

Strategic
Transformation by design

Rafał Kołodziej

CEO GREENHAT INNOVATION



DESIGN

TALKS

BUSINESS

Conference



Greenhat.

/ 01

Transform your
business

/ 04

Deliver value for your
customers

/ 07

Define company vision
with futures thinking

/ 02

Create new products
and services

/ 05

Build complex brand
experience

/ 08

Improve customer
experience

/ 03

Design and implement
innovation processes

/ 06

Prototype and test new
concepts and services

/ 09

Develop your team and
reduce the risk



**There is nothing
sure in the world
but the change.**



WUCA

Volatility

Uncertainty

Complexity

Ambiguity

Co-Botisation /
3D Printing /
Industry 4.0 /
Artificial Intelligence /
Intelligence of Things /
Crypto-currencies /
Bots /
Dematerialisation /
Circular Economy /
Open Innovation /
Augmented Reality /
Virtual Reality /
Uberization /



Business-wise: one third of today's companies will disappear from the market over the next 5 years.



47% of today's jobs will disappear in the next 25 years. Half of the new ones will emerge that do not exist today.

<https://www.oxfordmartin.ox.ac.uk/opinion/view/404>

<https://willrobotstakemyjob.com/>

Enter your job

or show [random example](#)

WILL ROBOTS TAKE MY JOB?

[About](#) [Rankings](#)

92%



Start using Asana today, and say goodbye to status meetings and distracting DMs.

ADS VIA CARBON

Retail Salespersons

SOC CODE: 41-2031

Sell merchandise, such as furniture, motor vehicles, appliances, or apparel to consumers.

AUTOMATION RISK LEVEL

You are doomed

or 92% probability of automation

PROJECTED GROWTH

7%

by 2024

WILL ROBOTS TAKE MY JOB?

[About](#) [Rankings](#)

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7%

by 2024

WILL ROBOTS TAKE MY JOB?

[About](#) [Rankings](#)

2%



400+ TLDs. 100+ plugins. All the bells-and-whistles included.

ADS VIA CARBON

Fashion Designers

SOC CODE: 27-1022

Design clothing and accessories. Create original designs or adapt fashion trends.

AUTOMATION RISK LEVEL

Totally Safe

or 2% probability of automation

PROJECTED GROWTH

3%

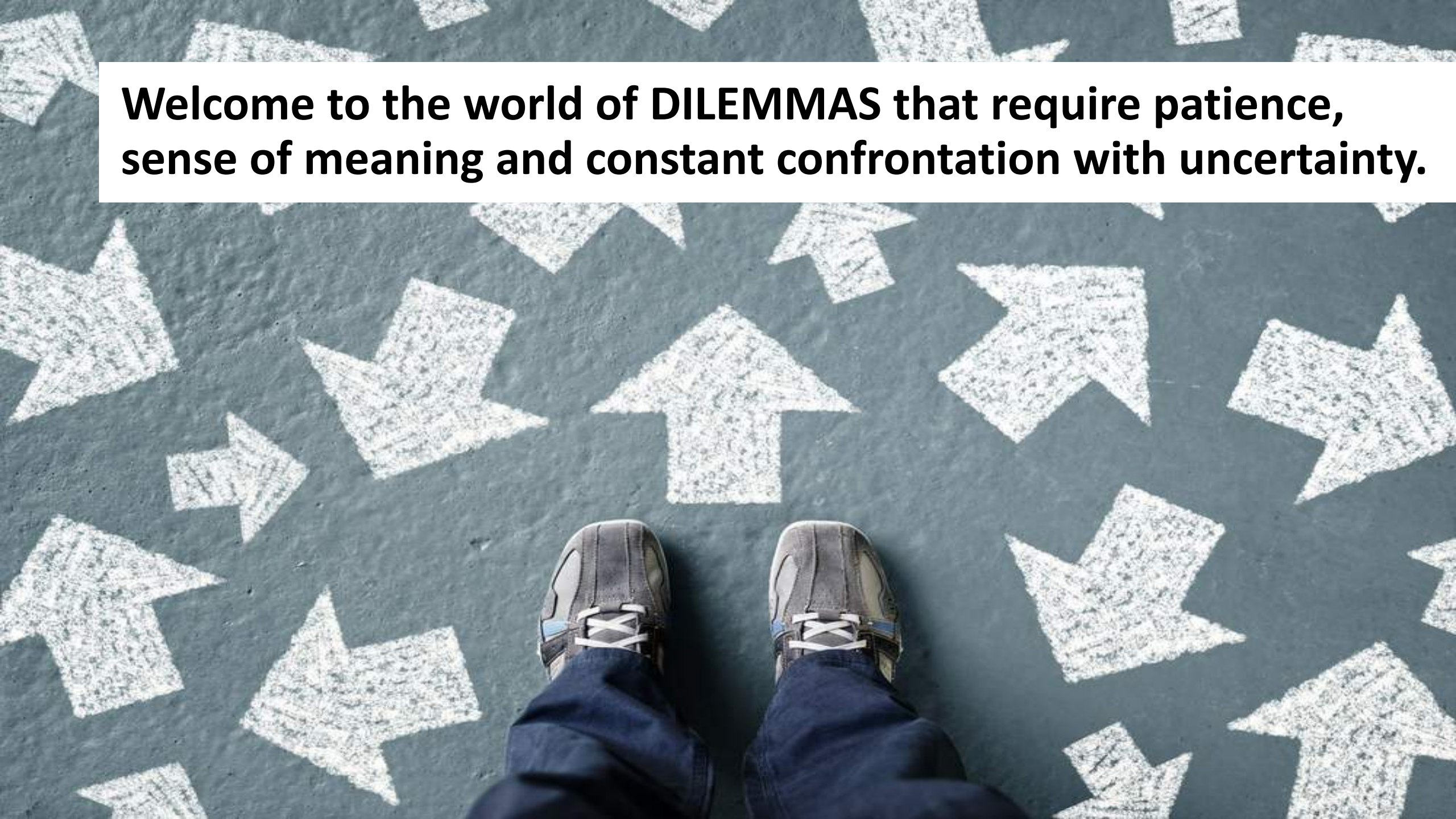
by 2024



The world of solving a problem is over.

Analysis, speed of action & mitigating risk is not enough anymore.

Welcome to the world of DILEMMAS that require patience, sense of meaning and constant confrontation with uncertainty.





