Leading smart people

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Sr Research Scientist
Project manager
Team Leader
Department manager

novo nordisk®

17 yrs

Chief Commercial Officer

flow robotics

"Stuff falling out of the closet, old pizza turning green, dust bunnies blowing around...my room isn't messy, mom, it's interactive!"
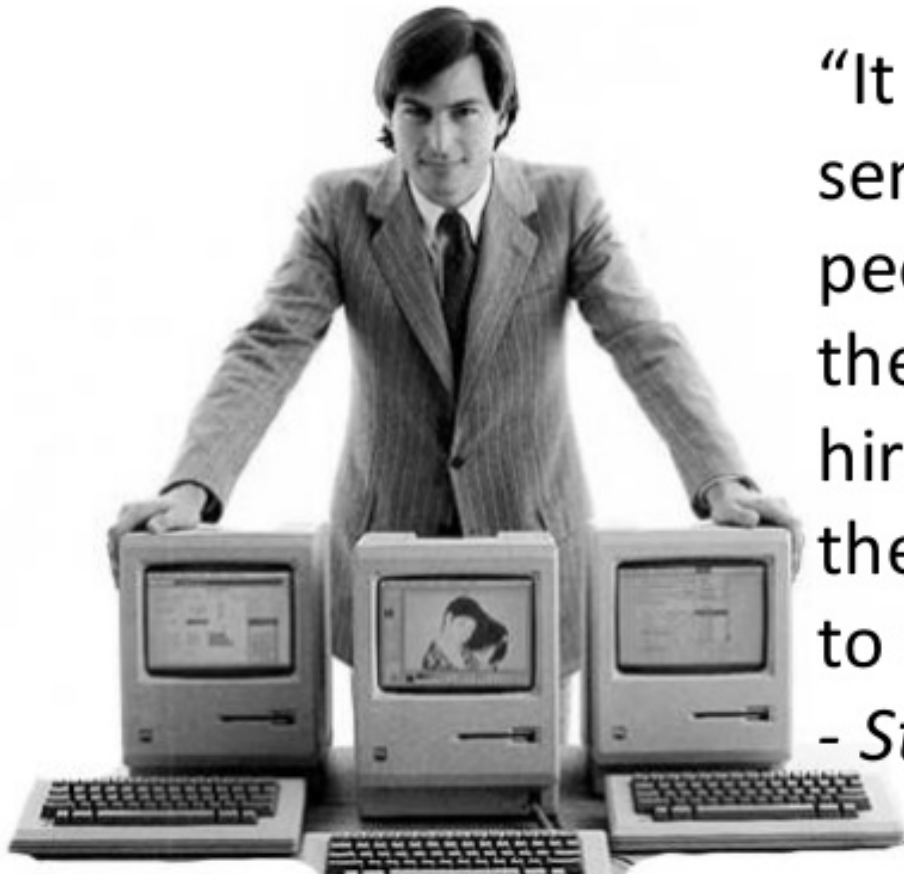
THE NEXT 2 HOURS

- INSPIRATION
- ADVICE
- FUN

WHAT DO YOU GET?

Leading **smart** people

1. ASSUME THAT PEOPLE ARE SMART

1. Assume that people are smart

"It doesn't make sense to hire smart people and then tell them what to do; we hire smart people so they can tell us what to do."
- *Steve Jobs*

1. Assume that people are smart

CEO
Mary Barra

10-page treatise on clothing

DRESS APPROPRIATE

Leading **smart** people

1. ASSUME THAT PEOPLE ARE SMART

2. **SECURE FREEDOM OF OPERATION**

2. Secure freedom of operation

https://www.ted.com/talks/yves_morieux_how_too_many_rules_at_work_keep_you_from_getting_things_done?language=da

2. Secure freedom of operation

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The road to hell is paved with good intentions.

