Leadership in the Digital Age

Presented by

Stefan F. Dieffenbacher

Frankfurt, 30th of November 2016

Founder & Leader

THIS IS AWESOME

Digital disruption projects

Services & Consulting for Digital Leadership

Digital Strategy & Execution projects

Life long learner & lecturer

Henley Business School

Universität Zürich[UZH]

PMP®

TiasNimbas Business School

CSM ScrumAlliance CERTIFIED ScrumMaster

DESIGN THINKING 2016

Investor & supporter

doo

barion

Zuflucht Kultur e.V.

tfs

Digital Transformation Leader

BNP PARIBAS

UBS

BMW

amazon

sky

mobily

Volksbanken Raiffeisenbanken

SOCIETE GENERALE

vodafone

Pfizer

Burda...

EPSON

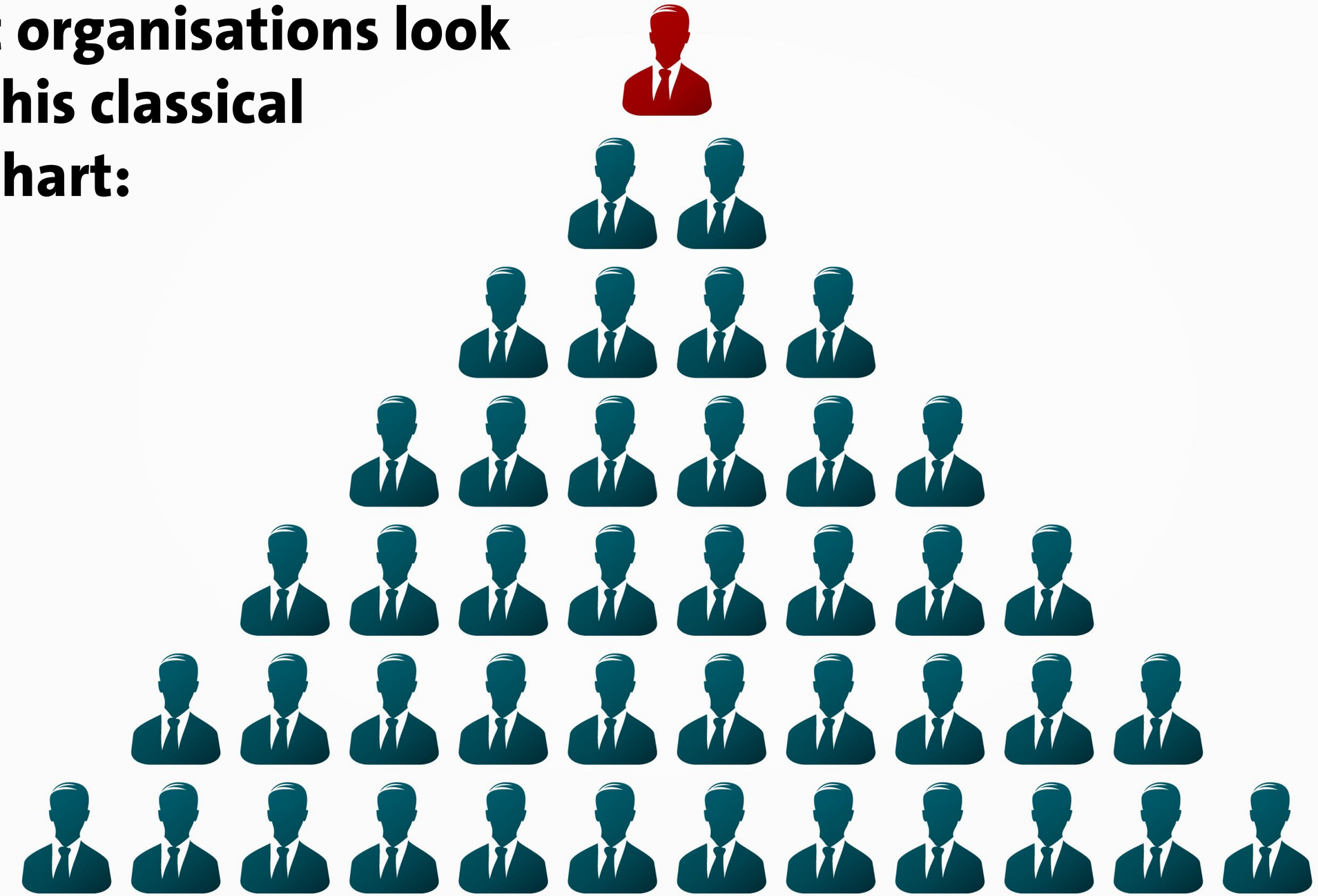
Speaker

I am going to talk about:

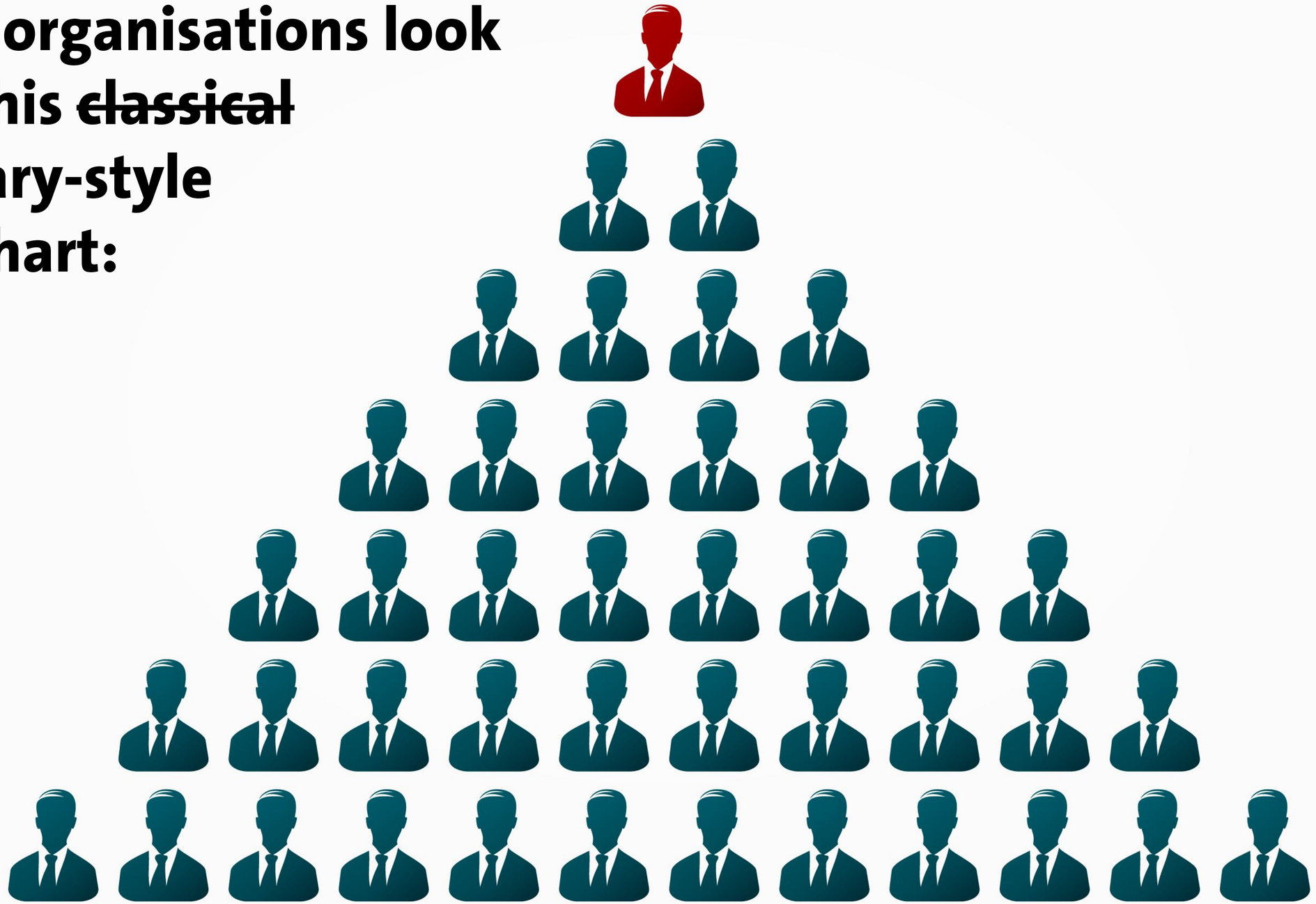
1. How to organise?
2. How to lead?
3. How to set a direction?
4. What is strategy?
5. How to execute?

