

GRANNY & SMITH®

HOW I LEARNED  
THE HARD WAY  
THAT BEING A  
FRIEND IS NOT  
THE RIGHT  
LEADERSHIP  
STYLE



GRANNY & SMITH®

IT WAS IN  
THE MIDDLE  
OF OUR "NEW-  
WORK JOURNEY"  
WHEN A  
COLLEAGUE SAID  
TO ME...



GRANNY & SMITH®

"LARS,  
THIS IS NOT  
MY PROBLEM.  
YOU ARE THE  
CEO!"



ABN ASIA.ORG

GRANNY & SMITH®

WOW THAT REALLY  
HURT HARD,  
AFTER TRYING TO  
TRANSFORM OUR  
COMPANY TO  
BECOME...



ABNASIA.ORG

**GRANNY & SMITH®**

**ONE OF THE  
PIONEERS  
IN EMPLOYEE  
EMPOWERMENT....**



**ABN ASIA.ORG**

**GRANNY & SMITH®**

**NOT FOCUSING  
ON TITLES OR  
ORGANIZATION  
CHARTS, BUT...**



GRANNY & SMITH®

THE BEST PEOPLE -  
NO MATTER HOW  
HIGH THEIR RANKS IN  
OUR COMPANY WERE.



ABNASIA.ORG

**GRANNY & SMITH®**

**WE FAILED  
MISERABLY.**



ABNASIA.ORG

**GRANNY & SMITH®**

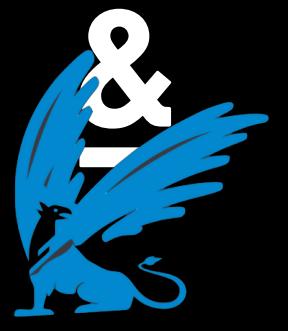
**I FAILED  
MISERABLY!**



**ABN ASIA.ORG**

GRANNY & SMITH®

IT ALL ENDED UP  
IN THAT ONE  
SPECIAL  
WORKSHOP...



ABN ASIA.ORG

**GRANNY & SMITH®**

**WHERE OUR OWN  
TEAM SAID...**



**ABN ASIA.ORG**

GRANNY & SMITH®

"LARS, WE CAN'T  
DO THIS, WE  
WANT TO TURN  
BACK TO THE  
USUAL PROCESS."



ABN ASIA.ORG

GRANNY & SMITH®

WE TRIED  
EVERYTHING –  
FROM COACHING  
TO SPARRING, TO  
WHATEVER FELT  
RIGHT...



GRANNY & SMITH®

BUT WE NEVER  
ACHIEVED ANY  
REAL AUTONOMY  
AND DRIVE IN OUR  
TEAMS.



ABN ASIA.ORG

GRANNY & SMITH®

INSTEAD, WHAT  
WE RECEIVED  
WAS SOMETHING  
VERY SPECIAL.



ABN ASIA.ORG

**GRANNY & SMITH®**

**LEISURE-  
ORIENTED  
ATTITUDE  
WITH LOW  
PERFORMANCE**



**ABN ASIA.ORG**

GRANNY & SMITH®

TOGETHER WITH  
SOME STRANGE  
"IT'S-THE-  
OTHERS'-FAULT  
CULTURE"



ABN ASIA.ORG

GRANNY & SMITH®

WE HAD MOBBING,  
MENTAL  
DISORDERS, AND  
DISSATISFIED  
EMPLOYEES



ABN ASIA.ORG

EVEN WORSE –  
AS SOON AS  
WE HAD REDUCED  
THE TYPICAL  
HIERARCHIES...



GRANNY & SMITH®

WE HAD NEW  
HIERACHIES  
BUILT UP WITHIN  
NO TIME



ABN ASIA.ORG

**GRANNY & SMITH®**

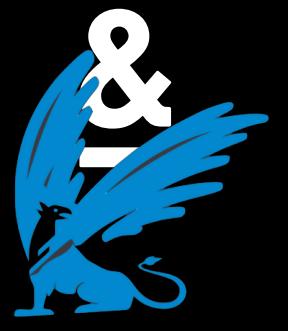
**NO MATTER  
WHAT WE DID...**



**ABNASIA.ORG**

GRANNY & SMITH®

IT WAS GETTING  
WORSE & WORSE  
UNTIL WE FINALLY  
DECIDED TO CUT  
IT ALL DOWN.



GRANNY & SMITH®

AND WE HAD  
REALLY TRIED.  
WE HAD TRIED  
FOR MORE THAN  
7 YEARS...



ABN ASIA.ORG

GRANNY & SMITH®

THESE ARE  
THE THINGS  
I LEARNED.



