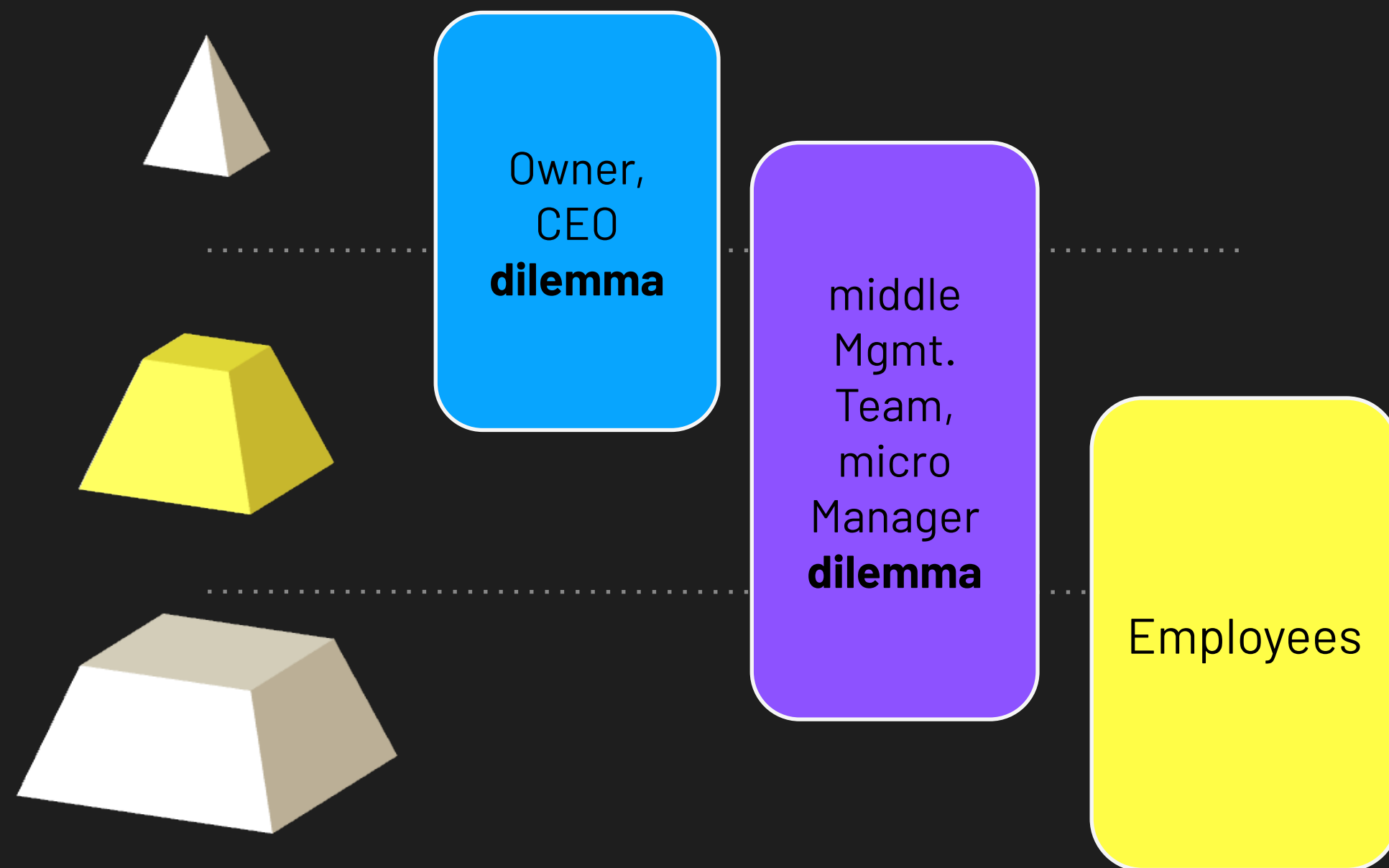
PERSONAS IN OUR SYSTEM

Who has to change in which direction?