~ Samuel Johnson

2. Secure freedom of operation
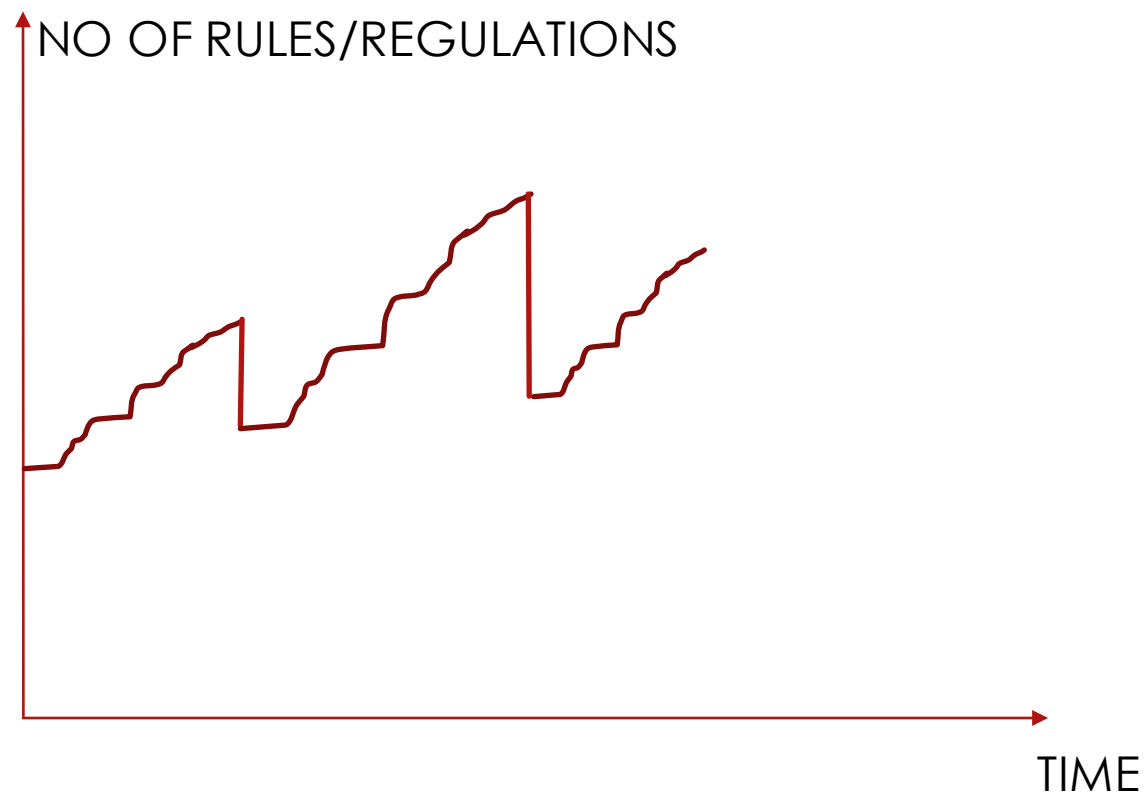
NO OF RULES/REGULATIONS

TIME

Leading **smart** people

1. ASSUME THAT PEOPLE ARE SMART
2. SECURE FREEDOM OF OPERATION
3. **TAKE RESPONSIBILITY FOR THE WORK ENVIRONMENT**

3. Take responsibility for the work environment

You may be in love with your work

BUT

your work will not love you back

ME + WORK

=

Work

I am a master of multitasking
1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24

Exercise

Dave Crenshaw

3. Take responsibility for the work environment

▶ https://bigthink.com/videos/daniel-levitin-on-multitasking-and-brain-evolution

SWITCH-TASKING

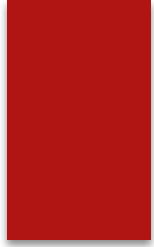# 3. Take responsibility for the work environment

Organisational structure

- Maximum 150 pers in a functional area
- 10-15 pers in a team
- Ensure as few interfaces as possible for each department
- Make changes that can last for more than 6 six months