**DILEMMAS are complex, unclear, enigmatic and misleading.
It's not only unclear where to go, but even where to start.**

TOP 10 SKILLS

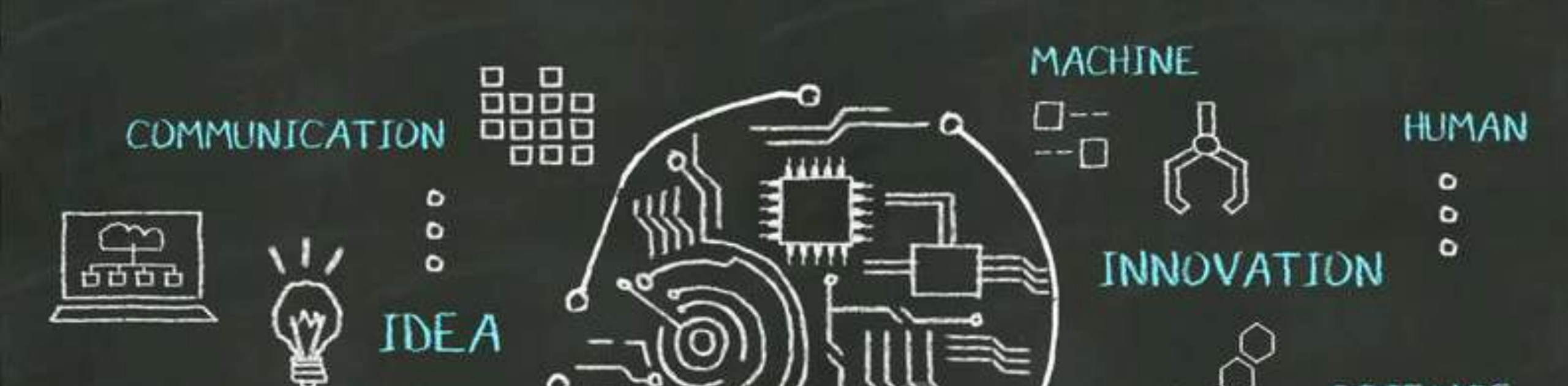


in 2020

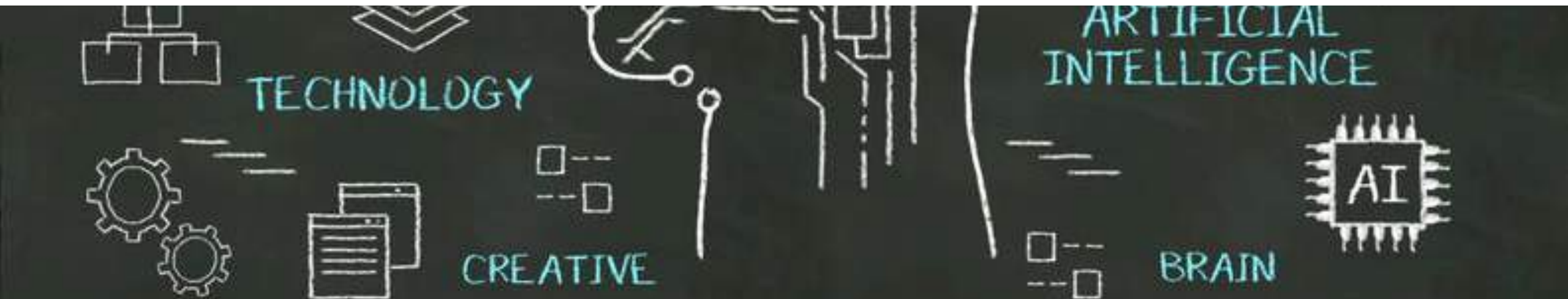
1. Complex Problem Solving
2. Critical Thinking
3. Creativity
4. People Management
5. Coordinating with Others
6. Emotional Intelligence
7. Judgment and Decision Making
8. Service Orientation
9. Negotiation
10. Cognitive Flexibility

