

MQ Conference



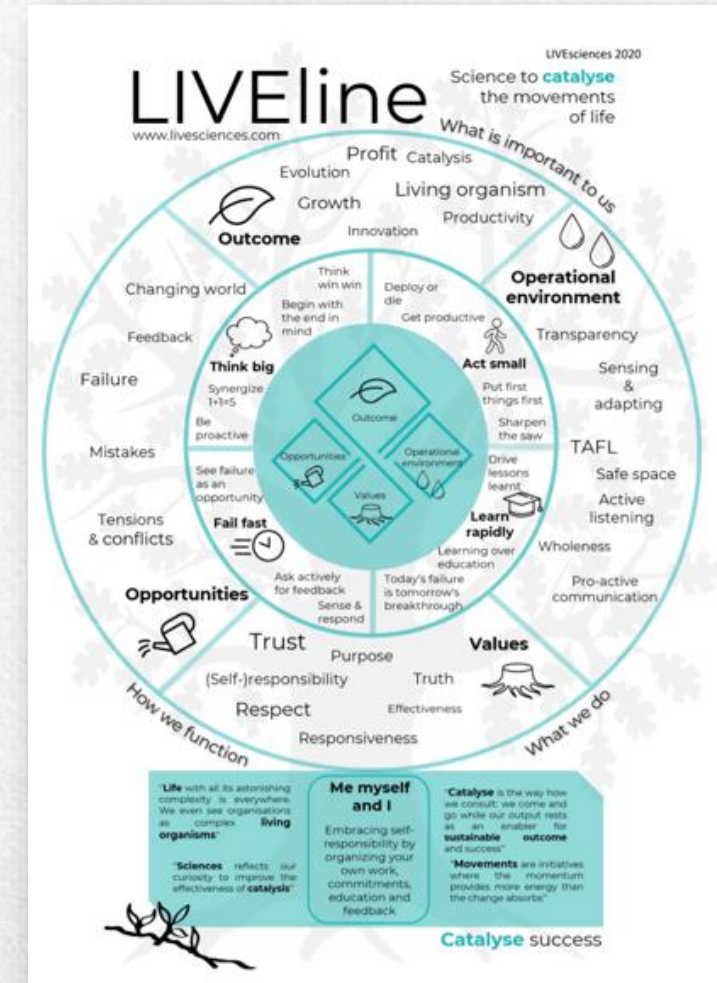
Jun-2022
Timm Urschinger

Introduction

The Organisation is a Mirror of their Leaders

The uncomfortable truth is, **if you don't have the culture you desire**, it's likely that you need to **rethink your leadership behaviours!**

Everyone loves to **feel empowered**, **follow their passion** and be given the autonomy to **drive their own dreams** and that is **what we are doing at LIVEsciences.**



What does this mean to me as leader?



- I am **not trying to control anything or anyone**
- All the team members are **allowed to raise their voice, tensions, proposals etc**
- And they **do not have to ask for my permission** to start what they think is right to do