1. How to organise?

Most organisations look like this classical org-chart:



Most organisations look like this ~~classical~~ military-style org-chart:



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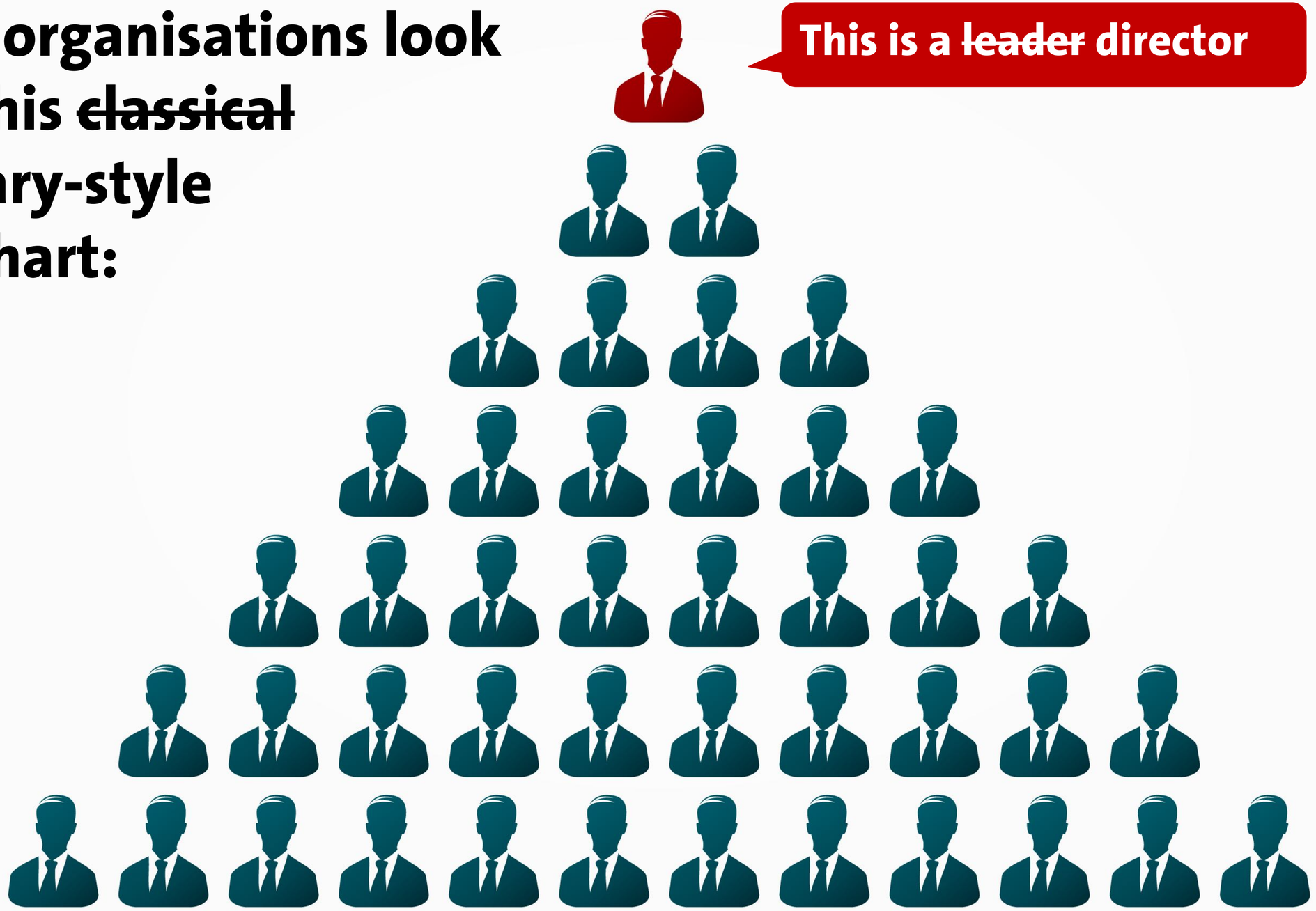

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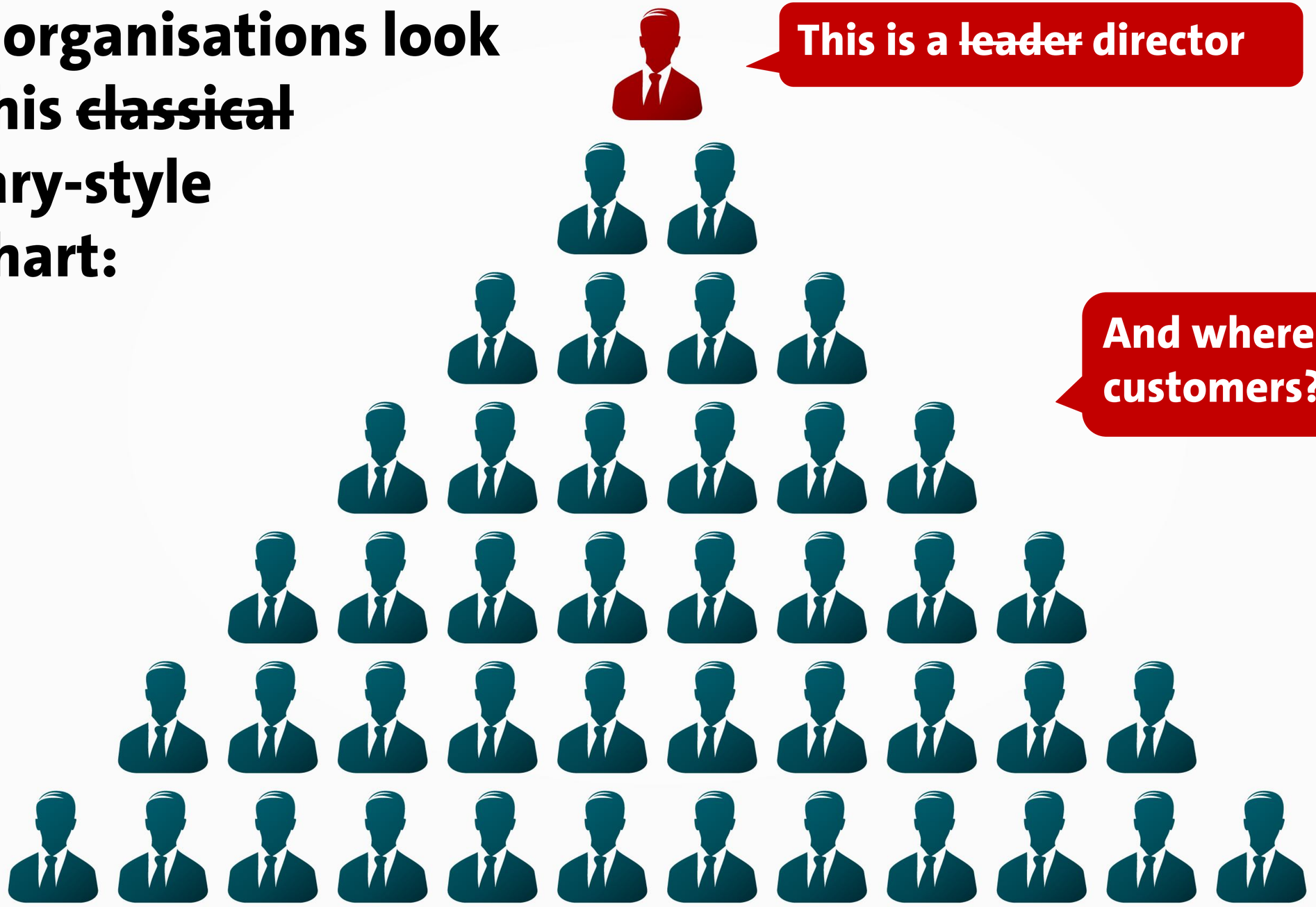