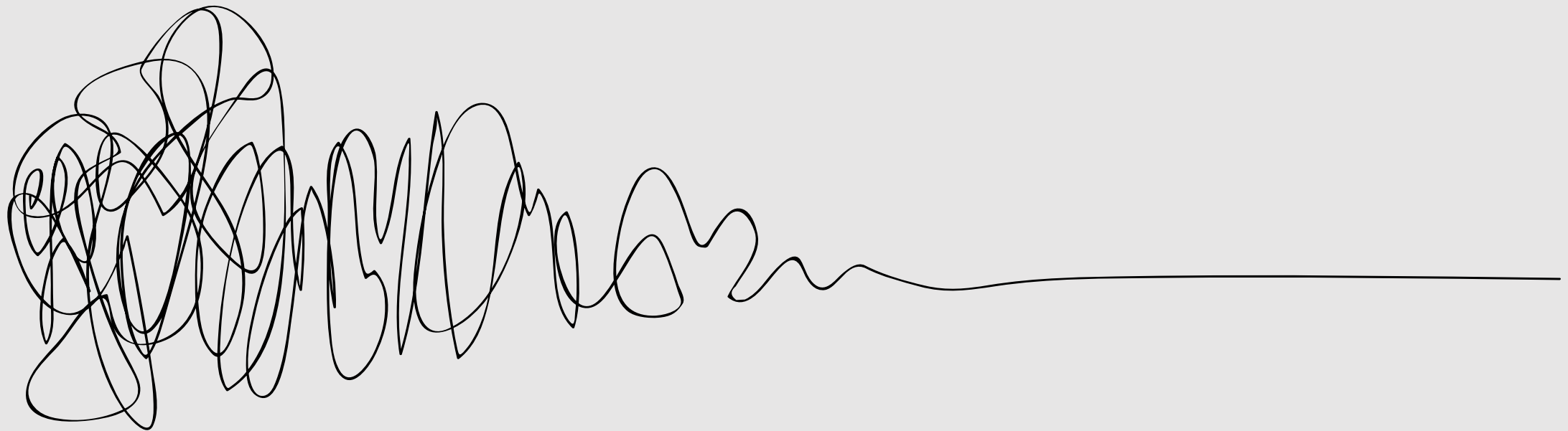
in 2015

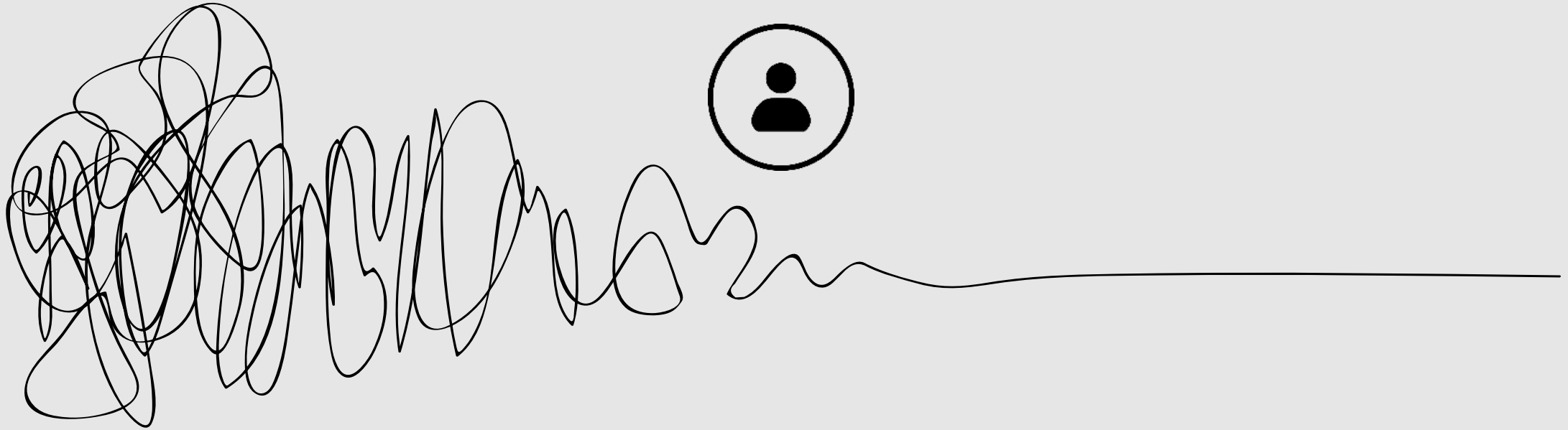
1. Complex Problem Solving
2. Coordinating with Others
3. People Management
4. Critical Thinking
5. Negotiation
6. Quality Control
7. Service Orientation
8. Judgment and Decision Making
9. Active Listening
10. Creativity

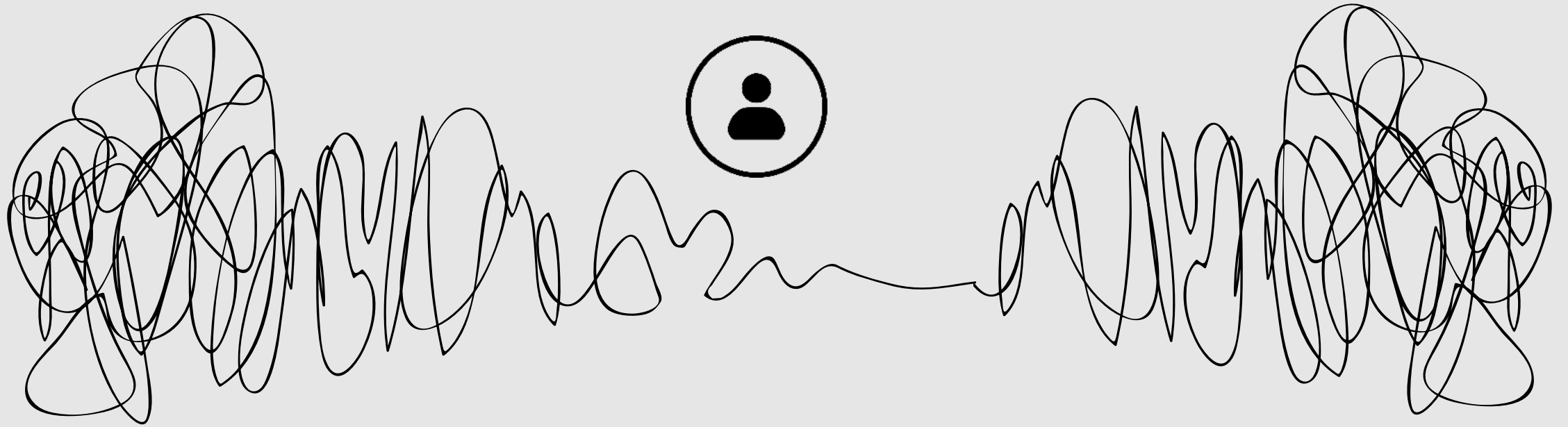


We need not only a different approach,
but also a new process and tools to work with change.