S

T

O



LEVELS OF MOTIVATION



1.0 biological motivation

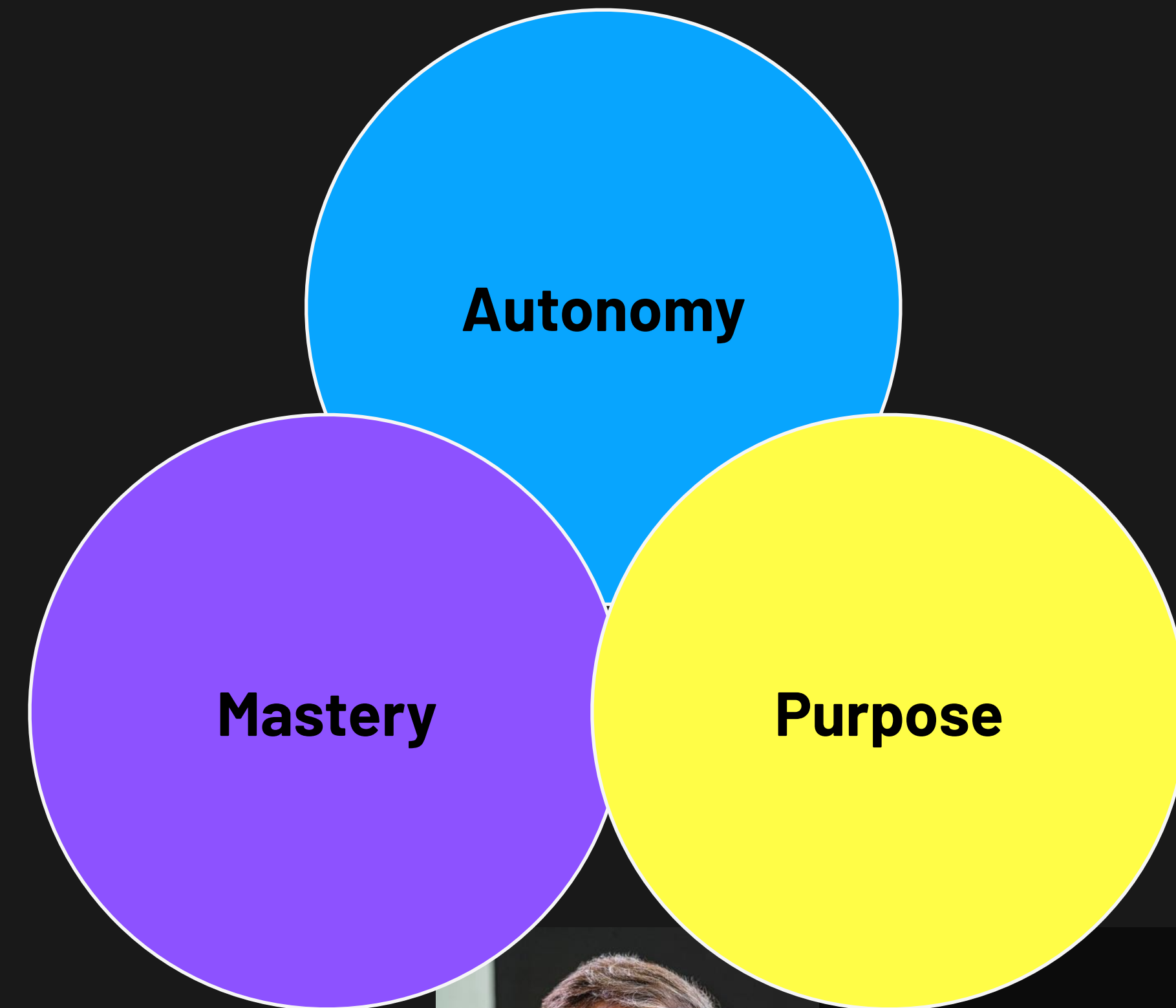
the most primitive type of motivation and the one that helps us stay alive: Thirst, hunger ...

2.0 extrinsic motivation

move based on external factors, usually the presence of punishments and/or rewards.

3.0 intrinsic Motivation

is the one who encourages us to do things for ourselves because we enjoy them.