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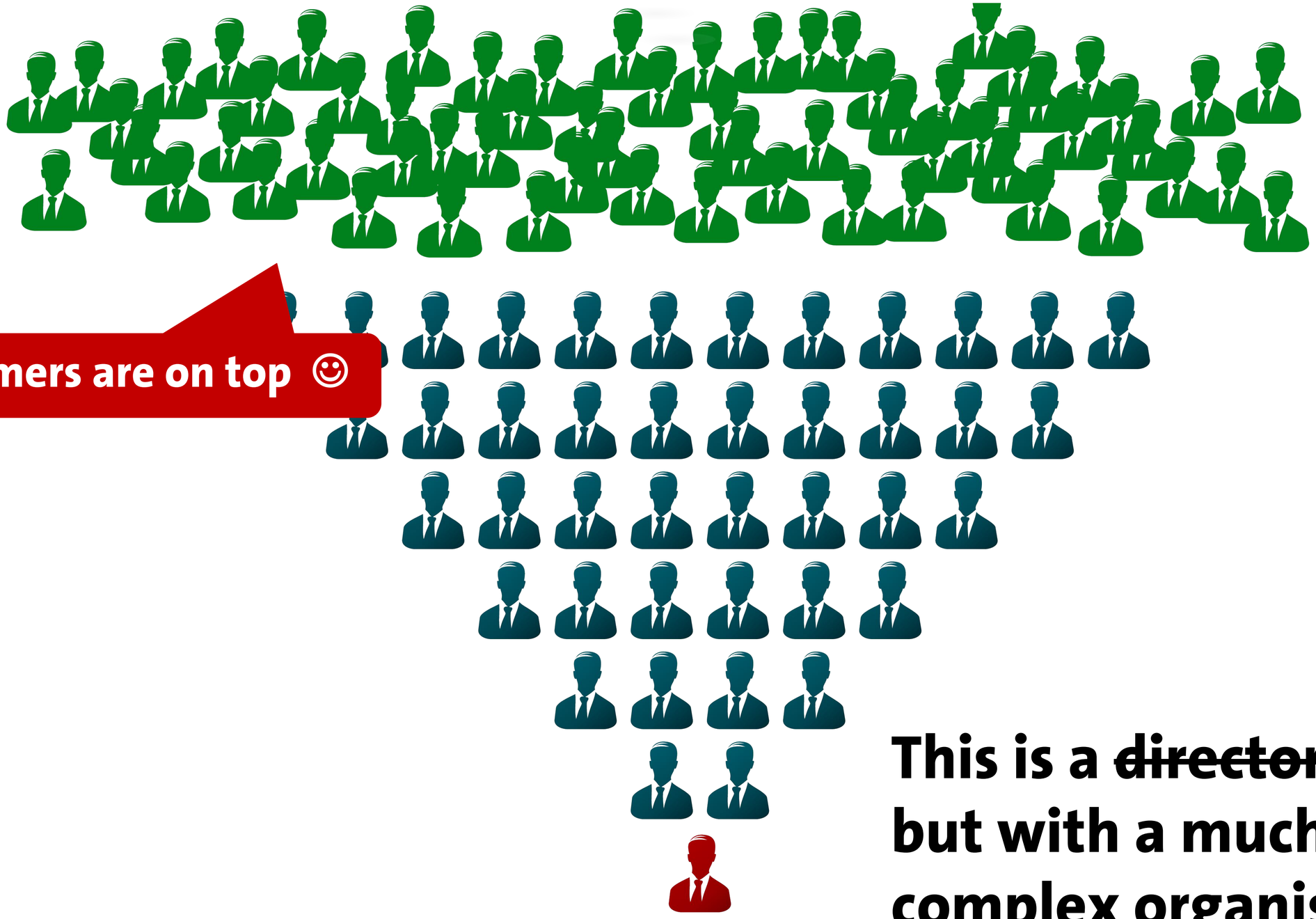
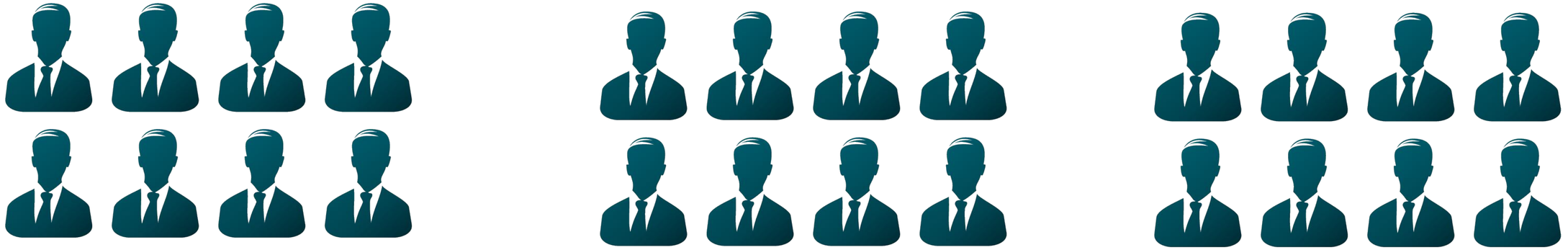


This is a ~~director~~ leader, but with a much too complex organisation

This is a leader with a manageable organization.