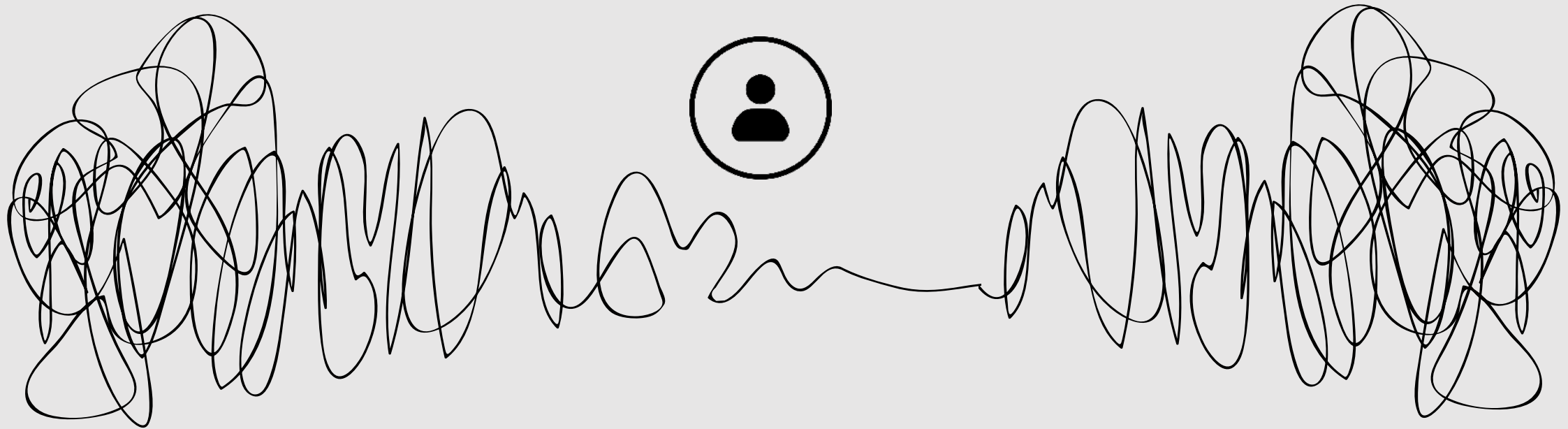




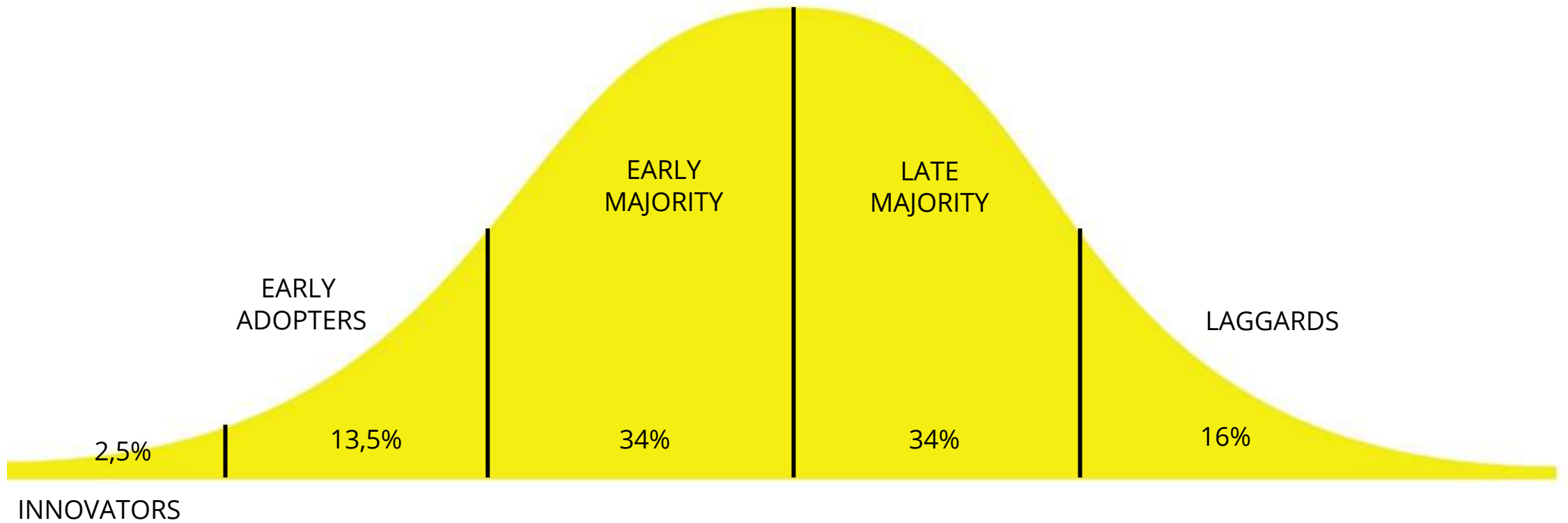




Let's ask our
customers what
solutions they expect!



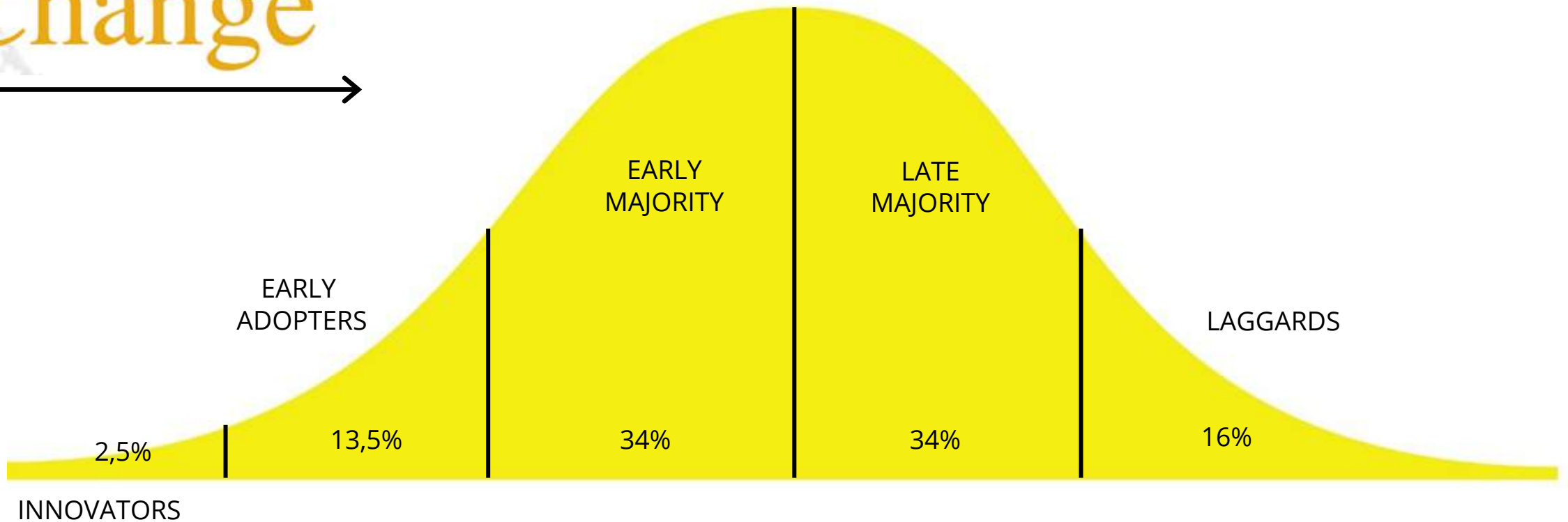
EVERY INNOVATION IS CROSSING SUBSEQUENT PHASES



MOST OF US IS NOT INTERESTED IN ANY CHANGE

MAJORITY OF PEOPLE IS NOT INTERESTED IN CHANGE AND CHOOSE A SOLUTION WHICH KNOWS.