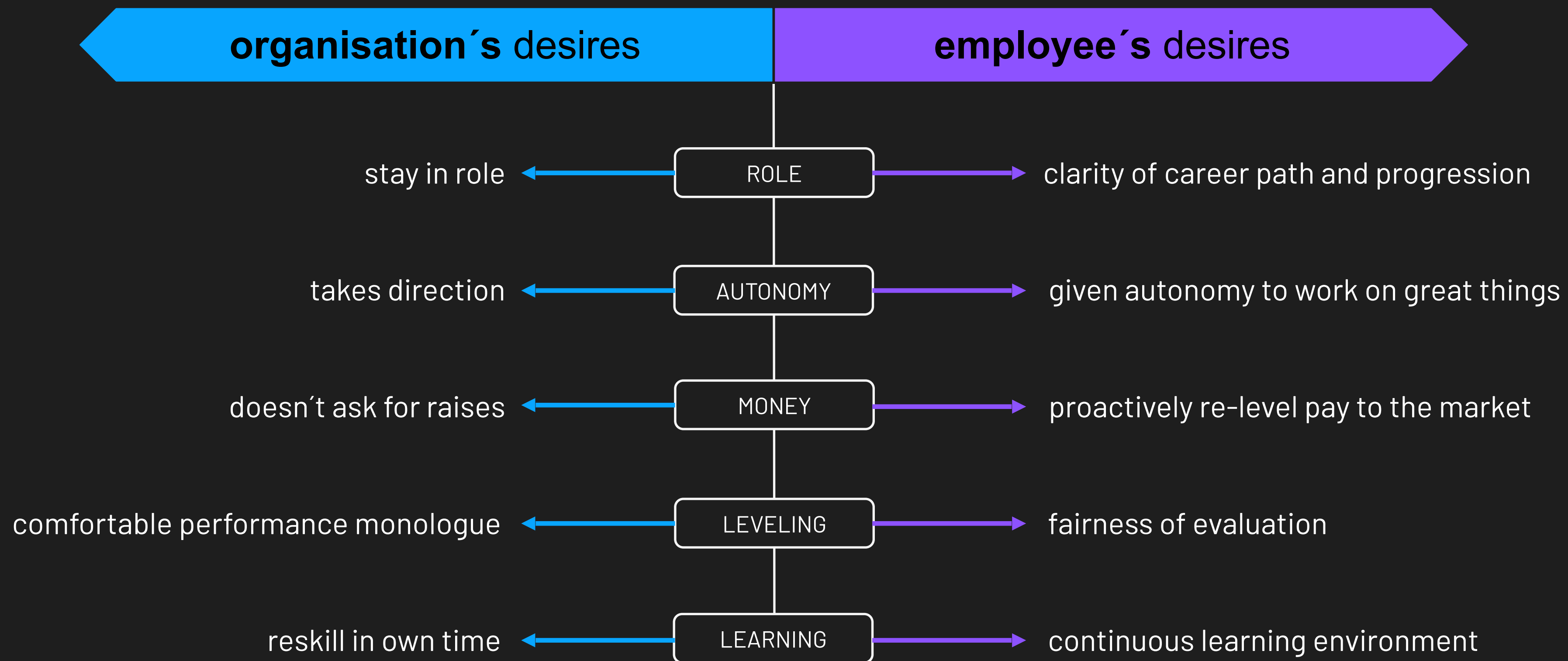


The three things that motivate creative people - autonomy, mastery, purpose!

— Daniel H. Pink —

SO ENGAGE TO RETAIN

reframe your view to retain



ACT 3 - play

Bring it all together!!!

aka

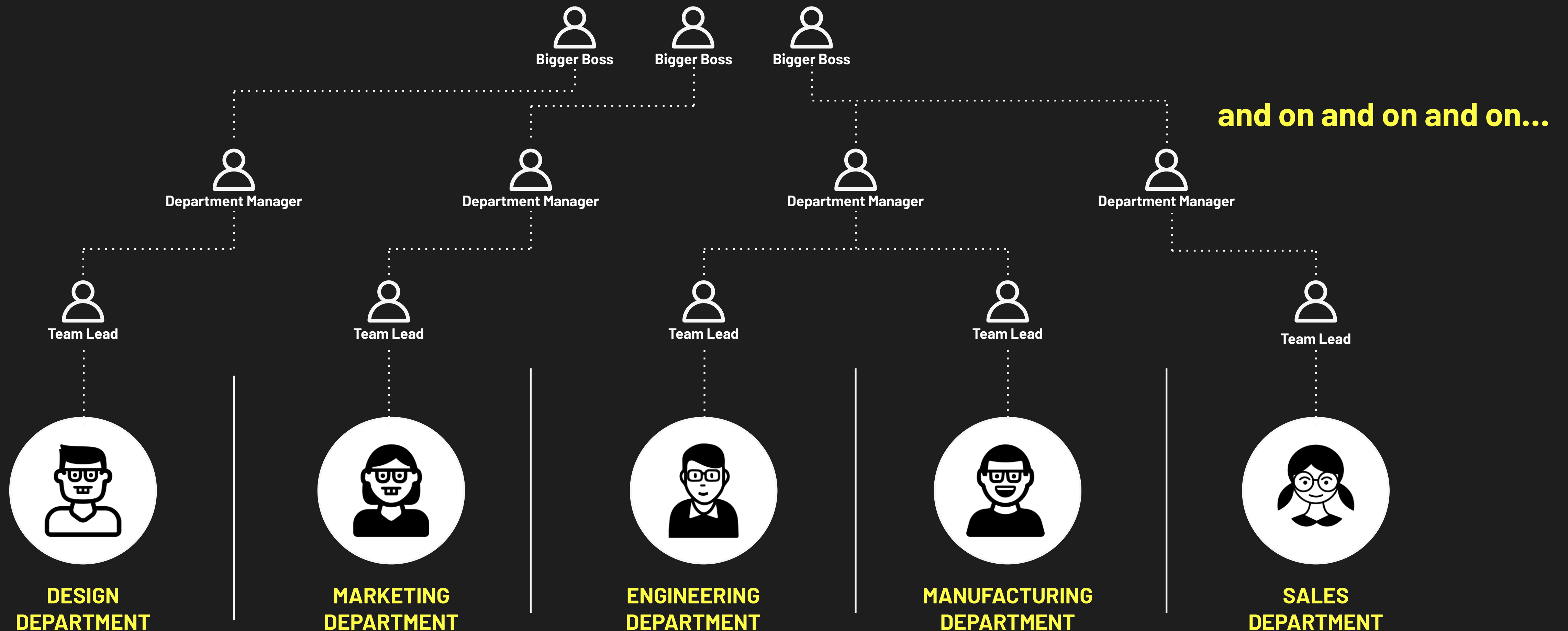
*"Is it not it enough to optimize a little
here and there?"*





