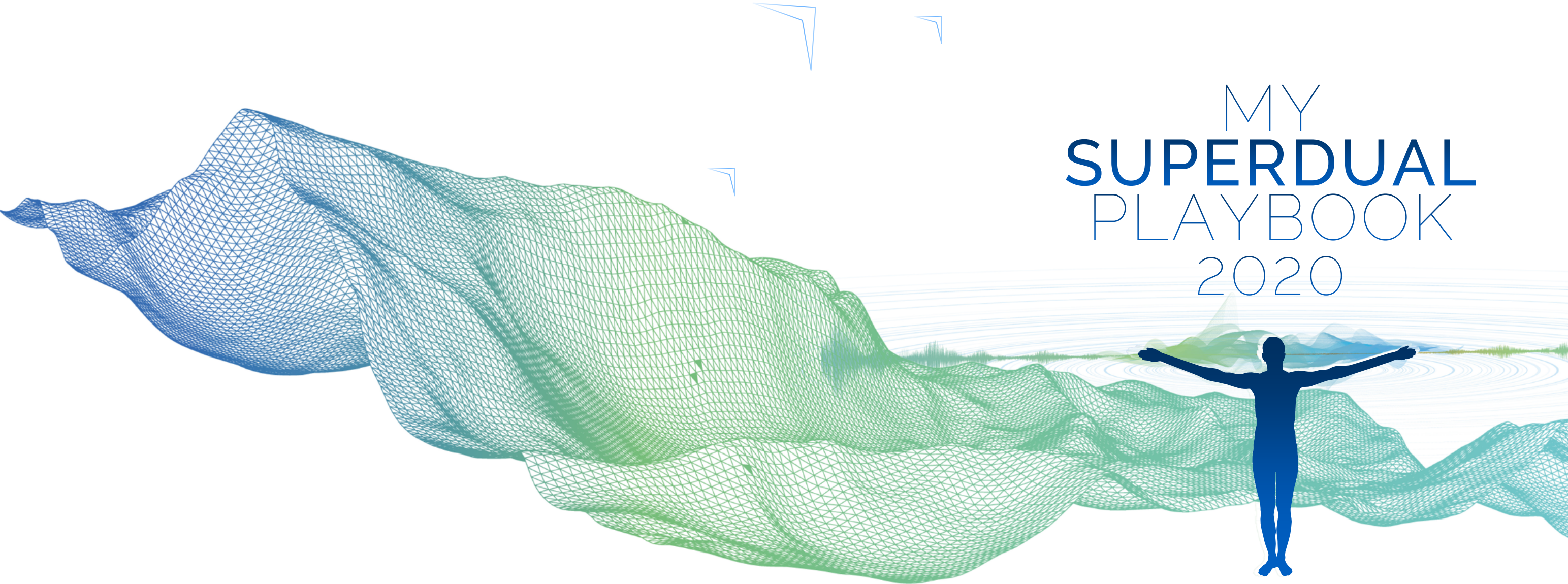


MY
SUPERDUAL
PLAYBOOK
2020





IMPRESSUM

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We would like to express our gratitude to all corporate leaders and consultants from across Europe, the Americas, and Asia Pacific who shared their views on 2020 in our **“Global Survey”**, providing us with food for thought for our own “superdual” year 2020.

You can use the results for your **personal inspiration**. Each section of the result presentation has a part for your individual view, including a newly developed **“superdual model exercise”**.

We wish you a **successful 2020**, have fun with the playbook,

Your Doujak Team

Keep developing
VON NIX KOMMT NIX.

TOPIC 1

We are living in an increasingly complex and chaotic world full of dualities, dilemmas and tensions. This leaves us with little to turn to for orientation. In this situation a superdual approach and attitude adds value.

Superdual means embracing these dualities to strengthen ourselves and our organizations.

It is not about choosing one polarity over the other but enhancing both to their maximum potential.

Some quotes from the survey:

“Transform while perform.”

“Lean operation while innovation execution.”