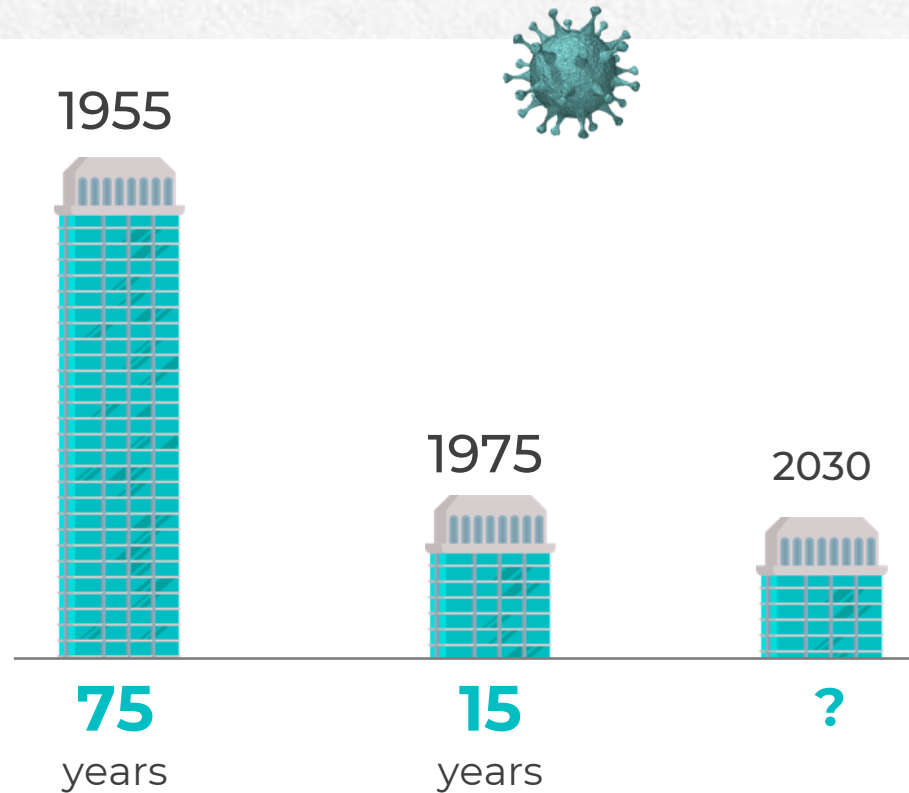
“Better to say sorry than ask for permission”

- When we have to **take decisions for the company or for the team**, we have process to take decisions but **I am not the one accountable for all of them**
- All of this is possible because **we are all acting as leaders & intrapreneurs**, we are not “only” employees

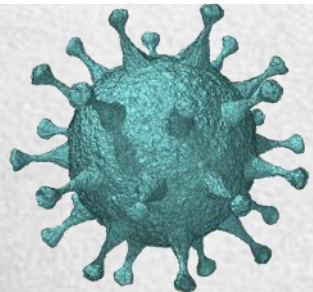
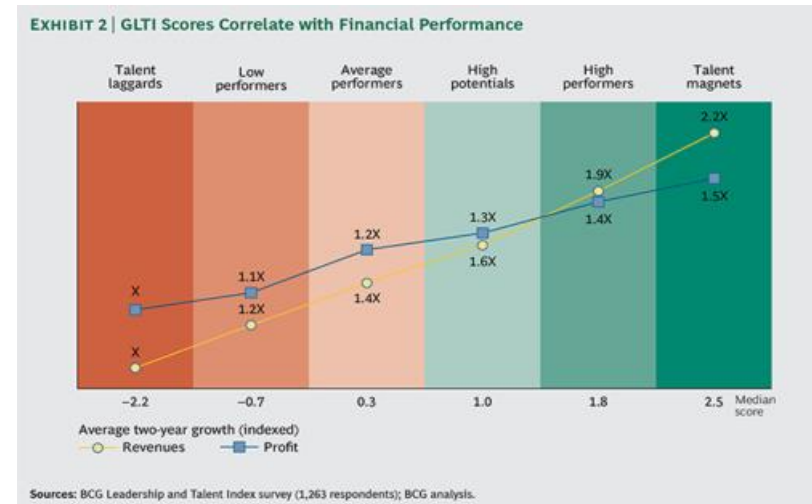
The background is a solid teal color with intricate, faint geometric patterns. On the left, there are radial lines emanating from a point. On the right, there are concentric, overlapping circular or spiral-like patterns. The overall effect is a modern, abstract design.

The world is changing...