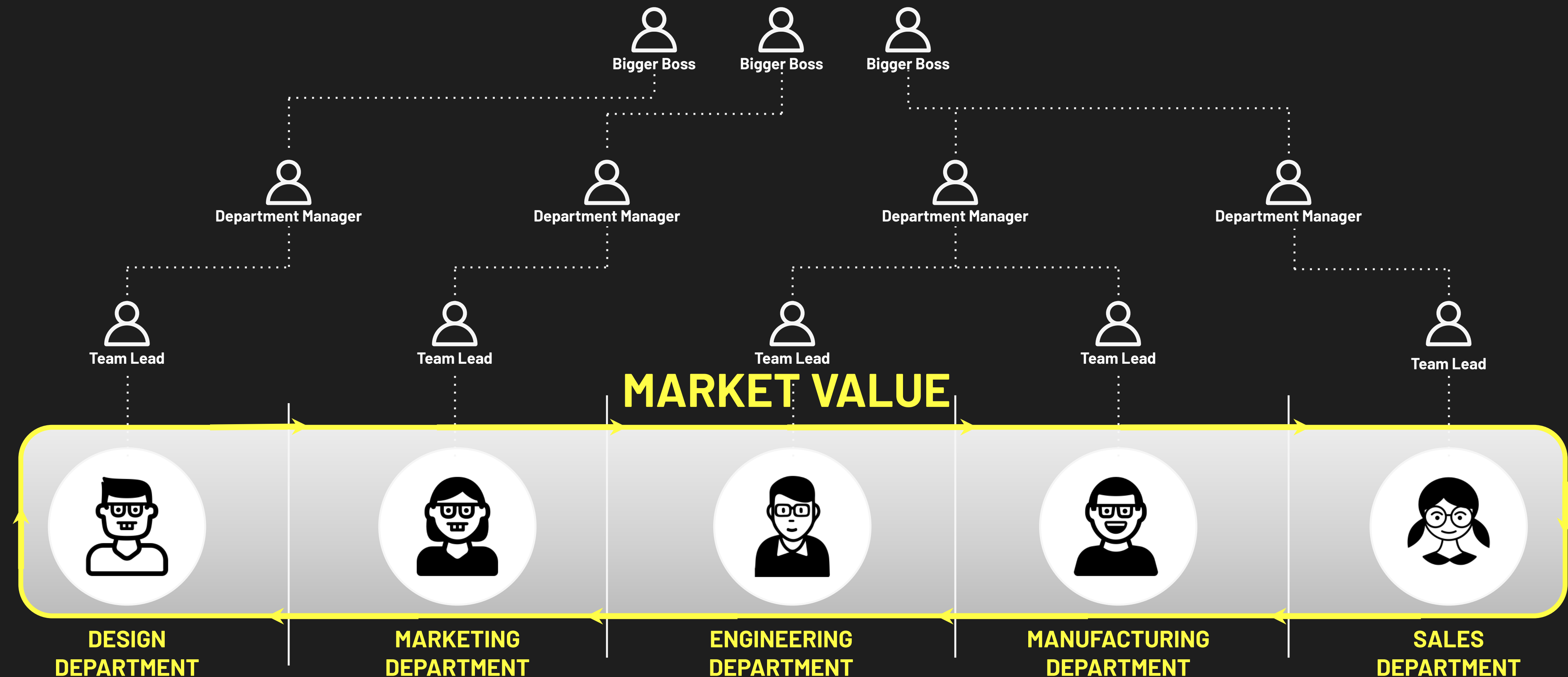
HIERARCHIES AND SILOS

How we learned to build our companies



HIERARCHIES AND SILOS