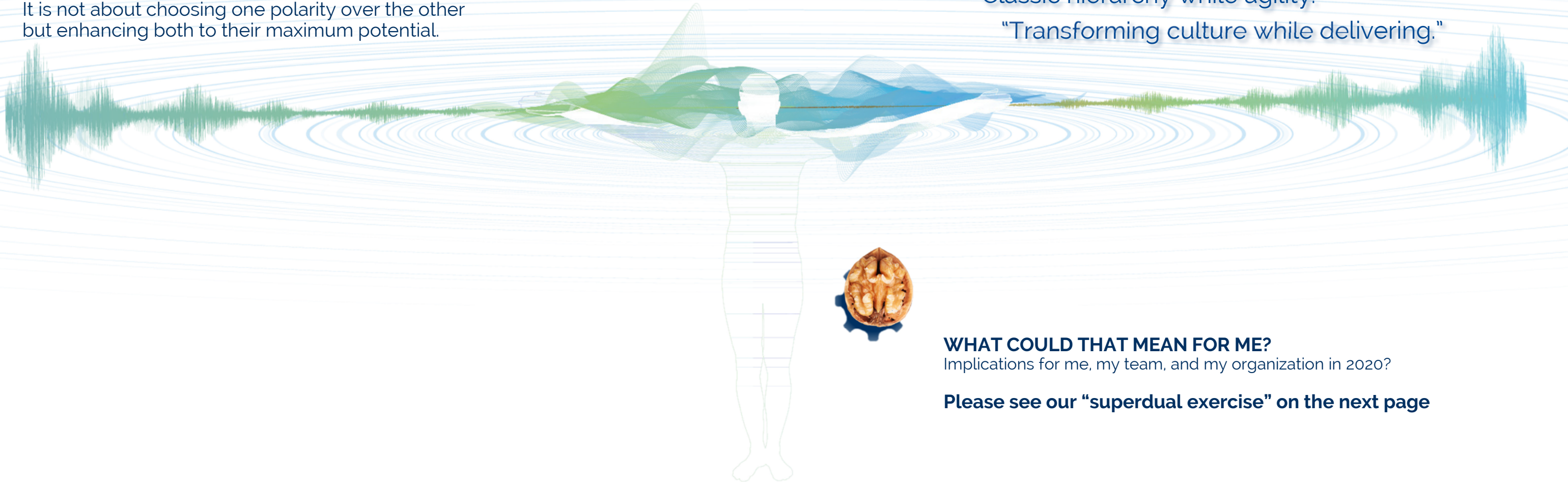
“Profitability while Sustainability.”

“Digital while analogue.”

“Be effective in cutting costs while not cutting the future.”

“Classic hierarchy while agility.”

“Transforming culture while delivering.”



WHAT COULD THAT MEAN FOR ME?

Implications for me, my team, and my organization in 2020?

Please see our “superdual exercise” on the next page

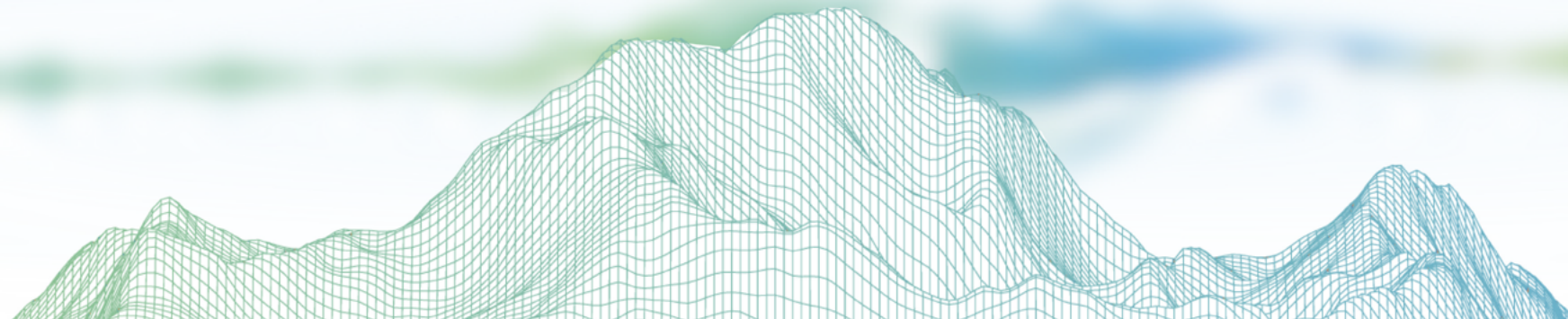
THE “SUPERDUAL EXERCISE: MY MAXIMUM STRETCH 2020”

As a “longstanding tradition” we offer a personal reflection/exercise for the upcoming year 2020.