As the world is changing and getting more complex



Since the year 2000, **52%** of Fortune 500 companies have disappeared



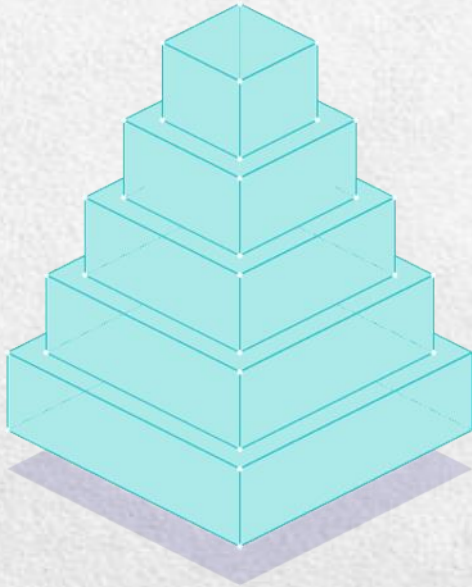
2000 → **2020** → **Future**

Digitalization Globalization Democratization

Evolution Pushes Forward

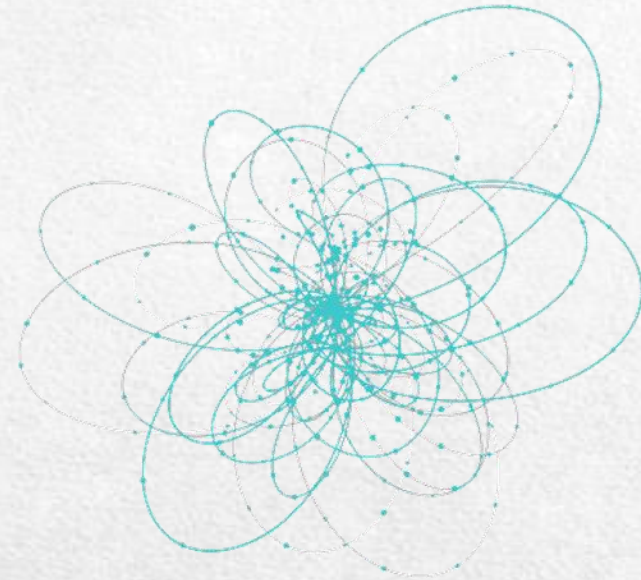
Yesterday's strengths are tomorrow's weaknesses

Heroes of their time
**Highly optimized and efficiently
managed organizations**



1900

Heroes of their time
**Highly innovative and
agile organizations**

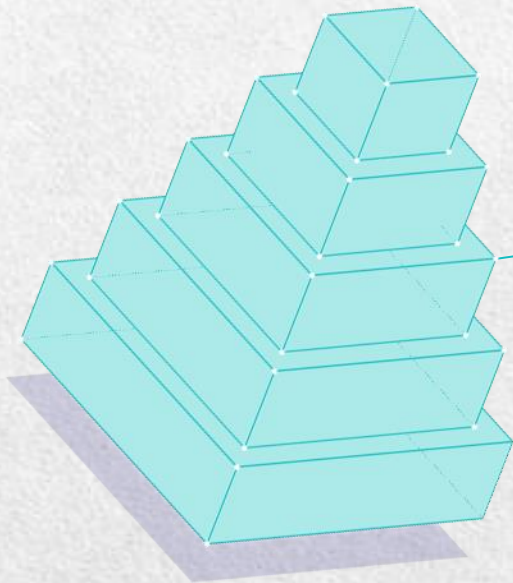


2000

**Traditionally managed companies
struggle with the new requirements**

How to Move an Organization into the New Age?

Heroes of their time
**Highly optimized and efficiently
managed organizations**



1900

faster in decision making
crazier
stronger and faster in execution

closer to their customer needs
more adaptable
more idealistic
more eager to play and learn