How value is created

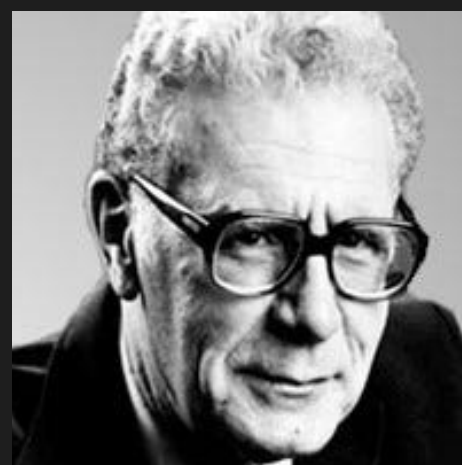
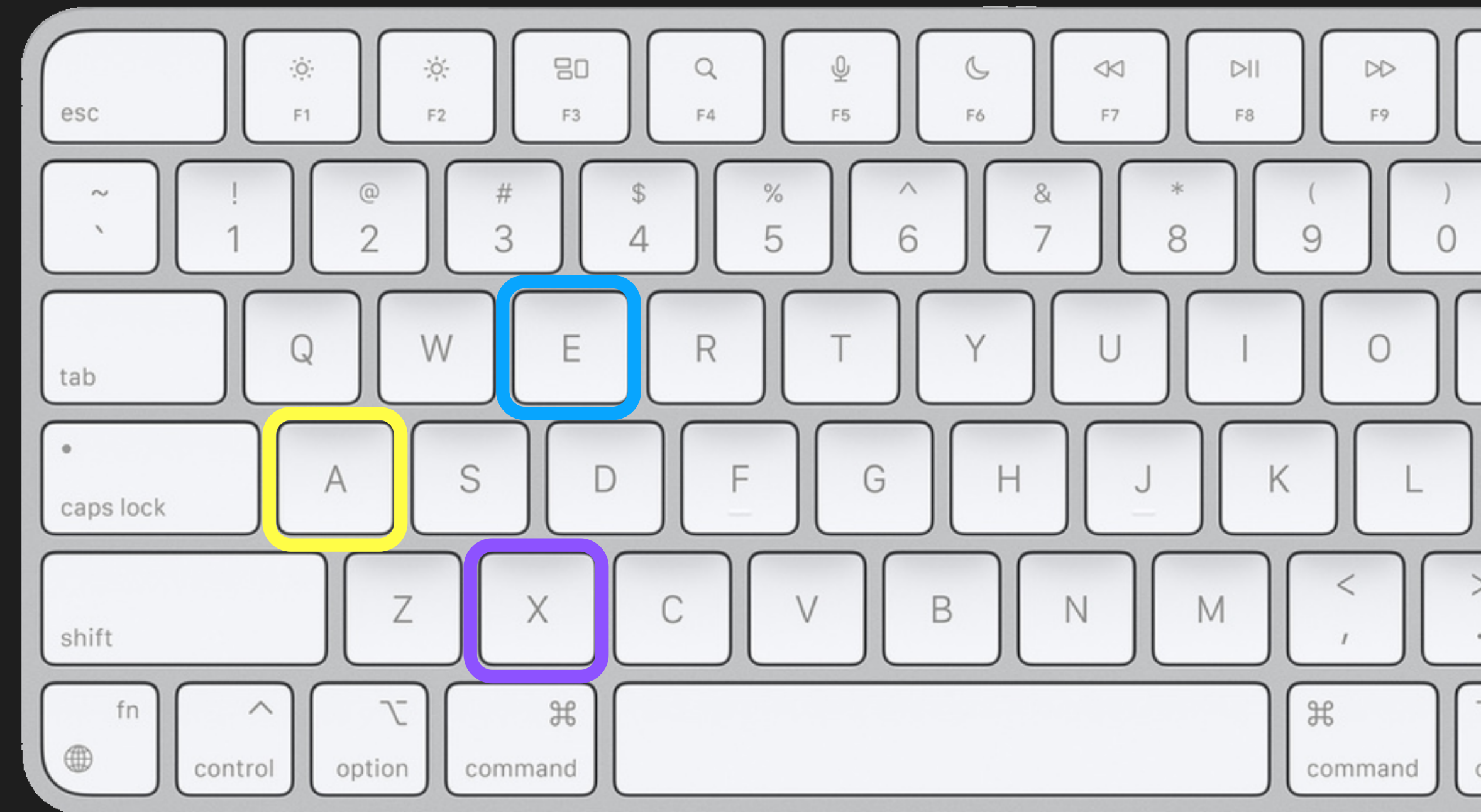