Change

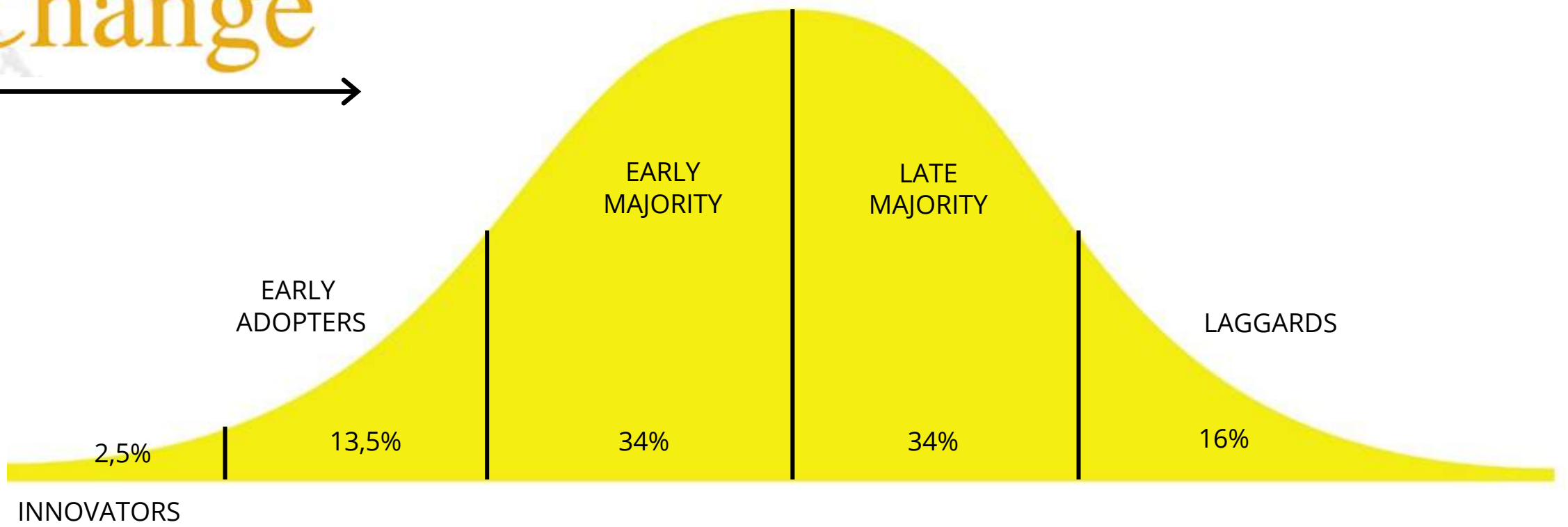


PSYCHOLOGY WORKS AGAINST ANY CHANGE

loss aversion

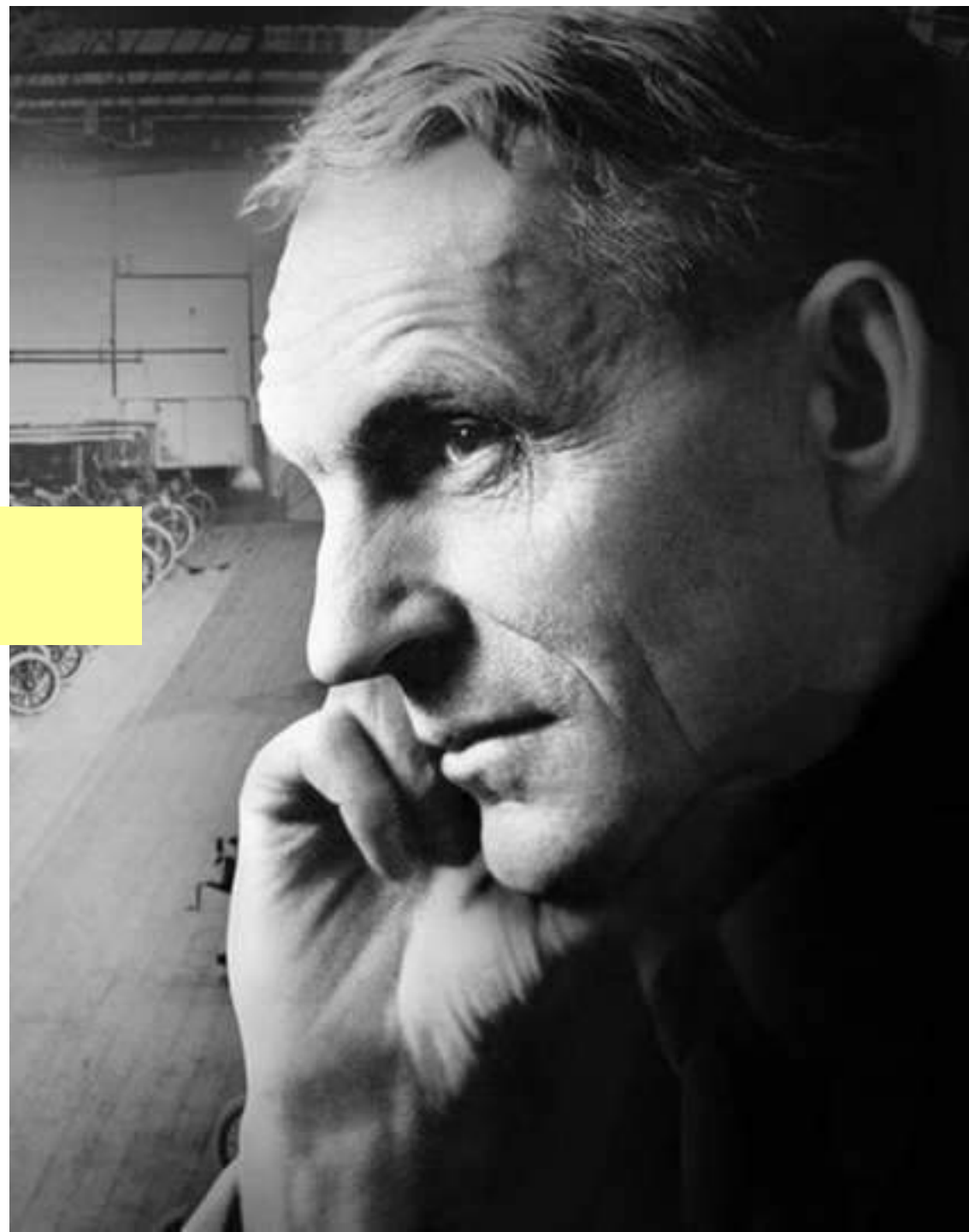
MAJORITY OF PEOPLE IS NOT INTERESTED IN CHANGE AND CHOOSE A SOLUTION WHICH KNOWS.