Please ... take some time, tea ... and something to write

Let us start with the survey results



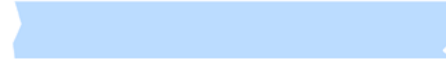
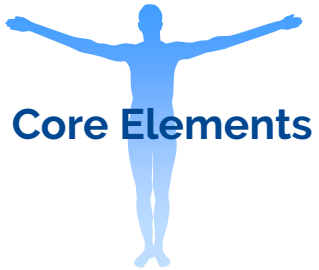
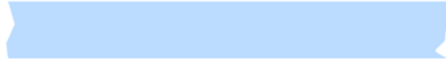
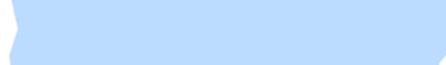
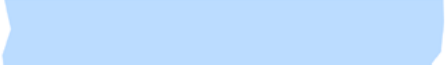


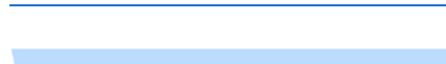
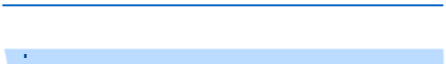


STEP 1: CIRCLE THE MOST RELEVANT ONES AND/OR ADD YOUR OWN (TOP 3)

| | | | |
|---|---|---|---|
| Flexibility while boundaries | Individual freedom while collective engagement | Growth while cohesion & identity | Efficiency while effectiveness |
| Tradition while new | Do more/better while less resources/ more speed | (Need) decisions while uncertainty | Transform while perform |
| Sustainability while profit orientation | Standard while customer requests |  Your missing duality |  Your missing duality |

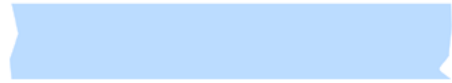
STEP 2: WRITE DOWN YOUR MOST IMPORTANT DUALITIES FOR 2020

| | | |
|--|---|--|
| 1.  |  while | 1.  |
| 2.  | | 2.  |
| 3.  | | 3.  |

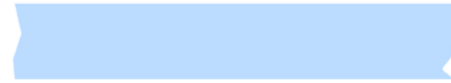
STEP 3: LOOKING AT YOUR FIRST DUALITY: WHAT ARE THE CORE ELEMENTS OF EACH POLARITY?

| | | |
|---|---|---|
|  |  Core Elements |  |
|  | |  |
|  | |  |
|  | |  |
|  | |  |


STEP 4: HOW DO I STRENGTHEN EACH POLARITY?



while



Actions



.....


.....

.....

.....

.....

Actions



.....

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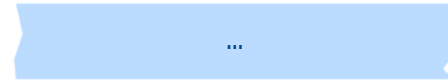
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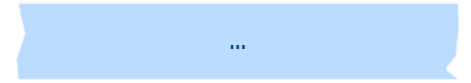
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STEP 5: CLEANING UP YOUR HOUSE. WHAT DO WE STOP DOING?

There might be a lot of compromises around the place, unclearities how to handle things, etc. This adds to your complexity and could be a detriment to your success.