OPTIMIZE FOR VALUE CREATION

imagine your organization is a keyboard...

Optimizing single departments is like learning to **press one** key more **efficient**.

If your **goal** is to **write letters**, this **doesn't help** you at all!

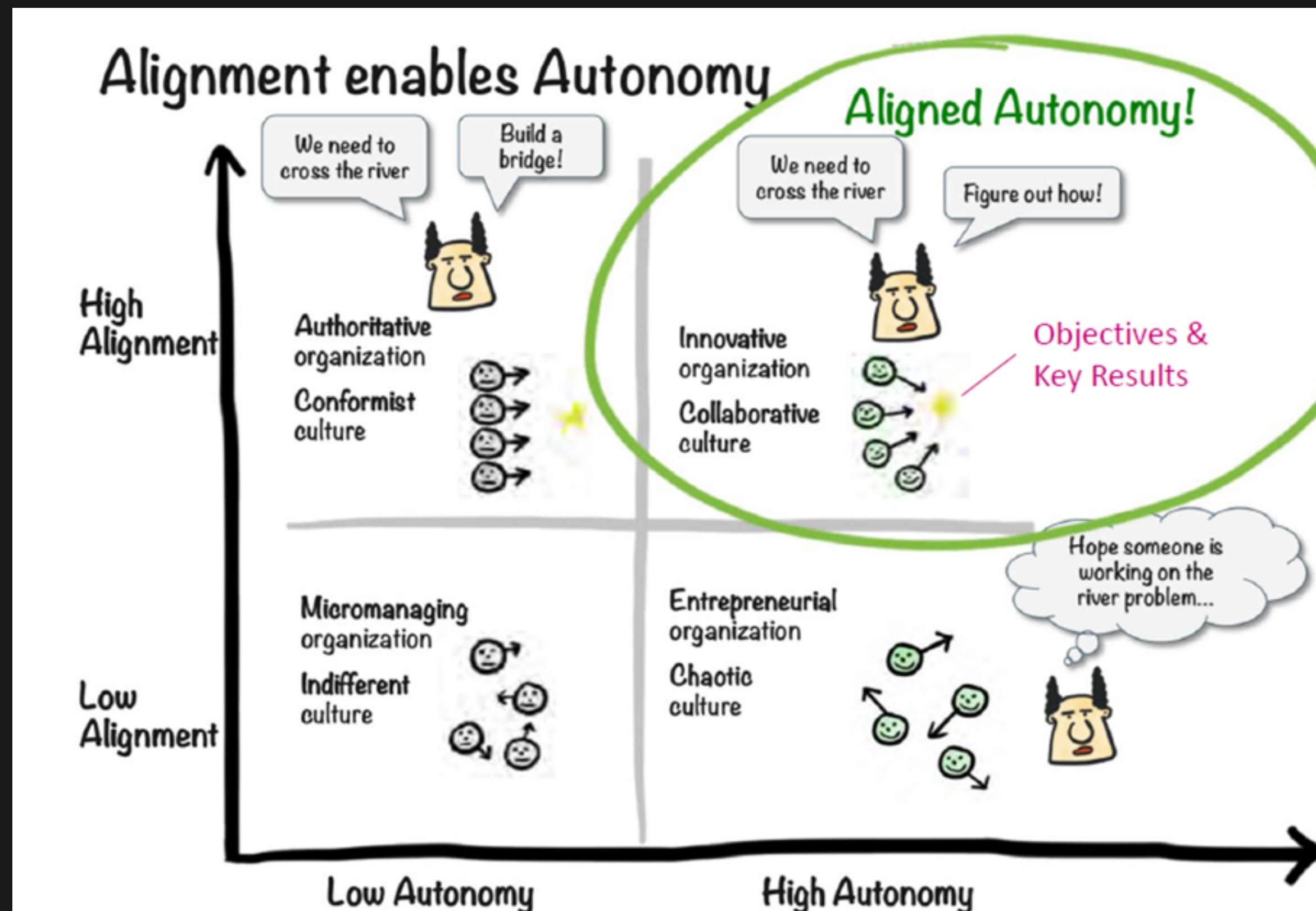


The performance of the system is **never the sum** of its **parts taken** separately, but the **product of** their **interactions**