braver
more curious
several steps ahead
more ambitious

more visionary
more consistent

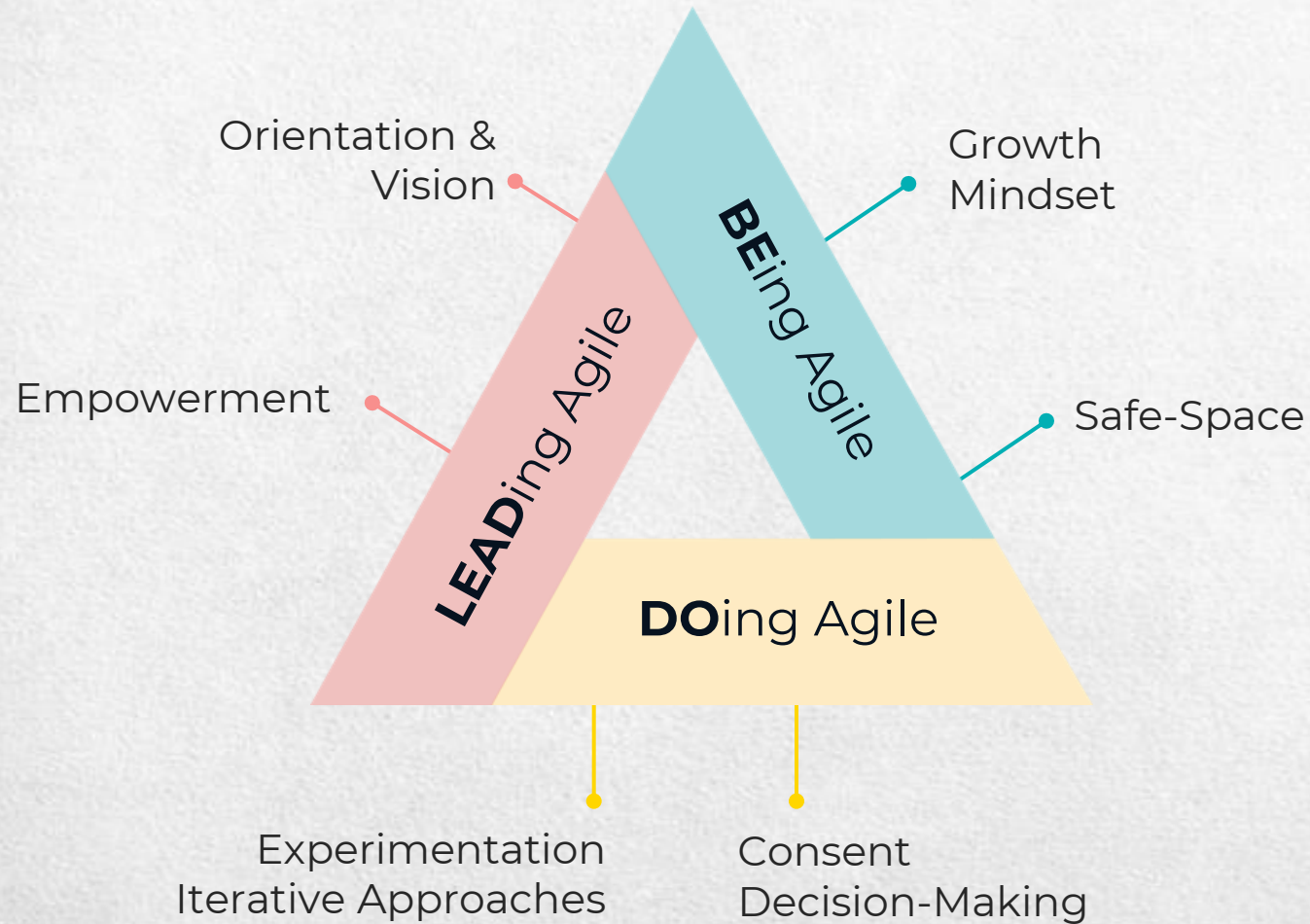
2000



**Traditionally managed companies
struggle with the new requirements**

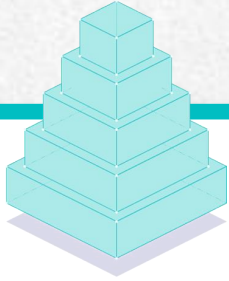
**...and so the leaders need
to!**

What is Agile?



"An **agile organization** is one that is quick in responding to changes in the marketplace or environment. [...] A highly agile organization reacts successfully to the emergence of new competitors, rapid advancements in technology and sudden shifts in overall market conditions." Source: [MBASkool](#)

How Leadership is changing



Strategist

- Creating vision and direction
- Developing sense of purpose
- Representation outside team (,foreign minister')
- Sponsoring and guiding



Expert

- Subject-matter expert
- Experience in subject and solution-orientation
- Evaluation and proposing of solutions
- Working on the subject