while



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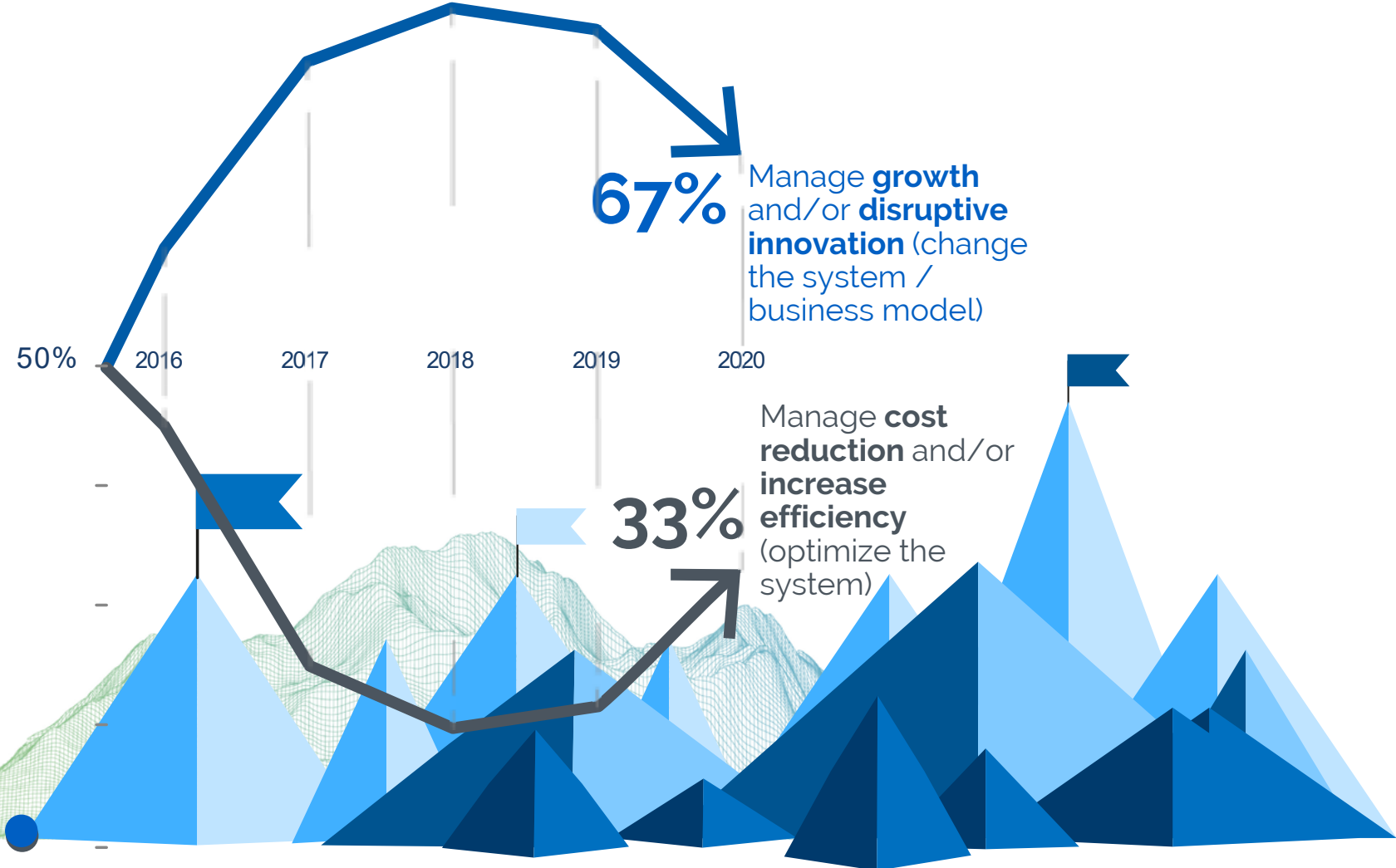
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TOPIC 2

GROWTH OR EFFICIENCY:

The "classic question" we have been posing since the very beginning of our surveys - and we have seen dramatic shifts in the answers throughout the years. Have a look at this year's rating.



