

GRANNY & SMITH®

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



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

&

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

&
_&

GRANNY & SMITH®

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

&

GRANNY & SMITH®

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

&

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.

&

GRANNY & SMITH®

**WE FAILED
MISERABLY.**

&

GRANNY & SMITH®

**I FAILED
MISERABLY!**

&

GRANNY & SMITH®

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

&

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

&

GRANNY & SMITH®

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

&
_

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.

&
|&

GRANNY & SMITH®

INSTEAD, WHAT
WE RECEIVED
WAS SOMETHING
VERY SPECIAL.

&
|&

GRANNY & SMITH®

**LEISURE-
ORIENTED
ATTITUDE
WITH LOW
PERFORMANCE**

&

GRANNY & SMITH®

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

&

GRANNY & SMITH®

WE HAD MOBBING,
MENTAL
DISORDERS, AND
DISSATISFIED
EMPLOYEES

|&

GRANNY & SMITH®

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

&
|

GRANNY & SMITH®

WE HAD NEW
HIERACHIES
BUILT UP WITHIN
NO TIME

&
|

GRANNY & SMITH®

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

&

GRANNY & SMITH®

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

&
|

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

&
|

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THESE ARE
THE THINGS
I LEARNED.

&
|&

GRANNY & SMITH®

#1

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

&

GRANNY & SMITH®

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

&

GRANNY & SMITH®

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

&

GRANNY & SMITH®

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

&

GRANNY & SMITH®

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

&

GRANNY & SMITH®

**SOMEONE WHO
GIVES BOTH
DIRECTION
AND CLARITY.**

&



GRANNY & SMITH®

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

&

GRANNY & SMITH®

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

&

GRANNY & SMITH®

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

&

GRANNY & SMITH®

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

&

GRANNY & SMITH®

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

&

GRANNY & SMITH®

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

&

GRANNY & SMITH®

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

&



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#3: DEDICATION & RESPONSIBILITY.

&

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

&

GRANNY & SMITH®

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

&

GRANNY & SMITH®

**THIS MADE ME
THINK A LOT.**

&

GRANNY & SMITH®

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

&

GRANNY & SMITH®

A PROBLEM WE
STRUGGLED A
LOT WITH
AS WELL.

&

GRANNY & SMITH®

**BECAUSE
EVERYONE HAD
A VOICE IN OUR
COMPANY.**

&

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#4 DEALING PROPERLY WITH SETBACKS



&

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

&

GRANNY & SMITH®

**SETBACKS ARE
DEALT WITH
IMMEDIATELY AND
WITH A DIRECT
REACTION.**

&

GRANNY & SMITH®

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

&

GRANNY & SMITH®

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

&

GRANNY & SMITH®

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

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A MIRACLE?

&

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

&

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

&

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#5:
NO EGO.

&

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

&

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

&

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

&

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**AND I DO NOT
BLAME OTHERS.**