Change →

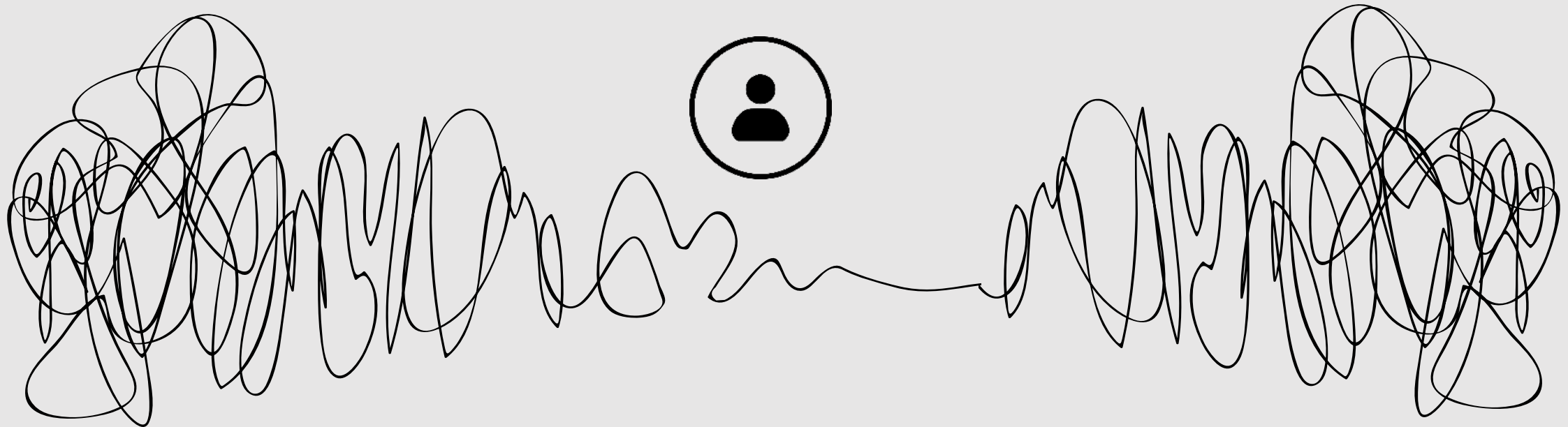


'If I had asked people what they wanted, they would have said **faster horses.**'

H. Ford



Let's ask
experts. They must
know more and better!