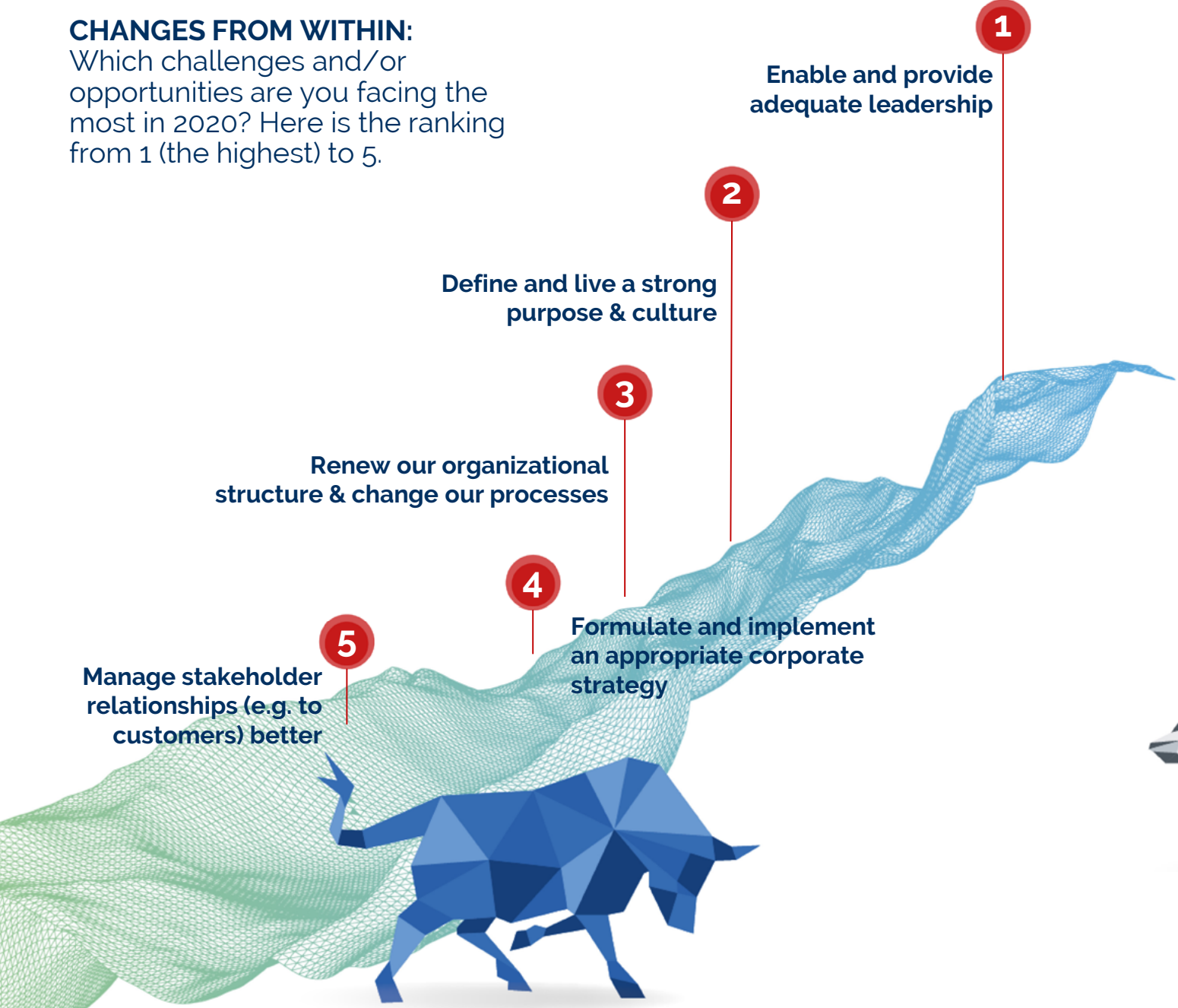
WHAT COULD THAT MEAN FOR ME?

Implications for me, my team, and my organization in 2020?

TOPIC 3

CHANGES FROM WITHIN:

Which challenges and/or opportunities are you facing the most in 2020? Here is the ranking from 1 (the highest) to 5.



WHAT COULD THAT MEAN FOR ME?

