### TENSIONS

- Frustrated, disengaged workforce - people don’t see or feel meaning
- Slow decision making leads to bottlenecks in top-management
- Unclear authorities
- Burden of responsibility for well-being of people and business revenues
- Lack of ownership and entrepreneurial spirit
- Can’t meet exponential speed needed to handle complexity of business and markets
- Huge unpredictability of developments (as there are no right answers, no predict and control possible)
- Rigid structures, bureaucracy, painful change processes
- Lack of innovation/too slow speed of innovation
- Striving for perfect results that are impossible
- Arbitrariness, helplessness
- Ego-games, power-dynamics
- Harmed relationships, conflicts
- “Business theatre” (micropolitics, blaming others, victim mode)
- Ego-driven over eco-driven
- Maximizing one benefit over organization benefit
- Lack of ownership and accountability
- Power-games, hidden agendas
- Know how/Information = power
- Little feedback, lack of openness
- Info-filtering and incomplete information for decision making (quality of decisions)
- Information overload, no idea what will be valuable for tomorrow
- Arrogance, hubris, self-righteousness
- Power-misuse, power abuse
- Little feedback, lack of openness
- Misinformation, hidden agendas
- Little engagement, no real participation
- Power-misuse, power abuse
- Information overload, no idea what will be valuable for tomorrow

### NEXT:LAND PRINCIPLES

#### MAXIMIZING SHAREHOLDER VALUE
- Making money
- Purpose-driven
- Distributed authority
- Autonomy in collaboration
- Privacy
- Transparency

### REAL BENEFITS

<table>
<thead>
<tr>
<th>Individual level</th>
<th>Organizational level</th>
<th>Societal level</th>
</tr>
</thead>
<tbody>
<tr>
<td>Creates meaning for people, attributing to something bigger</td>
<td>Anchored in a VUCA world, providing orientation</td>
<td>Contributes to overall development of society</td>
</tr>
<tr>
<td>More freedom, more choice-making, more meaning more intimacy</td>
<td>Self-authority leads to ownership, speed of decision-making and higher decision quality</td>
<td>Eco-driven over ego-driven</td>
</tr>
<tr>
<td>More accountability, more clarity, more velocity, greater impact</td>
<td>Leading to responsiveness</td>
<td>Post growth perspective - considers &amp; contributes to sustainable development</td>
</tr>
<tr>
<td>Personal development and lifelong learning</td>
<td>Multitude of sensors for continuous feedback from reality</td>
<td>Richer perspectives integrated</td>
</tr>
<tr>
<td>“Motto vivace” - joyful work environment</td>
<td>Adaptive structures to make swift decisions</td>
<td>Less ego-driven and societal responsible development</td>
</tr>
<tr>
<td>More intimacy, more clarity, more velocity, greater impact</td>
<td>Higher diversity, leveraging differences</td>
<td>Richer perspectives integrated</td>
</tr>
<tr>
<td>Come as you are, be accepted in your individuality and uniqueness</td>
<td>No abusive and pathological structures</td>
<td>Less ego-driven and societal responsible development</td>
</tr>
<tr>
<td>Self-responsible but not alone</td>
<td>Strength of loosely-coupled systems under shared purpose</td>
<td>Contributes to equality</td>
</tr>
<tr>
<td>Forces peer-to-peer relations</td>
<td>Close the gender gap</td>
<td>Reduces the income-gap</td>
</tr>
<tr>
<td>Total transparency on how decisions are made and who is responsible for what</td>
<td>Total transparency on how decisions are made and who is responsible for what</td>
<td>Open chances</td>
</tr>
</tbody>
</table>

### JPEG

- Benefits from shifting into Next:Land
- Tensions now:
  - Frustrated, disengaged workforce - people don’t see or feel meaning
  - Slow decision making leads to bottlenecks in top-management
  - Unclear authorities
  - Burden of responsibility for well-being of people and business revenues
  - Lack of ownership and entrepreneurial spirit
- Next:Land principles:
  - Maximizing shareholder value
  - Purpose driven
  - Distributed authority
  - Autonomy in collaboration
  - Privacy
  - Transparency
- Real benefits:
  - Individual level
  - Organizational level
  - Societal level
  - Contributes to overall development of society
  - Eco-driven over ego-driven
  - Post growth perspective - considers & contributes to sustainable development
- JPEG characteristics:
  - Resolution: 841.9x595.3
  - Colors: 256
  - File format: JPEG

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