Organizer

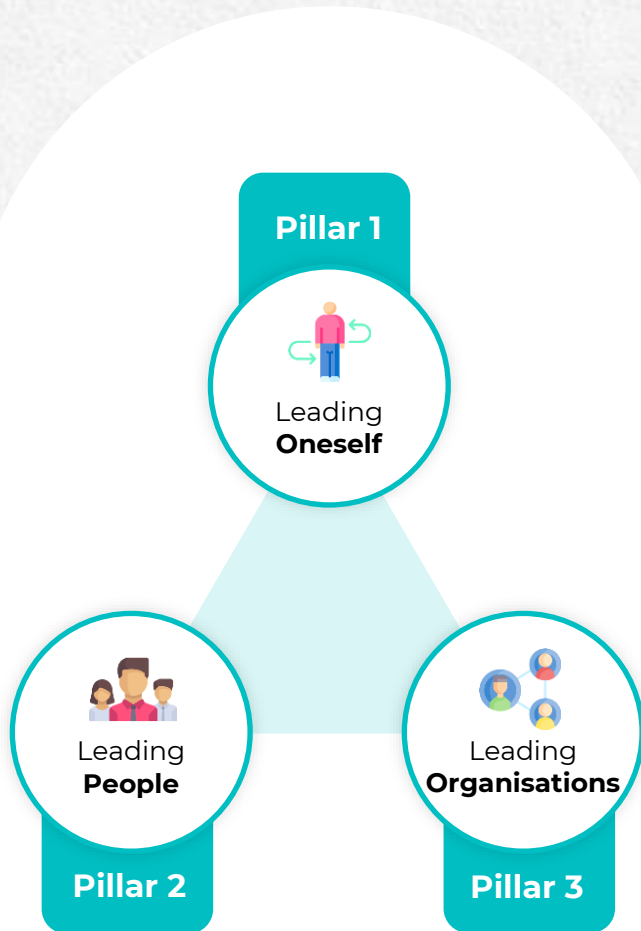
- Creating framework
- Architecting structures
- Planning and steering
- Allocation of resources and tasks



Coach

- Listening to individuals and asking questions for personal reflection
- Role-modelling a growth mindset
- Encouraging the team to learn collectively
- Continuously developing and adapting to the environment
- Accompanying people on their development journeys

The LIVEsciences Leadership Journey



Pillar 1 - Leading Oneself



- Complexities of collaboration and working together
- VUCA World and the Cynefin model
- What is leadership? (the triangle of leadership, what roles do we have...)
- Who am I? How do I create impact? Which values are important to me?
- How am I perceived by others? How do I perceive myself? How do I want to be seen?

Pillar 2 - Leading People



- People in teams & collaboration
- Leadership in groups
- Lateral leadership and becoming a coach

Pillar 3 - Leading Organisations - Becoming an Architect for my team



The building blocks of an organisation

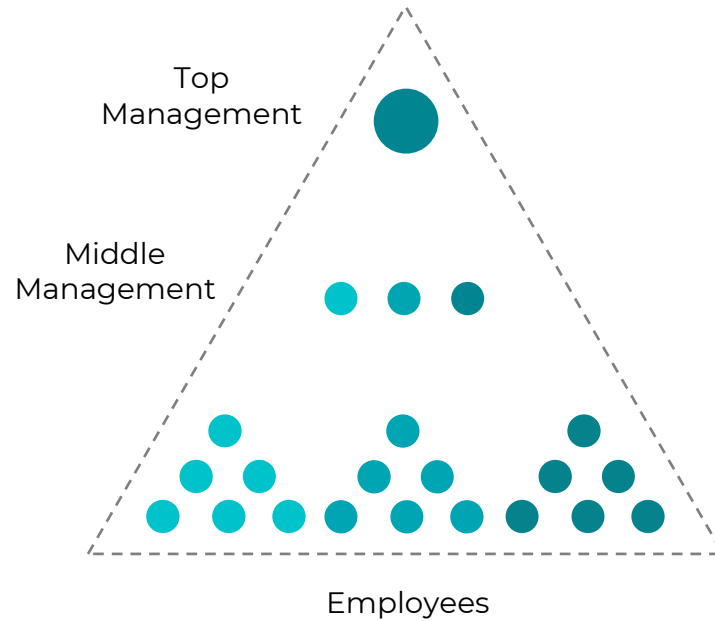


- What is the structure we need? Which processes do we have? Which roles?
- What are our objectives? Vision?
- Critical capabilities: Entstörkompetenz, Decision Making, Methods/Tools
- My development as a 'leader'