**'The phone is an
unusual invention,
but will anyone
ever use it?'**

**Rutherford B. Hayes.
Prezydent USA, 1875**



**'There is room
for up to five
computers on the
global market'**

**Thomas Watson,
Founder & CEO IBM, 1943**



**'One billion
customers – can
anyone catch the
cell phone king?'**

**Olli-Pekka Kallasvuo
CEO Nokia, 2007**



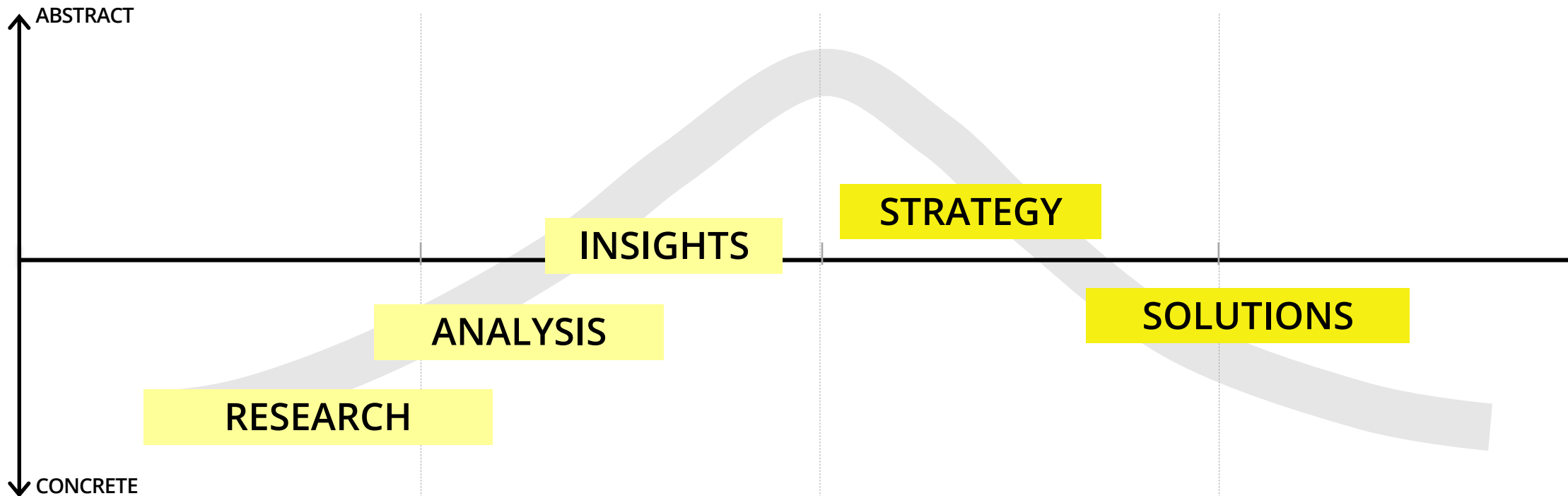
CLASSIC WAY OF THINKING

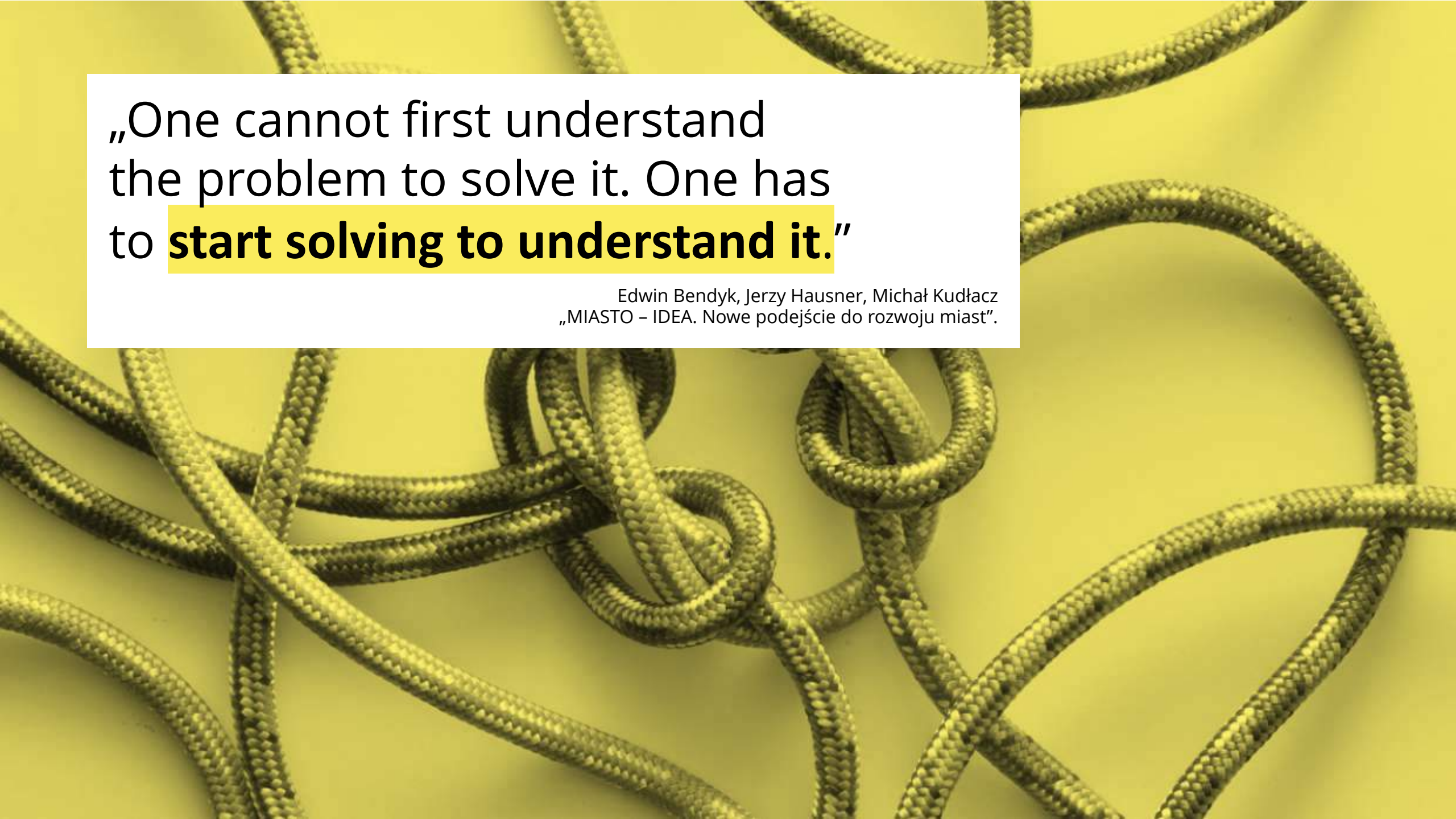
UNDERSTAND

immerse in the user world of a customer and his/her way of thinking

BUILD

human centered direction & set of actions enabling implementation

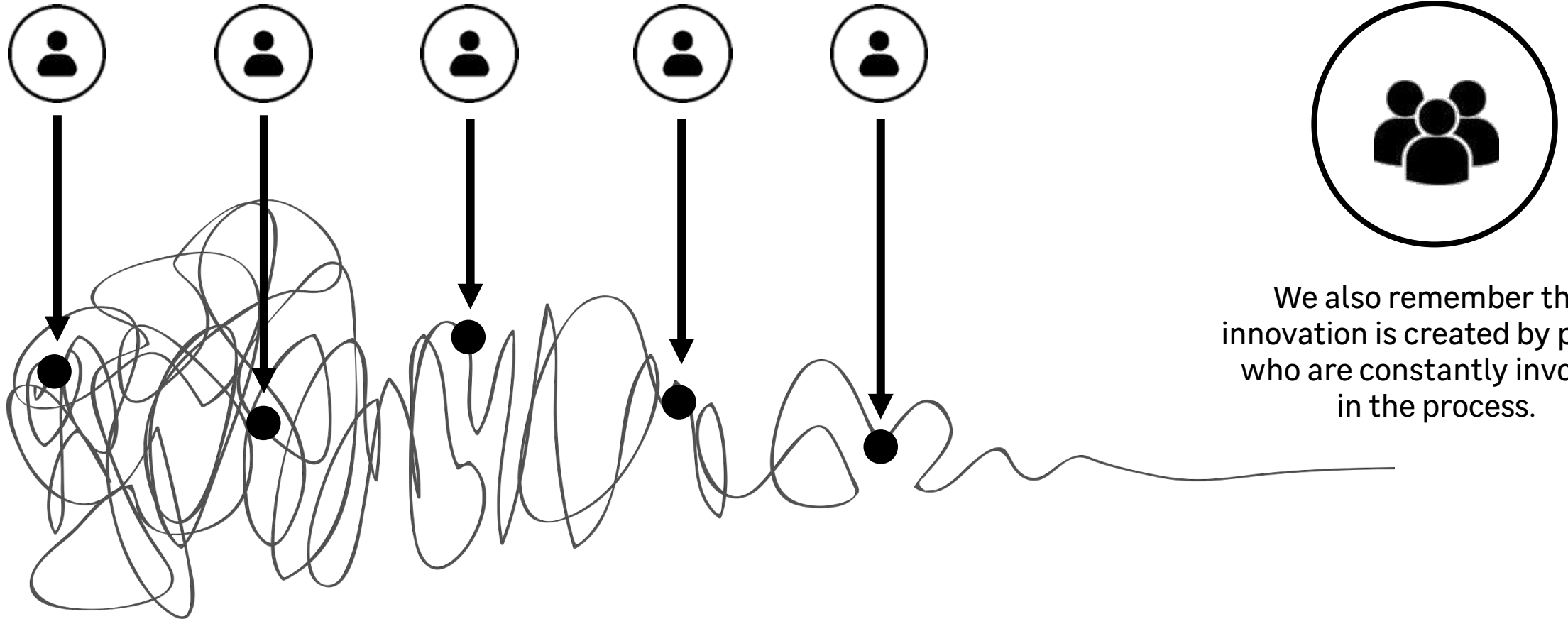




„One cannot first understand
the problem to solve it. One has
to **start solving to understand it.**”

Edwin Bendyk, Jerzy Hausner, Michał Kudłacz
„MIASTO – IDEA. Nowe podejście do rozwoju miast”.