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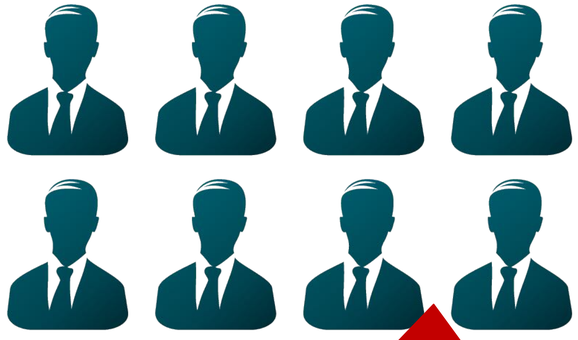
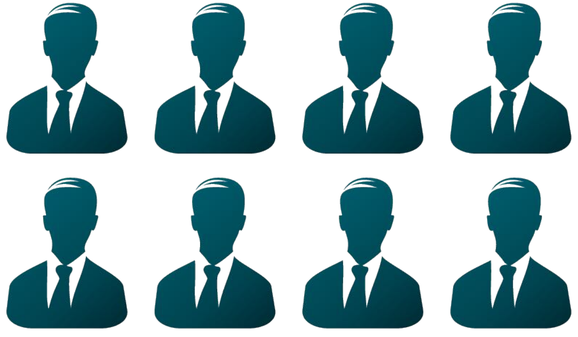
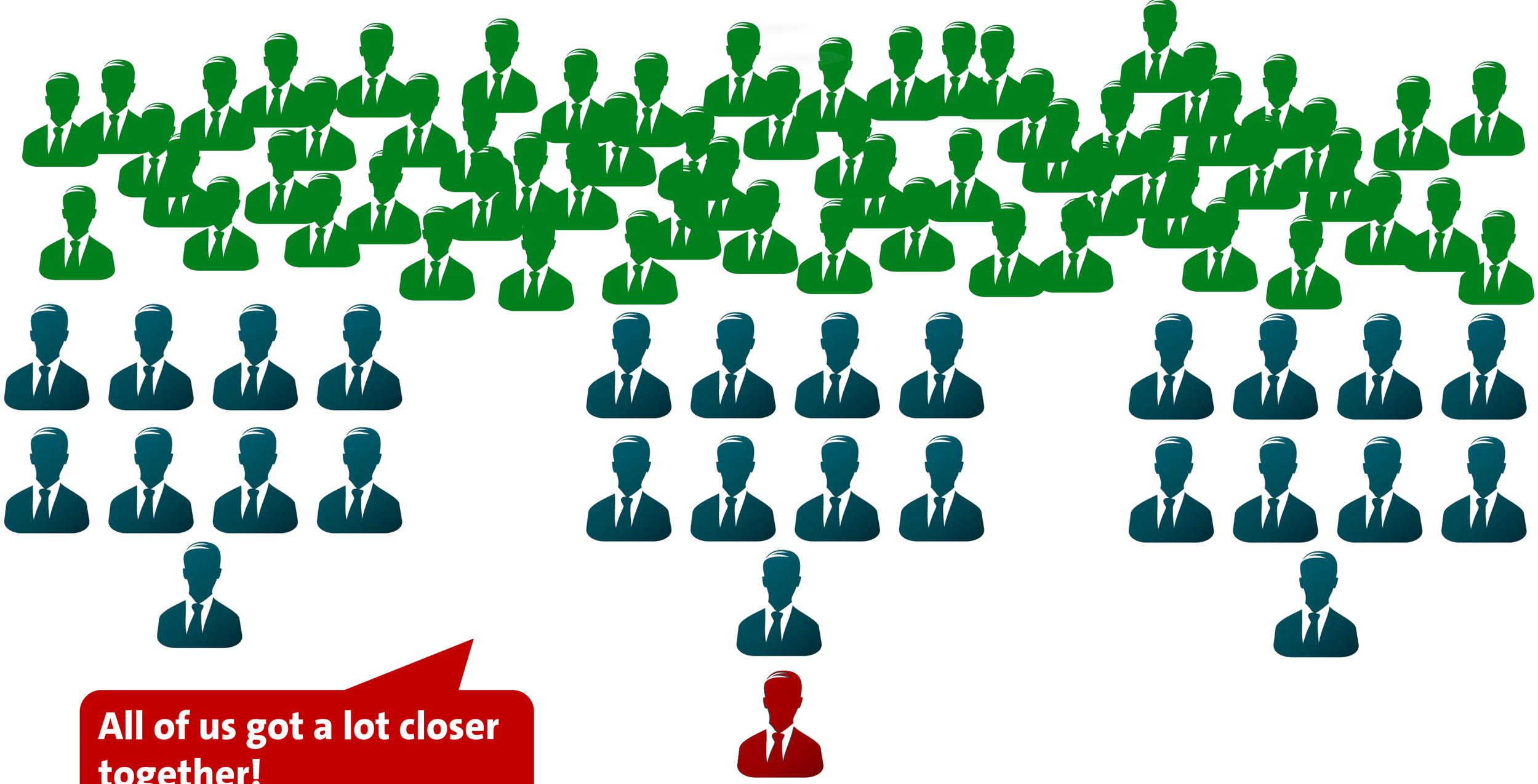
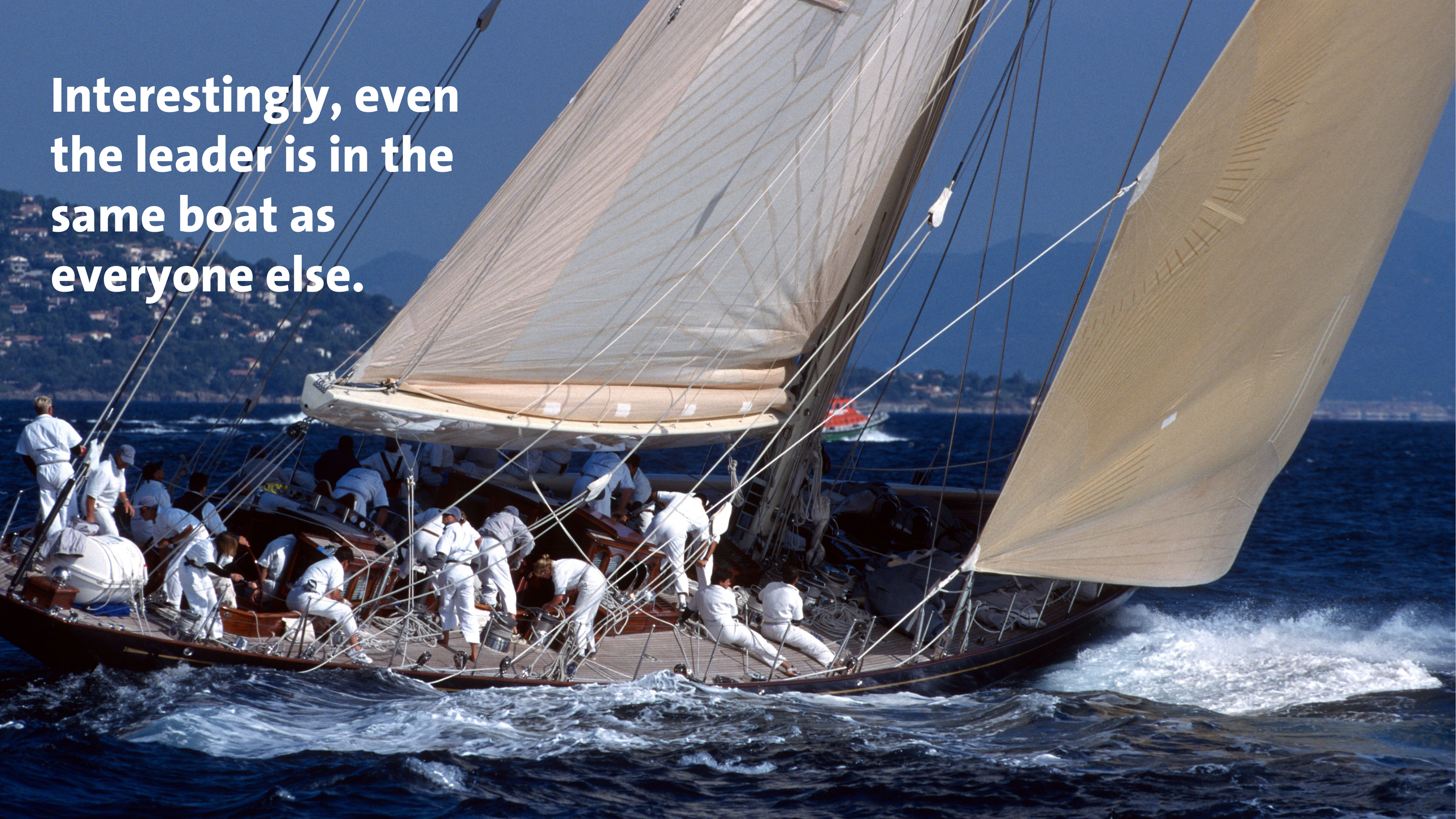