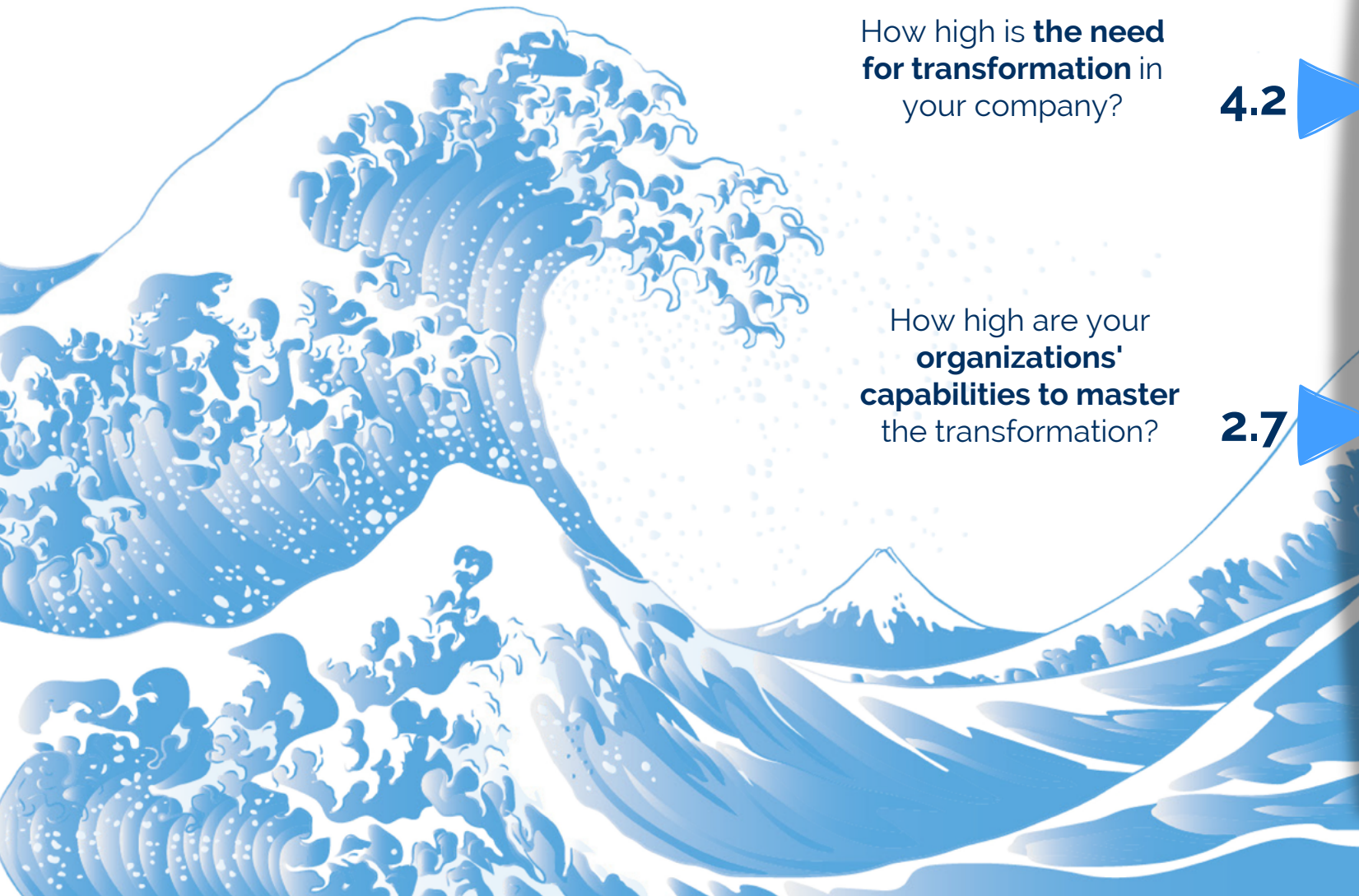
Implications for me, my team, and my organization in 2020?



TOPIC 4

FACING A CHALLENGING ENVIRONMENT:

Opportunities/challenges in transforming your company/managing change in 2020. A rating of "5" would be the highest.



How high is **the need for transformation** in your company?

4.2

How high are your **organizations' capabilities to master** the transformation?

2.7



WHAT COULD THAT MEAN FOR ME?

Implications for me, my team, and my organization in 2020?