ABN ASIA.ORG

GRANNY & SMITH®

#1  
"I AM A FRIEND  
OF MY TEAM,  
BUT I CAN'T BE  
THE BEST  
FRIEND". □



ABN ASIA.ORG

GRANNY & SMITH®

BEFORE I CAME  
TO THIS  
CONCLUSION,  
I HAD TO  
MAKE SOME  
MISTAKES.



ABN ASIA.ORG

GRANNY & SMITH®

TOO MUCH  
TRUST AND WAY  
TOO MUCH  
TOLERANCE  
WILL DESTROY  
YOUR CULTURE.



ABN ASIA.ORG

GRANNY & SMITH®

I WANTED TO BE  
A GOOD BOSS,  
WHILE  
COMPLETELY  
MISSING THE  
POINT...



ABN ASIA.ORG

GRANNY & SMITH®

PEOPLE DON'T  
WANT A FRIEND,  
THEY WANT A  
LEADER.



ABN ASIA.ORG

GRANNY & SMITH®

SOMEONE WHO  
GIVES BOTH  
DIRECTION  
AND CLARITY.



ABNASIA.ORG



GRANNY & SMITH®

#2  
BE BRUTALLY  
HONEST &  
DEMANDING,  
BUT STILL  
HUMAN.



ABN ASIA.ORG

GRANNY & SMITH®

WE NEED  
TO CALL  
A SPADE  
A SPADE.  
NO  
BULLSHIT.



ABN ASIA.ORG

GRANNY & SMITH®

IN THE MID OF OUR  
JOURNEY I WOULD  
PROBABLY BABBLE  
SOME BULLSHIT JUST  
TO LOOK SMART AND  
NOT HURT ANYBODY.



ABN ASIA.ORG

GRANNY & SMITH®

UNLIKE TODAY:  
I CLEARLY SAY WHEN  
I DO NOT KNOW  
SOMETHING. THAT  
BRINGS ME TO THE  
NEXT POINT...



ABN ASIA.ORG

GRANNY & SMITH®

I AM ALSO VERY  
DEMANDING. IF YOU  
DON'T SHOW ANY  
PERFORMANCE, YOU  
NEED TO LEAVE  
THE TEAM.



ABN ASIA.ORG

GRANNY & SMITH®

BEFORE I ALWAYS  
TRIED TO BRING  
EVEN NON-  
PERFORMERS BACK  
ON TRACK  
SOMEHOW.



ABN ASIA.ORG

HOWEVER,  
FRIENDLY WORDS  
ARE OF NO USE, IF  
YOU WANT TO BUILD  
A REALLY STRONG  
INNOVATION TEAM.





GRANNY & SMITH®

# #3: DEDICATION & RESPONSIBILITY.



ABN ASIA.ORG

GRANNY & SMITH®

**ABSOLUTE  
DEDICATION TO THE  
JOB - AND ABOVE  
ALL, ABSOLUTE  
RESPONSIBILITY -  
IS WHAT I DEMAND  
FROM A PRO -**



ABN ASIA.ORG

GRANNY & SMITH®

SOMETHING  
I HAD  
EXPERIENCED  
ONLY VERY  
RARELY UNTIL  
THEN IN OUR  
TEAM.



**GRANNY & SMITH®**

**THIS MADE ME  
THINK A LOT.**



**ABNASIA.ORG**

GRANNY & SMITH®

PEOPLE WHO  
CONSTANTLY  
QUESTION  
EVERYTHING  
CAN DISORIENTATE  
THE WHOLE TEAM...



ABN ASIA.ORG

GRANNY & SMITH®

A PROBLEM WE  
STRUGGLED A  
LOT WITH  
AS WELL.



ABN ASIA.ORG

GRANNY & SMITH®

BECAUSE  
EVERYONE HAD  
A VOICE IN OUR  
COMPANY.



ABN ASIA.ORG

GRANNY & SMITH®

# #4 DEALING PROPERLY WITH SETBACKS



GRANNY & SMITH®

ONE OF THE GREAT  
STRENGTHS IS THAT  
OUR TEAM DON'T  
LET THEMSELVES  
GET RATTLED BY  
SETBACKS.



ABN ASIA.ORG

GRANNY & SMITH®

SETBACKS ARE  
DEALT WITH  
IMMEDIATELY AND  
WITH A DIRECT  
REACTION.



ABNASIA.ORG

GRANNY & SMITH®

IT IS ALSO  
IMPORTANT THAT  
OUR TEAM BELIEVE  
AND FOLLOW MY  
VISION AS A  
LEADER.  
AND THEY DO.