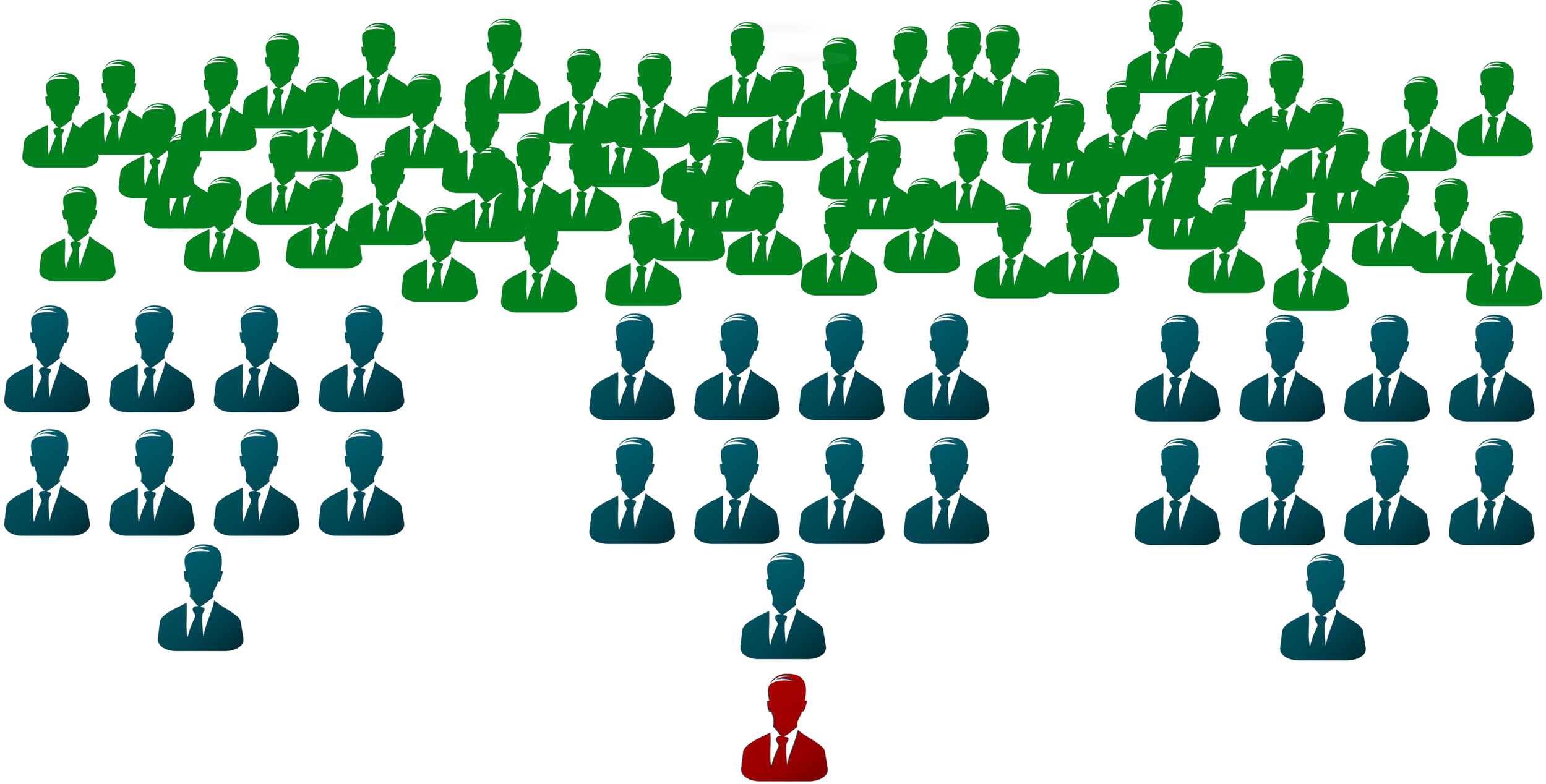


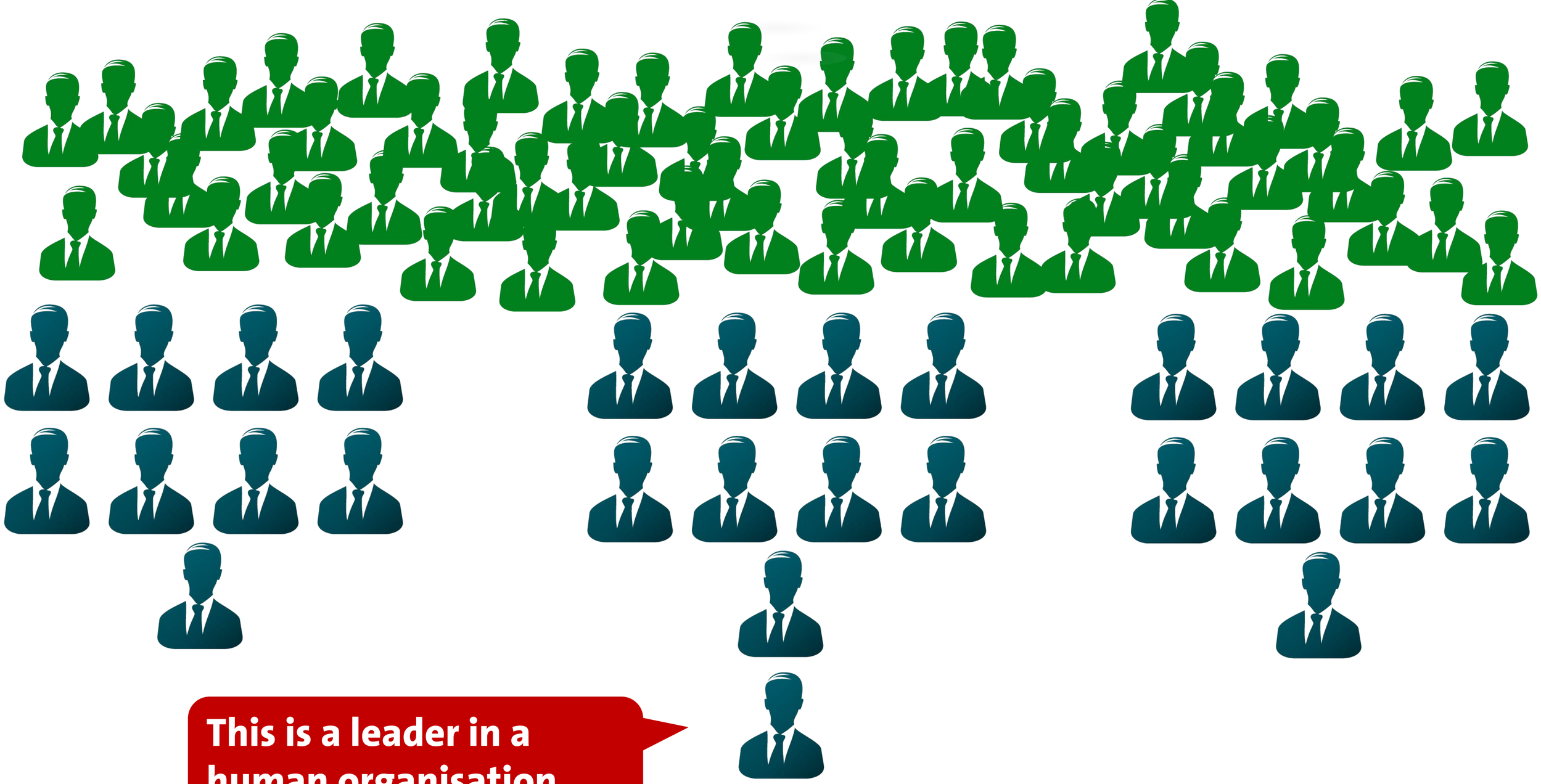
The leader supports those who deal with customers

This is a leader with a manageable organization.


All of us got a lot closer together!


Interestingly, even
the leader is in the
same boat as
everyone else.




This is a leader in a human organisation.

2. How to lead?

Objectives and Key Results (OKRs)

Source: https://en.wikipedia.org/wiki/OKR

Objectives and Key Results (OKRs)

Strategy

Action!

Organisation level objectives

Team level objectives

Individual level objectives

Source: https://en.wikipedia.org/wiki/OKR

Objectives and Key Results (OKRs)

Strategy

Action!

Source: https://en.wikipedia.org/wiki/OKR

Implementing Objectives and Key Results (OKRs)

#1 Start defining OKRs to set an example.

#2 Publish immediately, visible for everyone.

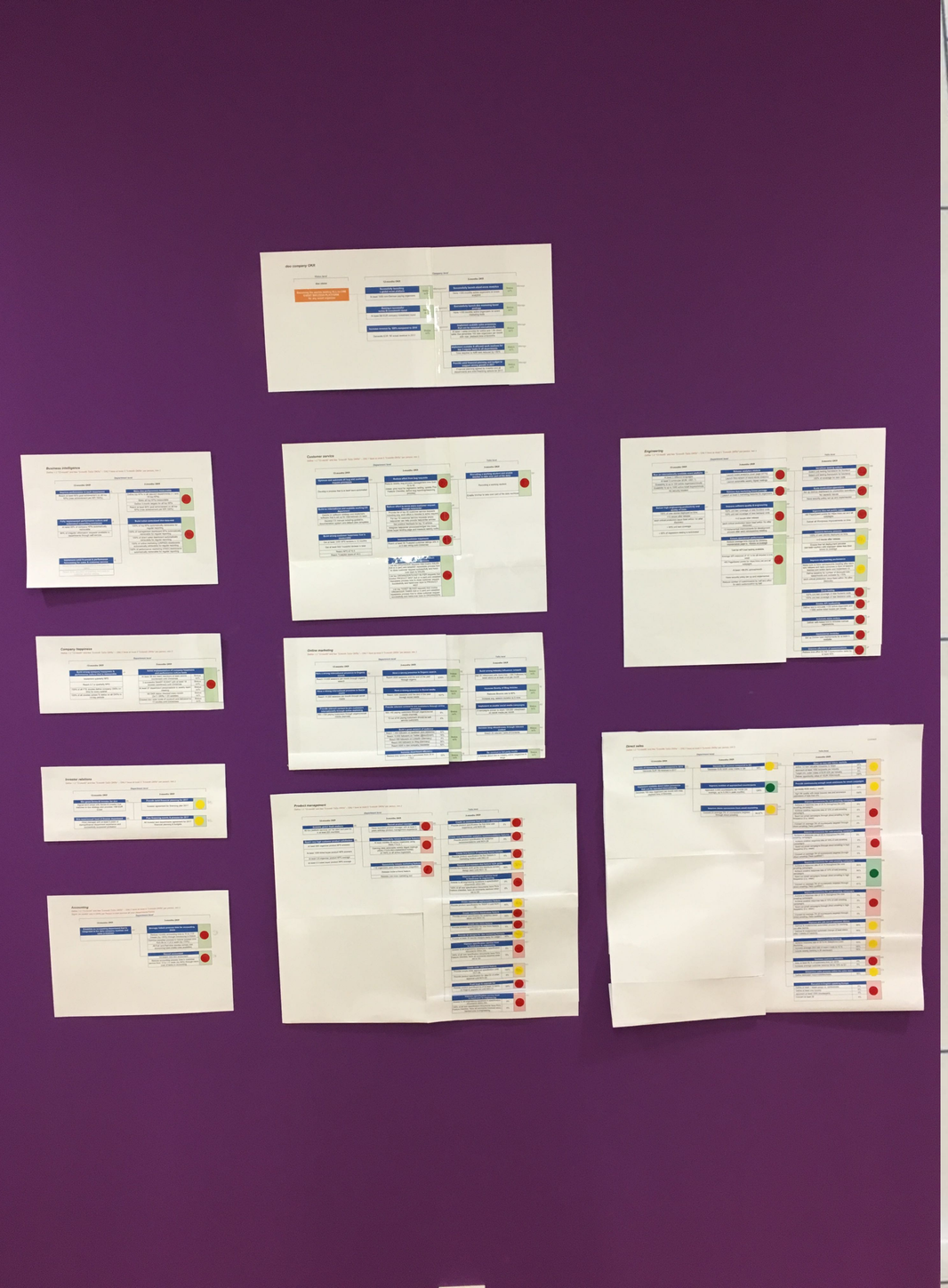
#3 Get everyone involved.

#4 OKRs are set jointly only. There is no top-down.

#5 Discussion happens in the team(s) only.

#6 There is no punishment, it is a joint experience.

#7 Ensure everyone is walking in the same direction.