TOPIC 5

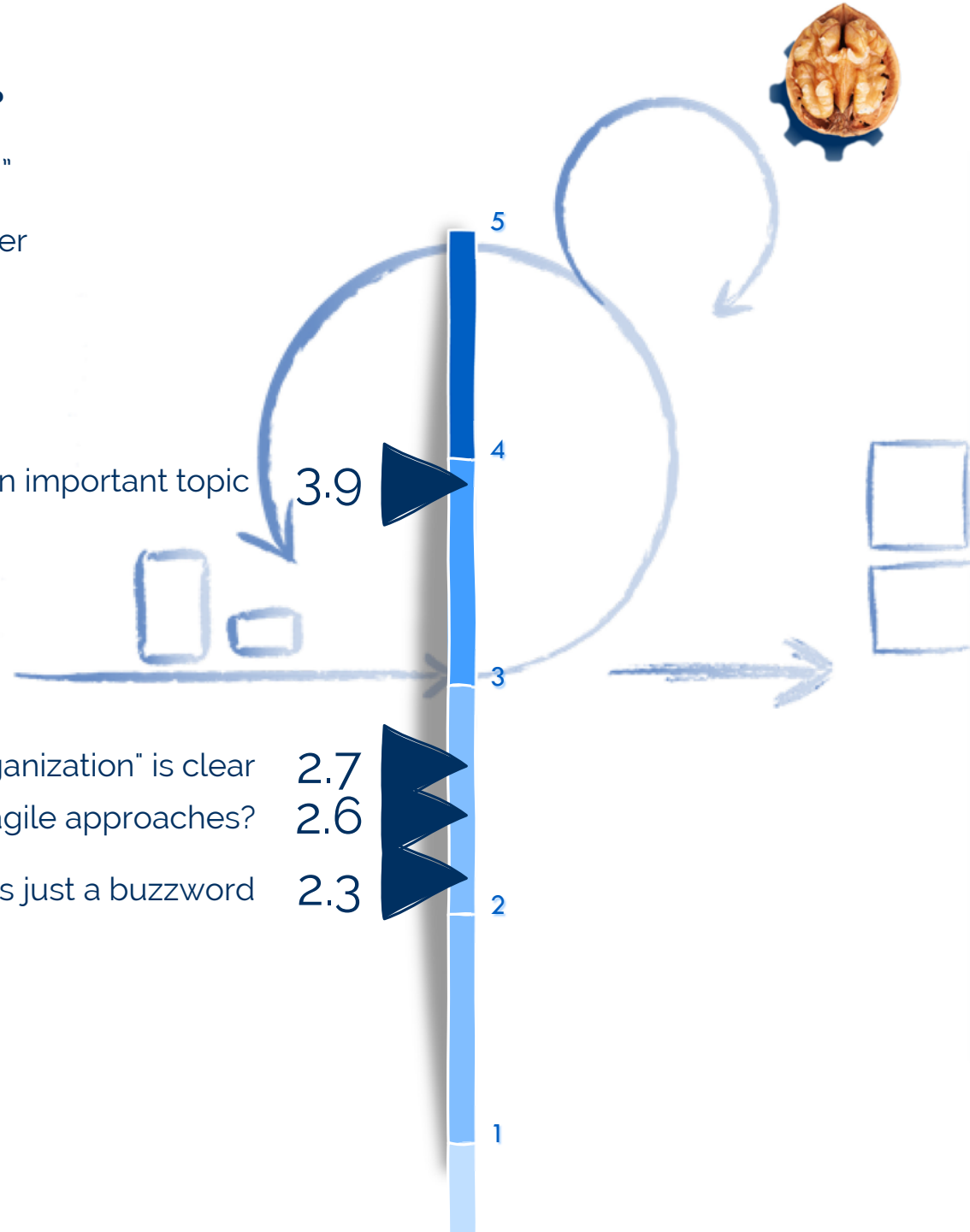
IS AGILE THE NEW NORM FOR BUSINESS?

To become and stay an "Agile Organization" is a journey. What experience do you have with Agile? Do you have any plans for further transformation towards Agile?