ABN ASIA.ORG

GRANNY & SMITH®

PARTICULARLY  
STRIKING: TEAM  
MEMBERS WHO  
WERE NOT  
PREVIOUSLY  
CONSIDERED AS  
WORLD-CLASS...



ABN ASIA.ORG

GRANNY & SMITH®

...HAVE BEEN  
ACHIEVING  
EXTRAORDINARY  
LEVELS OF  
PERFORMANCE  
UNDER THIS  
LEADERSHIP STYLE..



ABN ASIA.ORG

GRANNY & SMITH®

A MIRACLE?

A close-up photograph of two hands clasped together. One hand has dark brown skin and the other has light skin. The hands are positioned in the center of the frame, with fingers interlaced. The background is solid black, making the hands stand out.

ABN ASIA.ORG

**GRANNY & SMITH®**

**THERE'S A  
SIMPLE  
FORMULA...**



**ABN ASIA.ORG**

GRANNY & SMITH®

YOU NEED TO FIND  
THE APPROPRIATE  
AND HUMAN  
APPROACH FOR  
EACH SINGLE TEAM  
MEMBER.



GRANNY & SMITH®

#5:  
NO EGO.



ABN ASIA.ORG

GRANNY & SMITH®

ALTHOUGH WE ARE  
SUCCESSFUL AND  
GETTING  
THOUSANDS OF  
LIKES OUT THERE,  
THERE IS NO NEED  
TO BE ARROGANT  
AT ALL



ABN ASIA.ORG

GRANNY & SMITH®

I DON'T SEE MYSELF  
AS THE CENTER OF  
THE UNIVERSE, BUT  
DIRECT THE FOCUS  
TO THE TEAM WHEN  
THEY ARE  
SUCCESSFUL.



GRANNY & SMITH®

ON THE OTHER  
HAND, I TAKE FULL  
RESPONSIBILITY IF  
SOMETHING DOES  
NOT WORK OUT AS  
PLANNED.



ABNASIA.ORG

**GRANNY & SMITH®**

**AND I DO NOT  
BLAME OTHERS.**



**ABNASIA.ORG**

GRANNY & SMITH®

IF YOU WANT TO  
TALK WITH ME  
PRIVATELY, WE  
STILL MIGHT GO  
TO THE PUB FOR  
A FEW BEERS.



GRANNY & SMITH®

# #CONCLUSION HOW TO BE THE BEST IN YOUR BUSINESS



ABNASIA.ORG

GRANNY & SMITH®

THERE SEEKS TO  
BE MERELY A FINE  
LINE BETWEEN AN  
ASSHOLE AND A  
BELOVED BOSS.



ABNASIA.ORG

**GRANNY & SMITH®**

**BIGGEST  
LEARNING?**



**ABN ASIA.ORG**

GRANNY & SMITH®

DON'T EVEN  
TRY TO DO  
EVERYTHING  
PERFECTLY.



ABN ASIA.ORG

**GRANNY & SMITH®**

**YOU SIMPLY  
CAN'T.**



**ABN ASIA.ORG**

GRANNY & SMITH®

LEARN TO DEAL  
WITH THE FACT  
THAT WHEN YOU  
CAN ACTIVATE  
THE BEST IN  
YOUR PEOPLE,  
IT CAN'T JUST BE  
ALL HARMONIC.



ABN ASIA.ORG

GRANNY & SMITH®

SO.  
TAKE THE STICK  
OUT OF YOUR  
BUTT AND...



\*German saying for very  
"stiff" people



**GRANNY & SMITH®**

**...STOP  
TRYING  
TO BE  
PERFECT**



**ABN ASIA.ORG**

GRANNY & SMITH®

THEY GONNA  
HATE YOU  
ANYWAY ; - )



**GRANNY & SMITH®**

**AT LEAST  
SOMETIMES :-)**



**ABN ASIA.ORG**

GRANNY & SMITH®

BUT IN THE  
END ALL  
OF YOU WILL  
BE BETTER UP  
DOING IT THIS  
WAY.



GRANNY & SMITH®

I KNOW...  
THAT WAS  
BRUTALLY  
HONEST NOW.



ABN ASIA.ORG

GRANNY & SMITH®

BUT SOMETIMES  
IT'S GOOD TO  
HAVE A FRIEND  
WHO HOLDS UP A  
MIRROR TO YOU.



ABN ASIA.ORG

**GRANNY & SMITH®**

**YOU'RE WELCOME.  
AND...**



**ABN ASIA.ORG**

**GRANNY & SMITH®**

**NEVER FORGET...**



**ABNASIA.ORG**

GRANNY & SMITH®

YOUR NEXT  
INNOVATION  
MAY BE ONLY  
ONE WEEK  
AWAY.



ABN ASIA.ORG