- Convert on average 3% of counterparts targeted through direct emailing ("lead qualified")	0%

Improve conversion for cold emailing campaigns	
- Achieve a response rate of 25 % throughout the cold emailing campaigns	80%
- Achieve positive response rate of 10% of cold emailing campaigns	80%
- Send out email campaigns through direct emailing in high frequency (2 p. week)	50%
- Convert on average 3% of counterparts targeted through direct emailing ("lead qualified")	67%

MZ

Improve conversion for cold emailing campaigns	
- Achieve a response rate of 25 % throughout the cold emailing campaigns	0%
- Achieve positive response rate of 10% of cold emailing campaigns	0%
- Send out email campaigns through direct emailing in high frequency (2 p. week)	0%
- Convert on average 3% of counterparts targeted through direct emailing ("lead qualified")	0%

TH

Improve win rate out of customer demos	
- Defined & implemented automated process for reaching out after demos	50%
- Defined & implemented automatic change of lead status after 4 weeks of inactivity	50%

BK

Improve Lead-Nurturing	
- Achieve response rate of 35 % for Salesforce-Lead-	

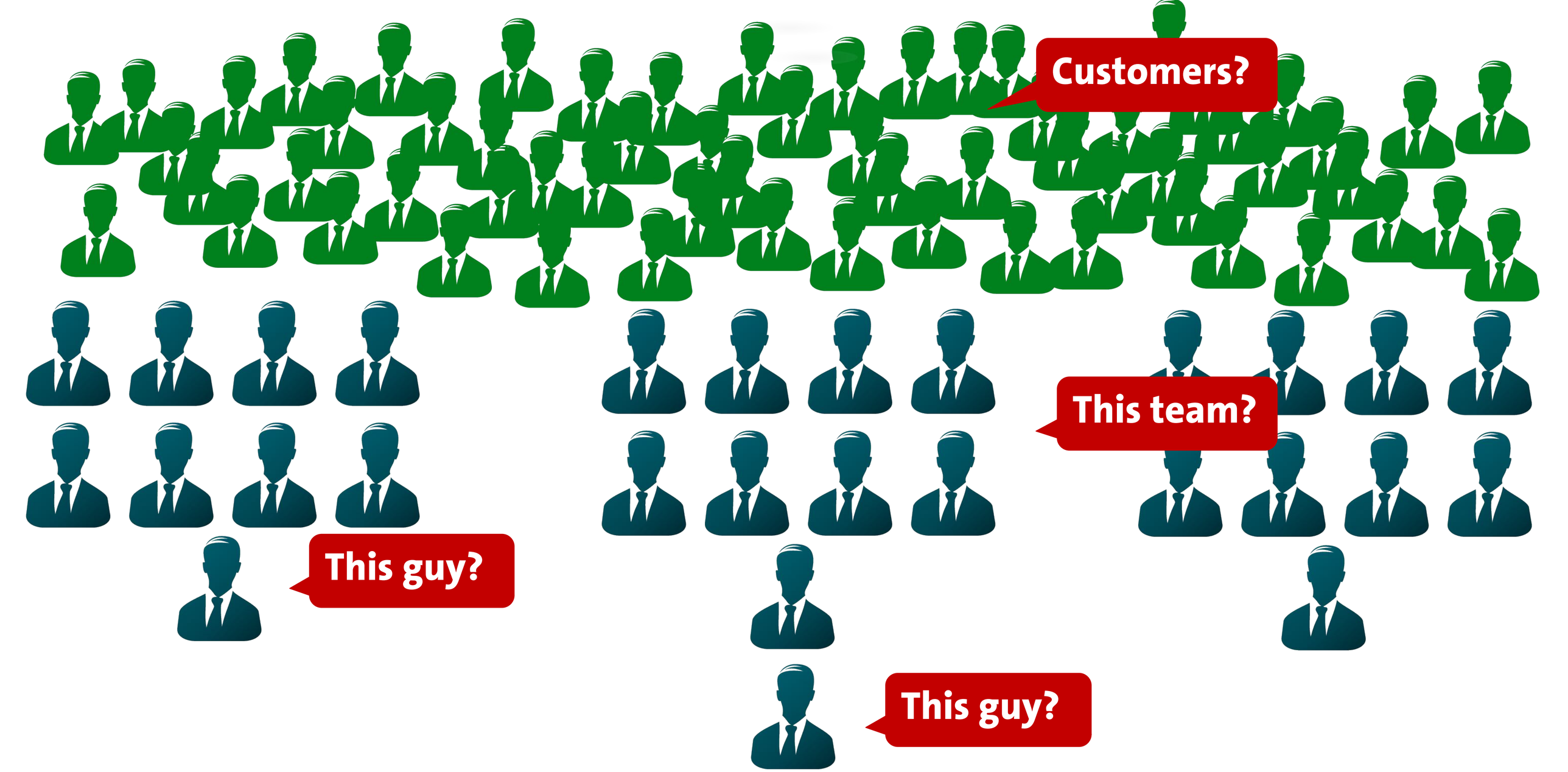
MZ

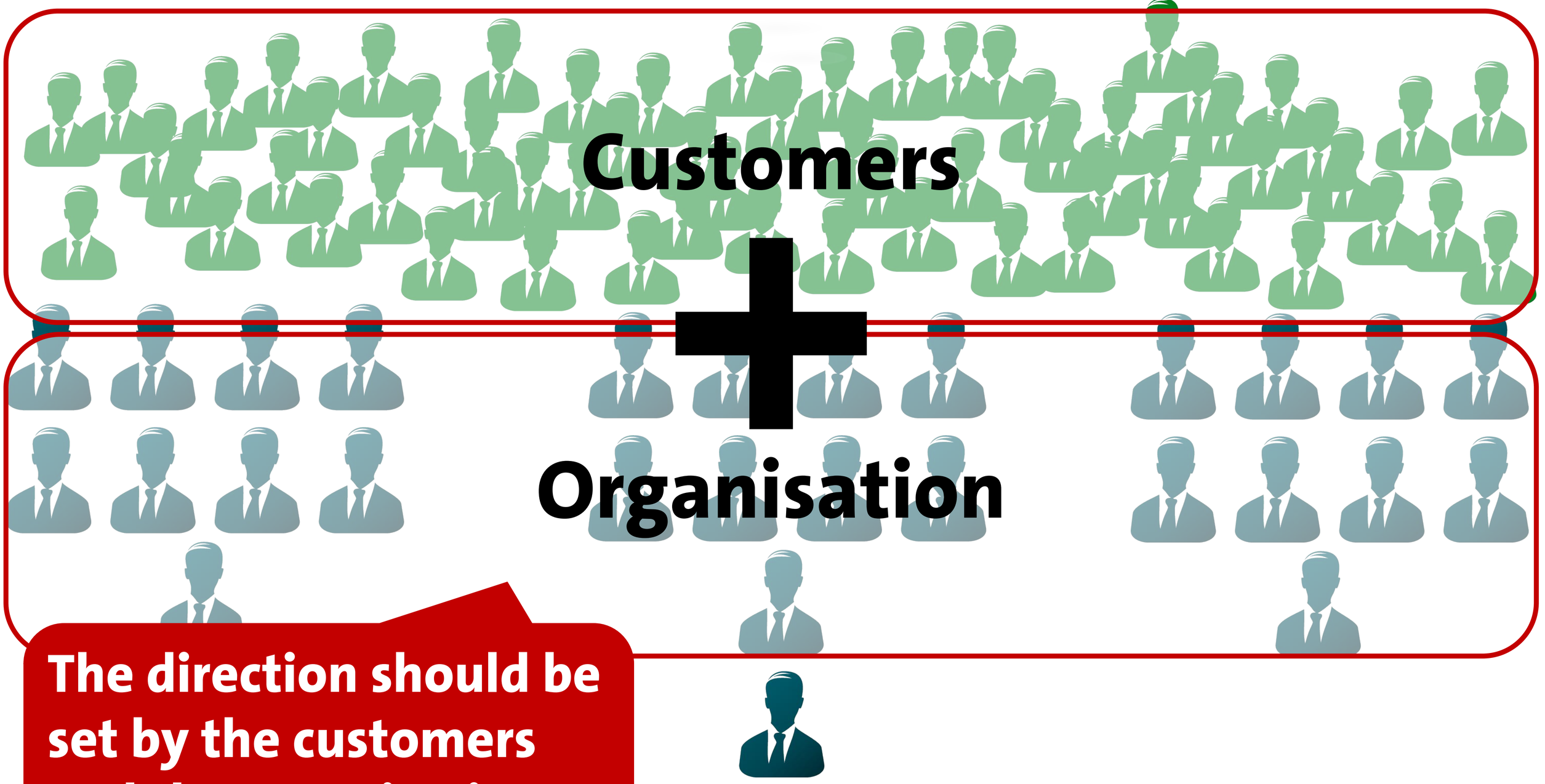
3. Leadership involves a direction

Who

should set the direction

?


Customers?
This team?
This guy?
This guy?



The direction should be set by the customers and the organisation.