&

GRANNY & SMITH®

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



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#CONCLUSION HOW TO BE THE BEST IN YOUR BUSINESS

&

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

&

GRANNY & SMITH®

**BIGGEST
LEARNING?**

&

GRANNY & SMITH®

**DON'T EVEN
TRY TO DO
EVERYTHING
PERFECTLY.**

&

GRANNY & SMITH®

**YOU SIMPLY
CAN'T.**

&

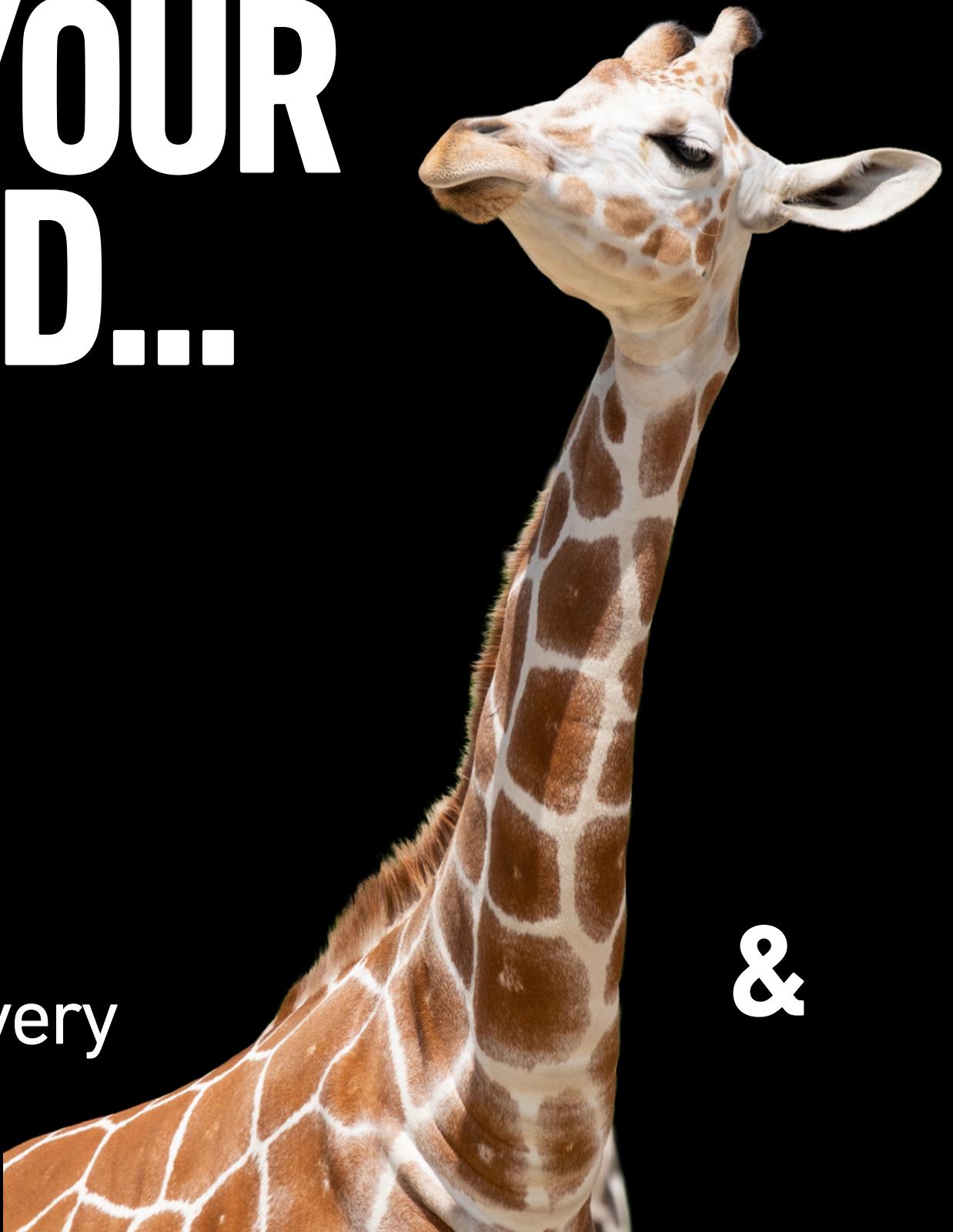
GRANNY & SMITH®

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

&

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



*German saying for very
"stiff" people

&

GRANNY & SMITH®

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



GRANNY & SMITH®

THEY GONNA
HATE YOU
ANYWAY ; -)



GRANNY & SMITH®

**AT LEAST
SOMETIMES :-)**

&

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

&

GRANNY & SMITH®

I KNOW...
THAT WAS
BRUTALLY
HONEST NOW.



GRANNY & SMITH®

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

&

GRANNY & SMITH®

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

&

GRANNY & SMITH®

NEVER FORGET...

&

GRANNY & SMITH®

YOUR NEXT
INNOVATION
MAY BE ONLY
ONE WEEK
AWAY.



INNOVATION
EVERYWHERE!