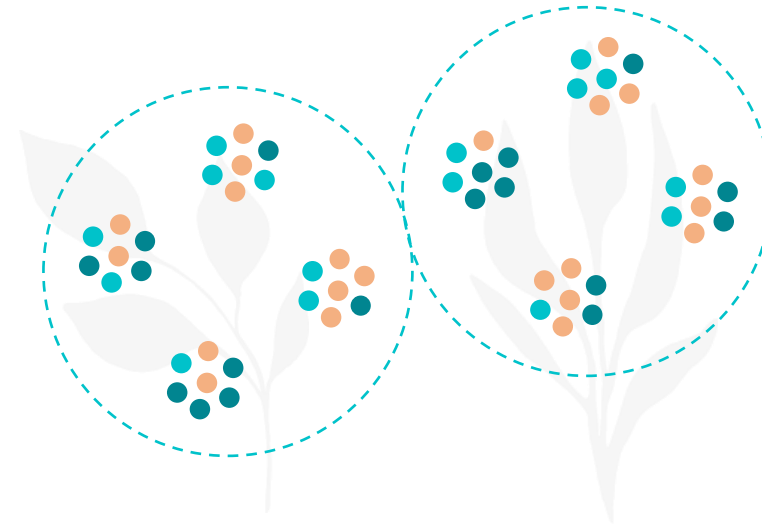
The background is a solid teal color with a complex, abstract pattern of overlapping geometric shapes. These shapes include concentric circles, radial lines, and various polygons, creating a sense of depth and movement. The patterns are most prominent in the corners and center of the image.

**What does this mean for
your organisation?**

Old and New Ways of Organizing



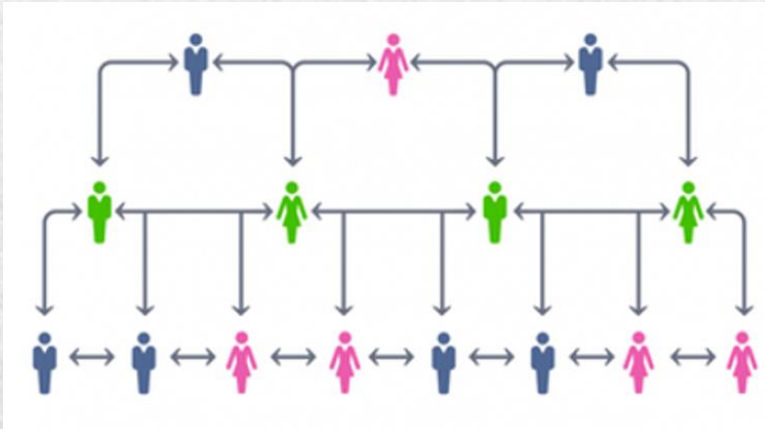
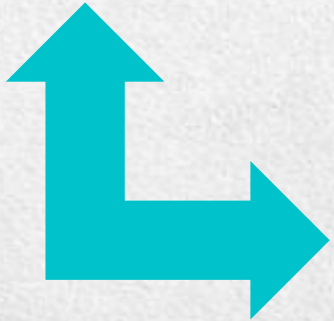
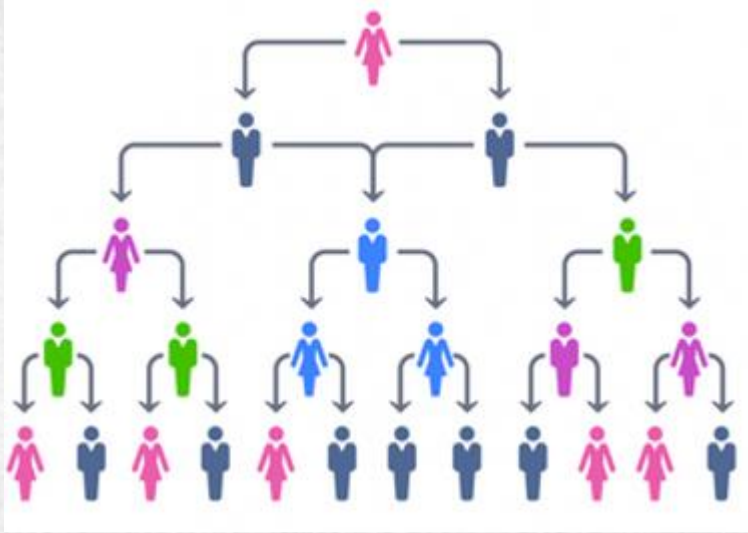
Management & Control