Customers

+

Organisation

The direction should be set by the customers and the organisation.

It is this guy's responsibility to organise the process.

Recent learning on a top-brand customer project

Assumed customer base:

Recent learning on a top-brand customer project

Assumed customer base:

That's for whom we developed the product with $2 million investments.

Recent learning on a top-brand customer project

Assumed customer base:

That's for whom we developed the product with $2 million investments.

Till somebody thought something is wrong and decided to ask the customers…

Recent learning on a top-brand customer project

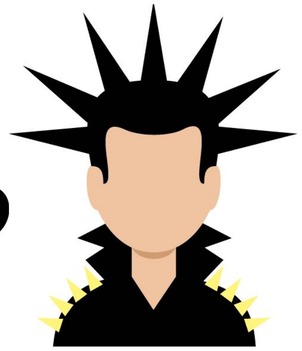
Assumed customer base:

Learnings from systematic customer involvement

Recent learning on a top-brand customer project

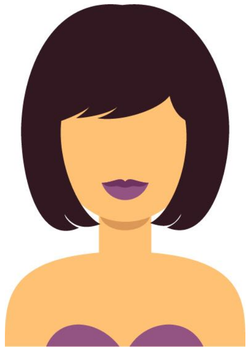
Assumed customer base:

I like this, but I am really happy with a substitute & won't change!



I would need something else!

So we asked other people:



Not important in my life...

Learnings from systematic customer involvement

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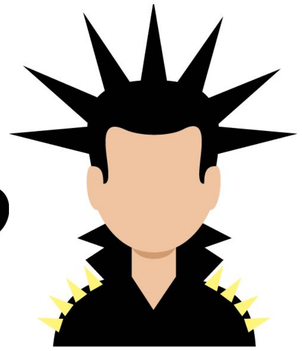

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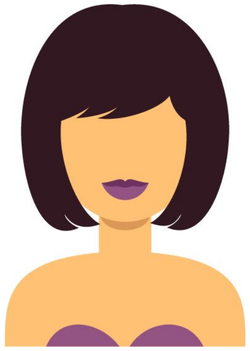

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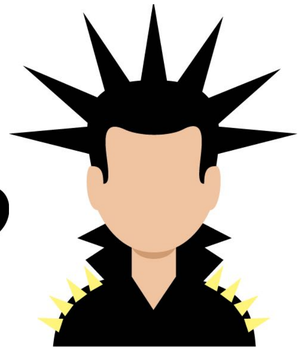

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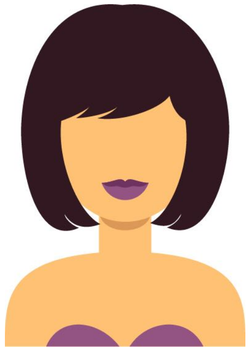

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Hä?

I won't use this any more – too old to change my habits

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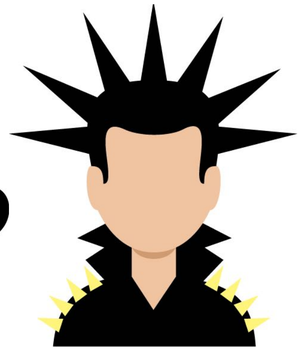

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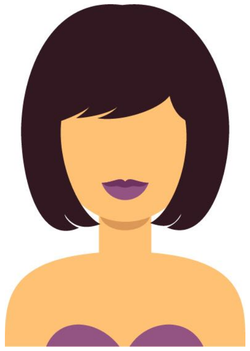

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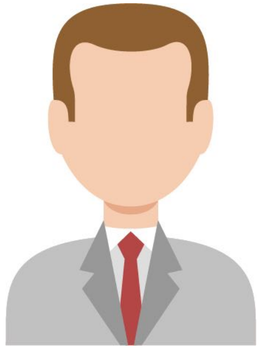

Great! Do you have a family option?

Learnings from systematic customer involvement

Recent learning on a top-brand customer project

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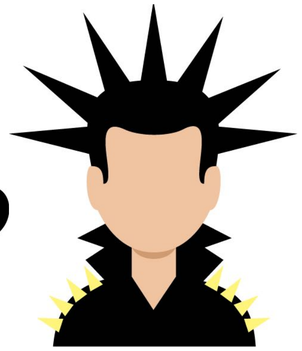

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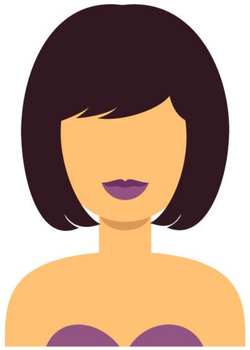

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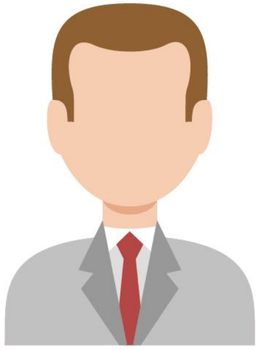

Great! Do you have a family option?

Great! But can I use this at home?

Learnings from systematic customer involvement

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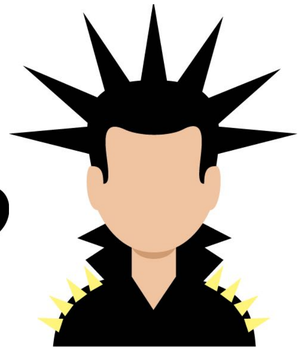

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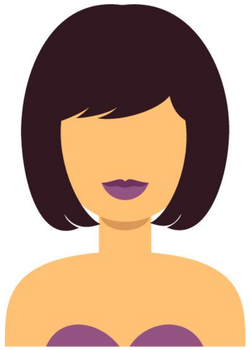

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Great! But can I use this at home?

Learnings from systematic customer involvement

Real customer base & real requirements

4. What is Strategy?

What is Strategy?