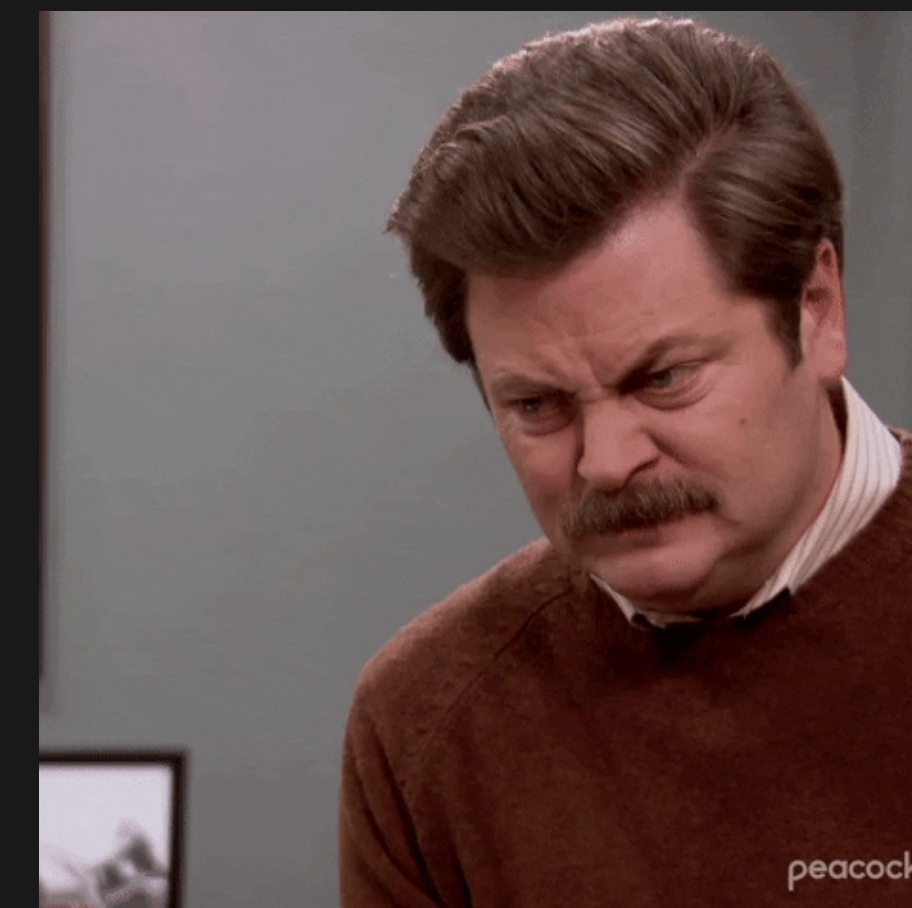
Russel L. Ackoff

ALIGNMENT ENABLES AUTONOMY

of course this picture is in this presentation ;-)



Sad, but true



...this one is **not "stable"**



INTRINSIC OWNERSHIP

from telic to paratelic again and again and again

Keep on **switching** states to
create flow teams!