Networks of Team with relevant skills,
capabilities, empowerment and
accountability to fulfill a mission

Trust & Autonomy

Flatter Organizations



Benefits



- Faster communication
- Decision making pushed down
- Leaders as coaches & mentors

Impact to leadership



- Need to let go of power and status
- Learn to delegate decisions to the lowest possible level
- Be the architect for the organisation

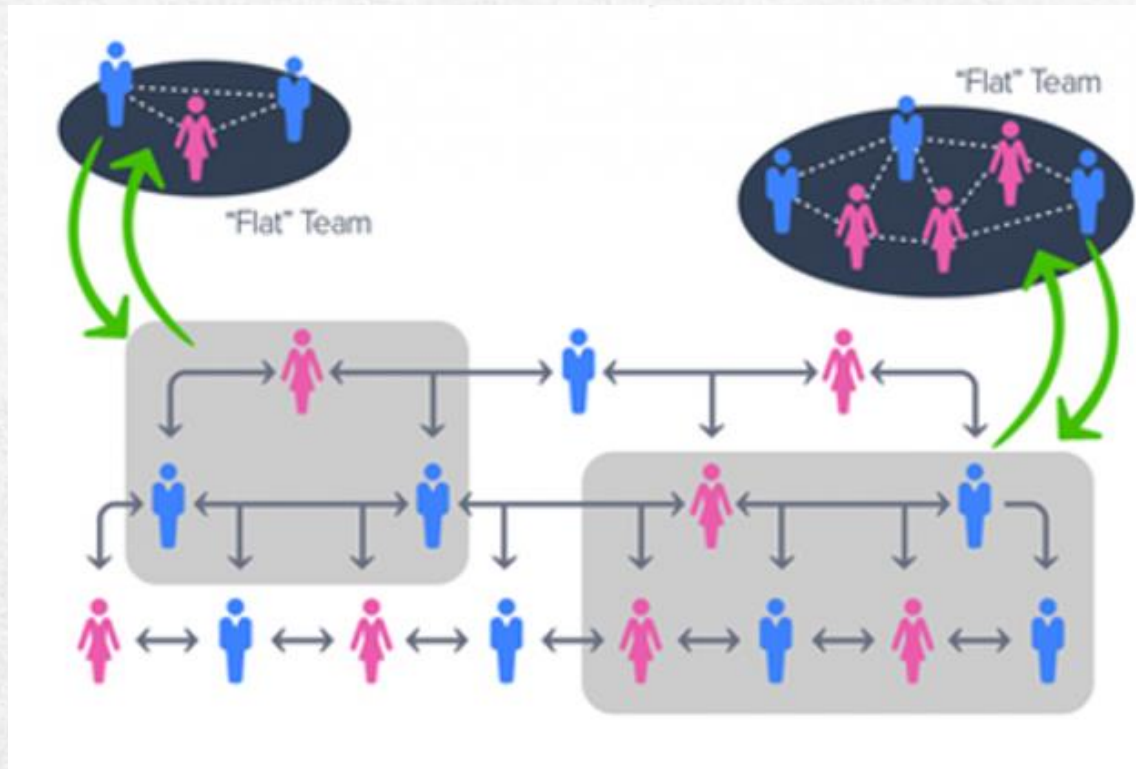
SWR

Handelsbanken

Banking
12,000 EEs

- **53% higher return on equity** (outperformed competitors over the last 48 years!)
- **300% higher annual revenue growth**
- **43% less G&A expenses**

Flatarchies



Benefits



- Great for experimenting
- Internal “incubators”
- Less silos

Impact to leadership



- Leadership is independent of position
- Leaders take all sort of role

FRA



**Tyres
Manufacturing
117,000 EEs**

- Defects down 7% to 1,5%
- Team productivity up 10%
- Output up from 88% to 92% of rated capacity