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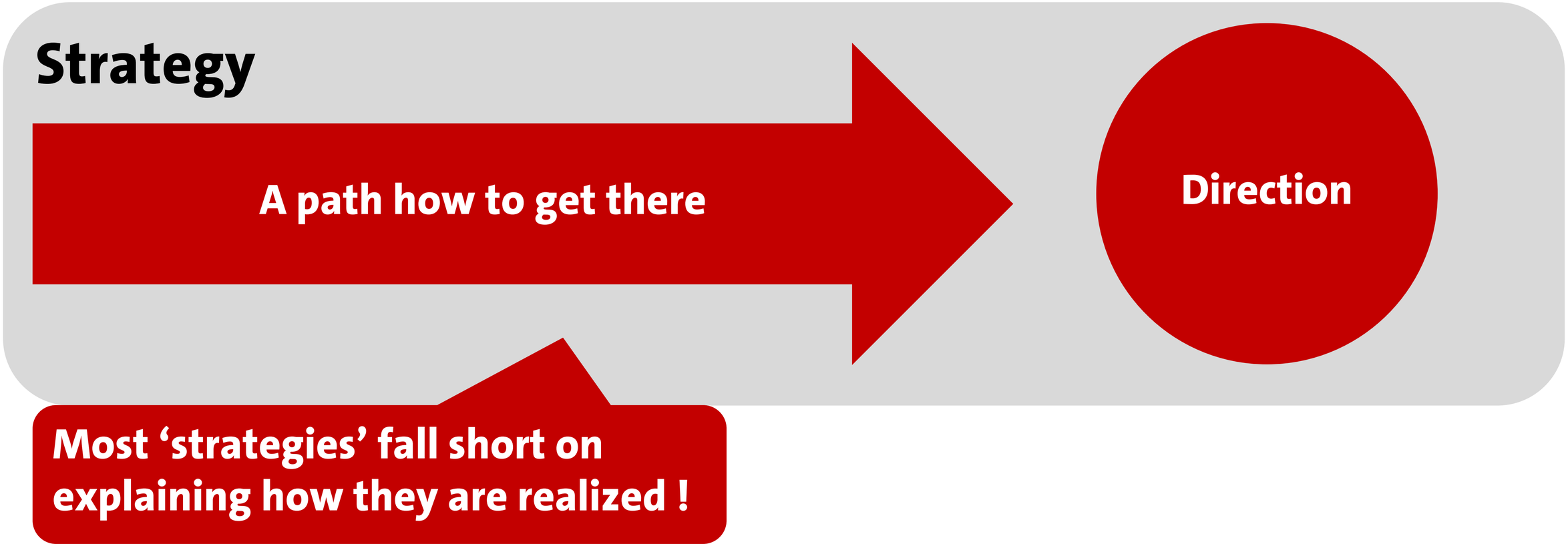
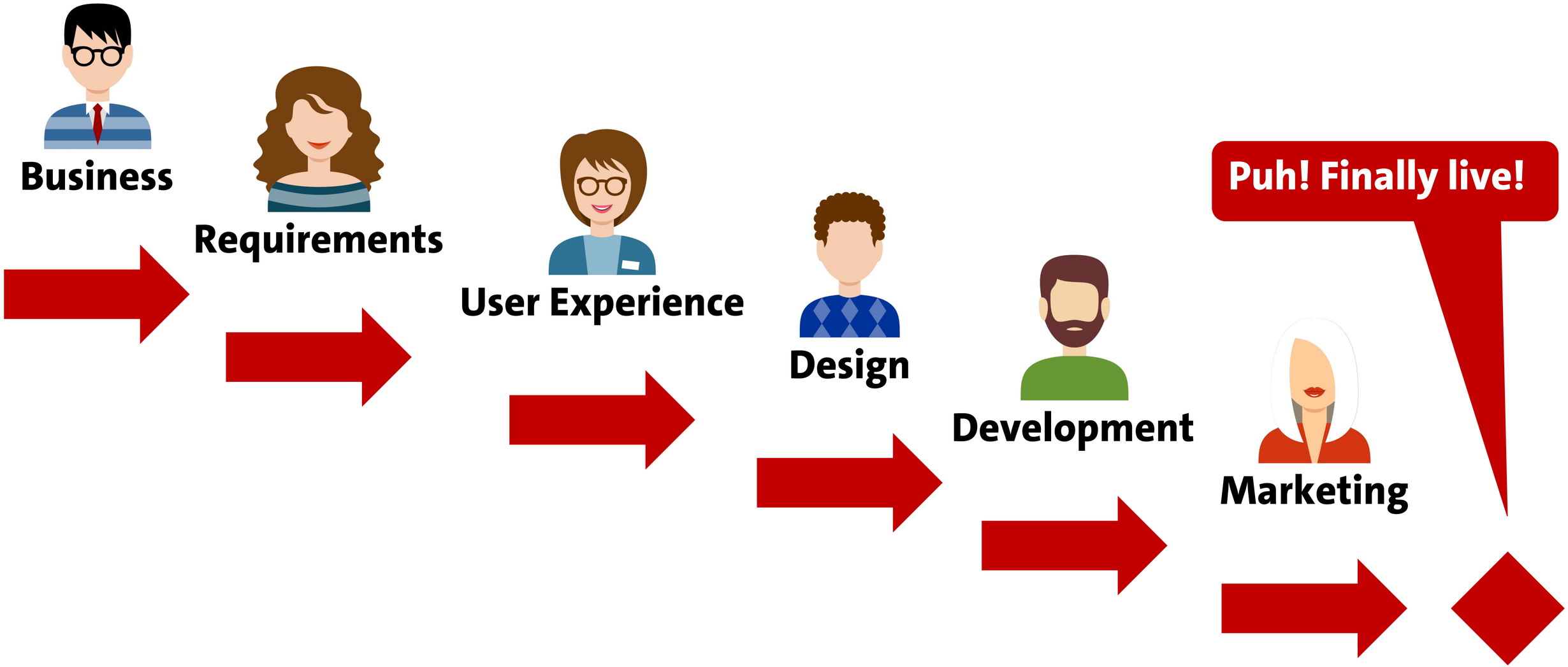


5. How to execute?

Executing a strategy is not a 2 year waterfall program across 6 divisions



Executing a strategy is not a 2 year waterfall program across 6 divisions

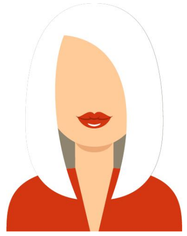
Business

Requirements

User Experience

Design

Development



Marketing

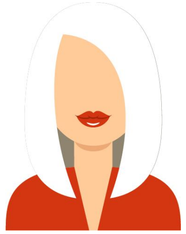
Puh! Finally live!

Key concerns of waterfoolish approaches:

- Standish Group: 80% of features developed are seldom or never used
- Too slow
- Might be outdated till go-live
- No customer validation
- High uncertainty & risk …

Execution is agile !

Business



Marketing

User Experience

One team,
one room

Development

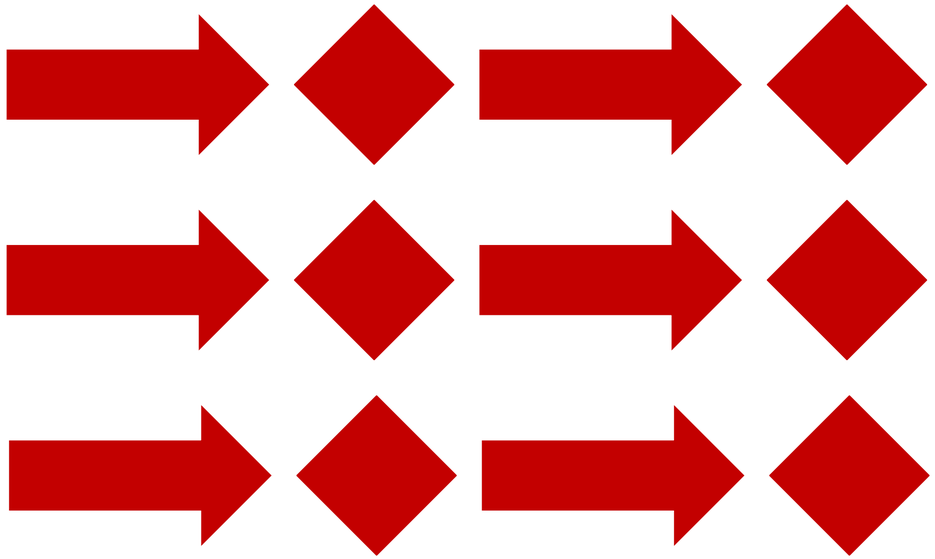
Design

Requirements

Customers

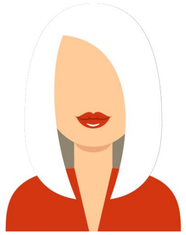
Customers for testing!

Working in small junks, to bring something alive every few weeks.



Execution is agile !

Business



Marketing

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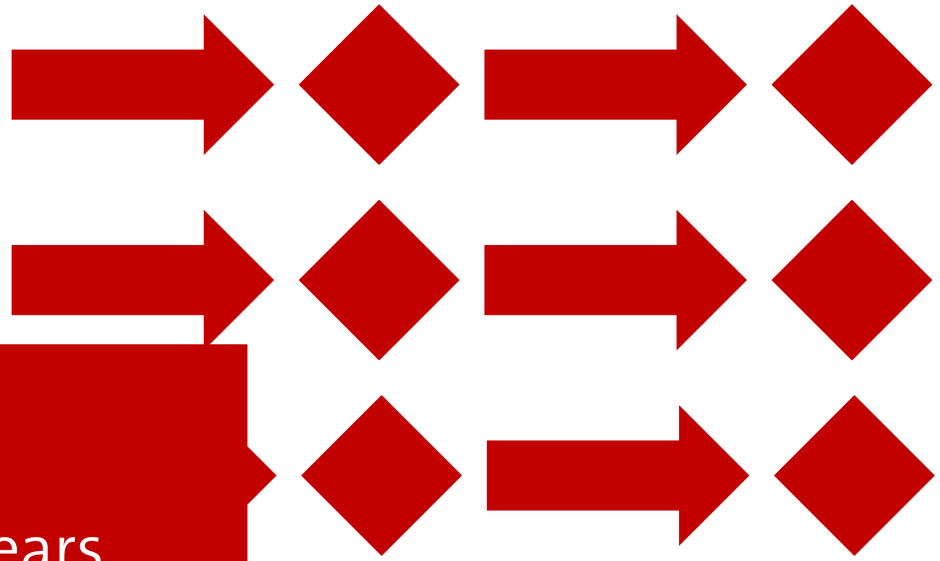

Advantages of agile:

- Customer testing & fast market feedback!
- Product doesn‘t need to be fixed for the next 2 years
- Limited risk
- Significantly faster (if well executed)
- Attention: agile doesn‘t mean without a goal

THIS IS AWESOME

- ✓ We are no consultancy - nor an agency.
- ✓ We are entrepreneurs - with a holistic approach.
- ✓ We prefer to execute, together with your team – rather then bullshit bingo and endless PowerPoint slides.
- ✓ We do customer centric validation and pivoting, rather then academic market research.
- ✓ **We want you to succeed.**

4x
go-to-market speed

1/10
of the costs

4.5
months from idea to launch

x6
survival rate

∞
scalibility:
approach, team, technology

0
distraction of the
internal organization

Thanks.

Stefan F. Dieffenbacher
Chief Evangelist & Change Maker

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D-80636 Munich
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THIS IS AWESOME

Let’s create winning digital businesses – together

Achieve digital transformation. Develop independence.
Create profit. And design the future.