relaxation



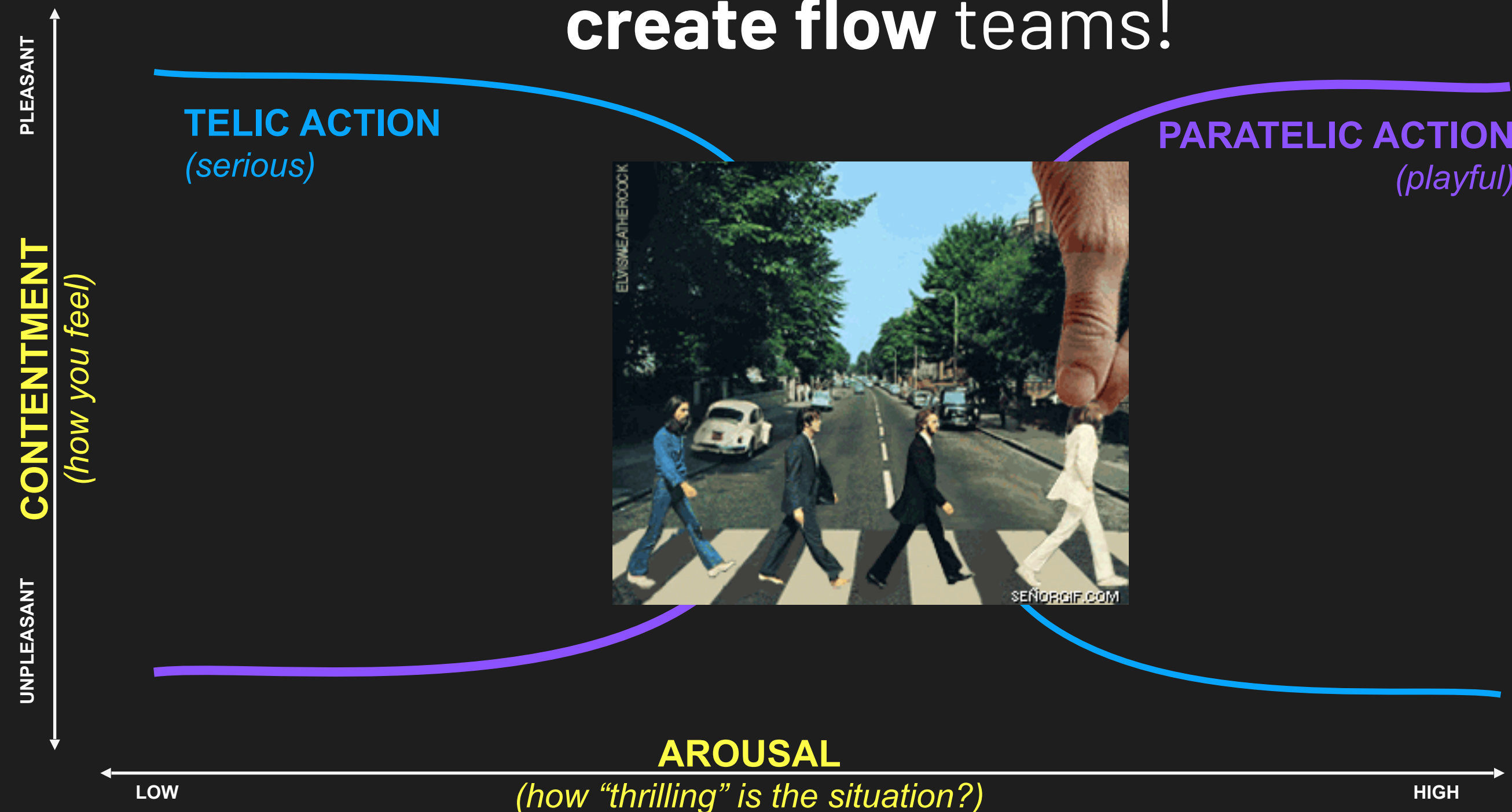
exitement



boredom



fear





HOW CAN WE MAKE THIS HAPPEN

the secret ingredients for boosting every method



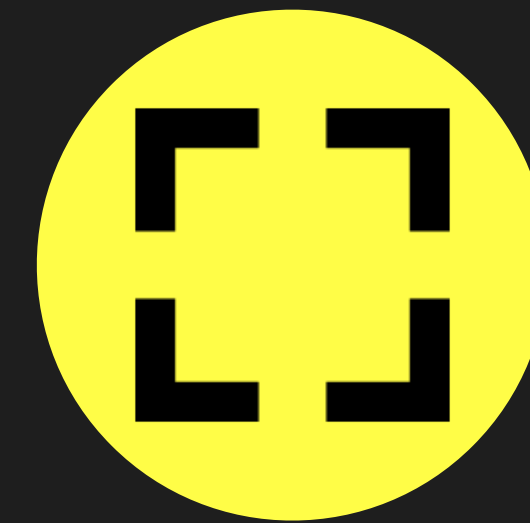
Rhythm



**control
Levers**



**inner
Compass**



Reframing



Impulse

lend from Behavioural Innovation Management



THAT'S IT.

GENERAL LEARNINGS

Potential traps to fall into