3. Take responsibility for the work environment
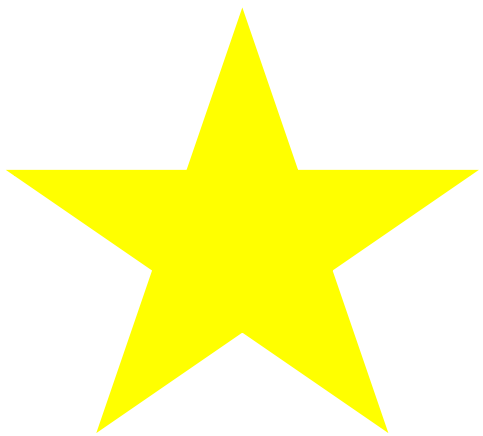
Exercise

Leading **smart** people

1. ASSUME THAT PEOPLE ARE SMART
2. SECURE FREEDOM OF OPERATION
3. TAKE RESPONSIBILITY FOR THE WORK ENVIRONMENT
4. **SEE AND DEVELOP THE STARS**

4. See and develop the stars

~~Set your own team~~

- Find the talents in your team and put them into play
- Develop the talents into stars
- Enjoy helping the talents grow

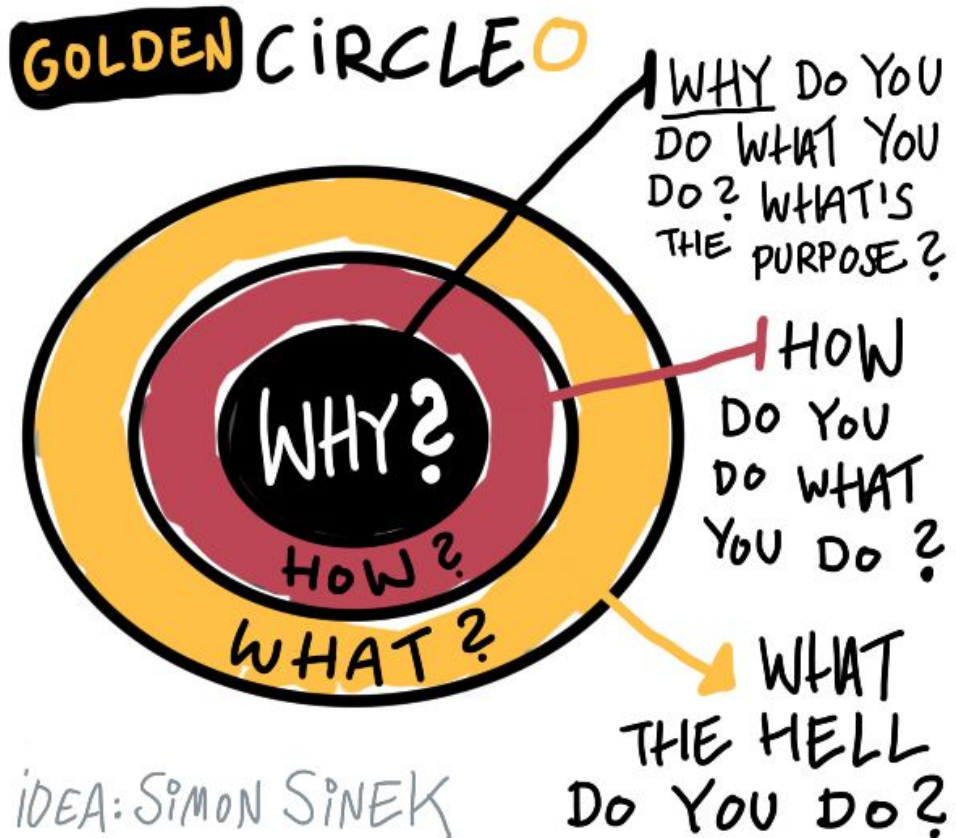# Exercise

Leading **smart** people

1. ASSUME THAT PEOPLE ARE SMART
2. SECURE FREEDOM OF OPERATION
3. TAKE RESPONSIBILITY FOR THE WORK ENVIRONMENT
4. SEE AND DEVELOP THE STARS
5. **START WITH THE WHY**

5. Start with the why

https://www.youtube.com/watch?v=IPYeCltXpxw

THANK YOU