- The target picture referring to an "agile organization" is clear 2.7
- To which extent are you currently using agile approaches? 2.6
- I can't hear the word "agile" anymore. It's just a buzzword 2.3

Become more agile is an important topic

3.9



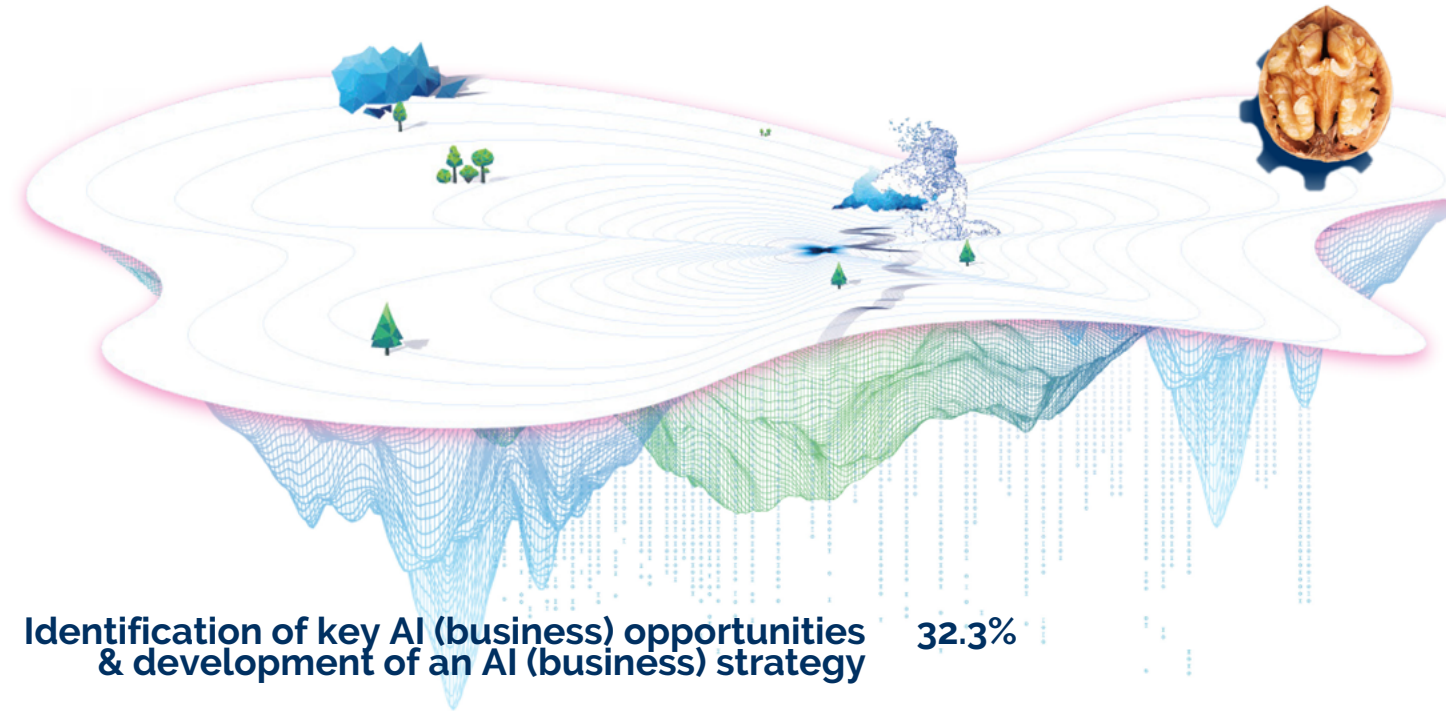
WHAT COULD THAT MEAN FOR ME?

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TOPIC 6

ARTIFICIAL INTELLIGENCE:

The implementation of Artificial Intelligence (AI) continues to increase and the development advances at a rapid pace. Businesses need to overcome certain challenges and the key lies in leveraging the right opportunities in AI. This is how participants rank the different aspects:



| | |
|---|--------------|
| Identification of key AI (business) opportunities & development of an AI (business) strategy | 32.3% |
| Organizational transformation | 22.0% |
| Availability of AI experts | 16.9% |
| Adaptation or reinvention of business models | 16.5% |
| Availability of technical resources (hardware / software) | 12.2% |



WHAT COULD THAT MEAN FOR ME?

Implications for me, my team, and my organization in 2020?