USA

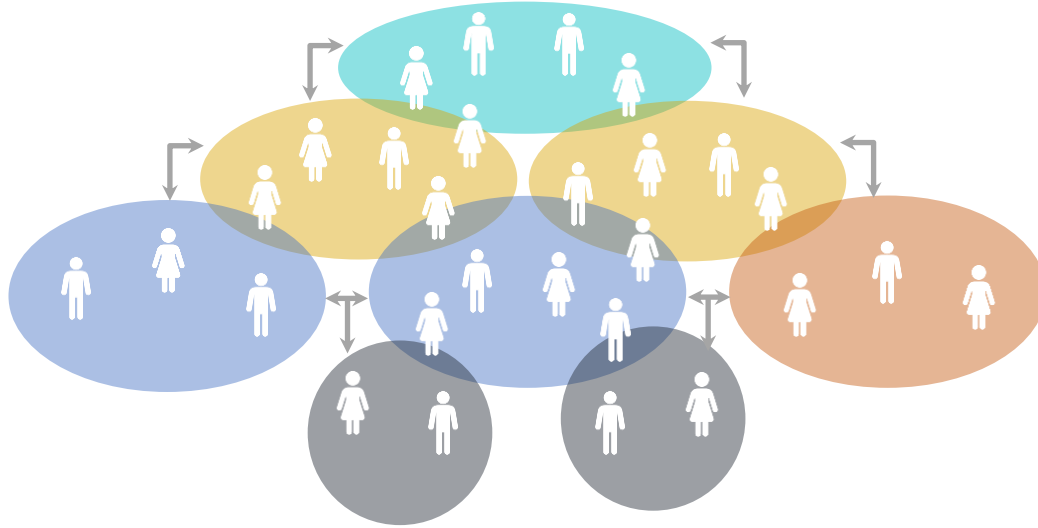
NUCOR®

**Steel
Production
26,000 EEs**

- 50% less G&A expenses
- 66% higher net income per employee
- 300% higher profit



Networked / Self-Management Pioneers



Benefits

- ✓ Entrepreneurial
- ✓ Autonomy with structure
- ✓ Evolutionary
- ✓ Enables innovation
- ✓ Collaborative & agile

NL

BUURTZORG

Health Care
13,000 EEs

- 30% higher client satisfaction
- 50% less talent turnover
- 67% less G&A expenses

CN

Haier

Appliances
84,000 EEs

- Annual gross profits growth 20%
- Annual revenue growth up to 10X faster

Other Self-Management Pioneers

No matter how you visualize it - Leadership changes.

...and you need to change!

10 PROGRESSIVE ORGANIZATIONAL STRUCTURES



AMOEBAS



CELLS



CIRCLES



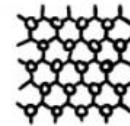
CHAINS



FRACTALS



HONEYCOMBS



LATTICE



MICRO-COMMUNITIES



MINI-FACTORIES



SQUADS

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Where and how to start?

Steve Jobs knew it already...



Where Do You Start?



“Why not?” - mentality

- Embrace a “let’s do this!” culture
- Encourage people to bring in their ideas.
- Good enough for now, safe enough to try

Start from the heart.

- You want this change not because “agility” sounds fancy but because you stand behind the potential this change could bring.
- No need to act as a super hero – we are all human beings first.



Discover new opportunities.

- Try out new things – not for the sake of doing, but because you really want to try it.
- Keep an open mind

Embrace vulnerability.

- Change is always uncomfortable.
- It is okay to be not okay
- Acknowledge your gaps and blindspots



Ask for support.

- It takes a village.
- Seek out people (internal / external) who can coach you
- Draw inspiration from those who have gone before you.

Never stop learning.

- Fail forward, learn always
- Stay curious and dare to experiment
- Atomic habits, 1% everyday





Our Contacts



www.livesciences.com



www.linkedin.com/company/livesciences-ag

Our Happy Clients



DREES &
SOMMER



“
The world as we have created
it is a process of our thinking. It
cannot be changed without
changing our thinking.
”

- Albert Einstein



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