WE CREATE INNOVATION IN AN ITERATIVE PROCESS WITH CUSTOMER THAT HELPS US UNDERSTAND THE PROBLEM



We also remember that innovation is created by people who are constantly involved in the process.



**AREN'T
WE MISSING
SOMETHING?**

CLASSIC WAY OF THINKING

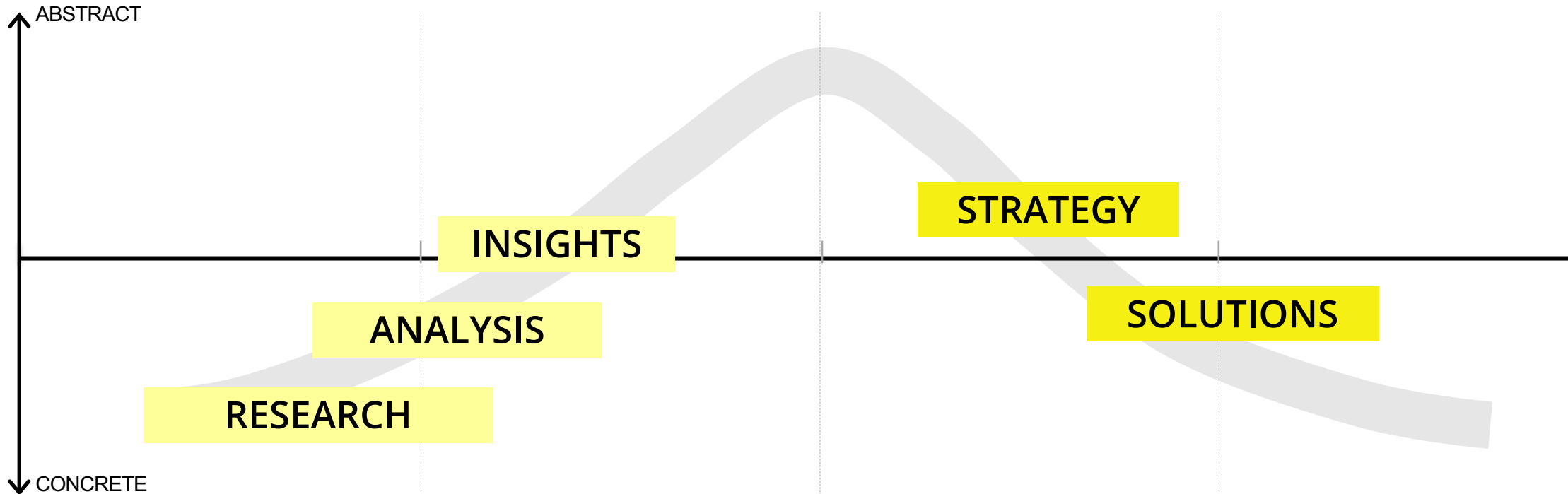
UNDERSTAND

immerse in the user world of a customer and his/her way of thinking

**TERRA
MAGICA?**

BUILD

human centered direction & set of actions enabling implementation



TRANSFORMATIONAL WAY OF THINKING

UNDERSTAND

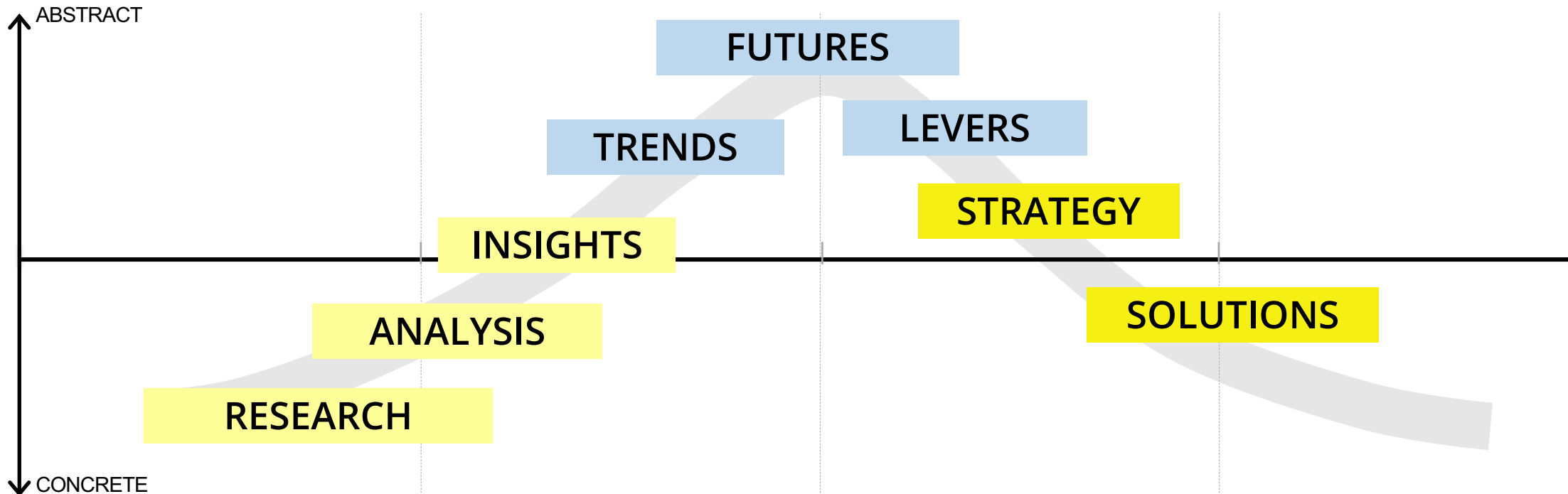
immerse in the user world of a customer and his/her way of thinking

TRANSFORM

convert data and knowledge into possible futures and values for customer

BUILD

human centered direction & set of actions enabling implementation



VOLATILITY

UNCERTAINTY

COMPLEXITY

AMBIGUITY

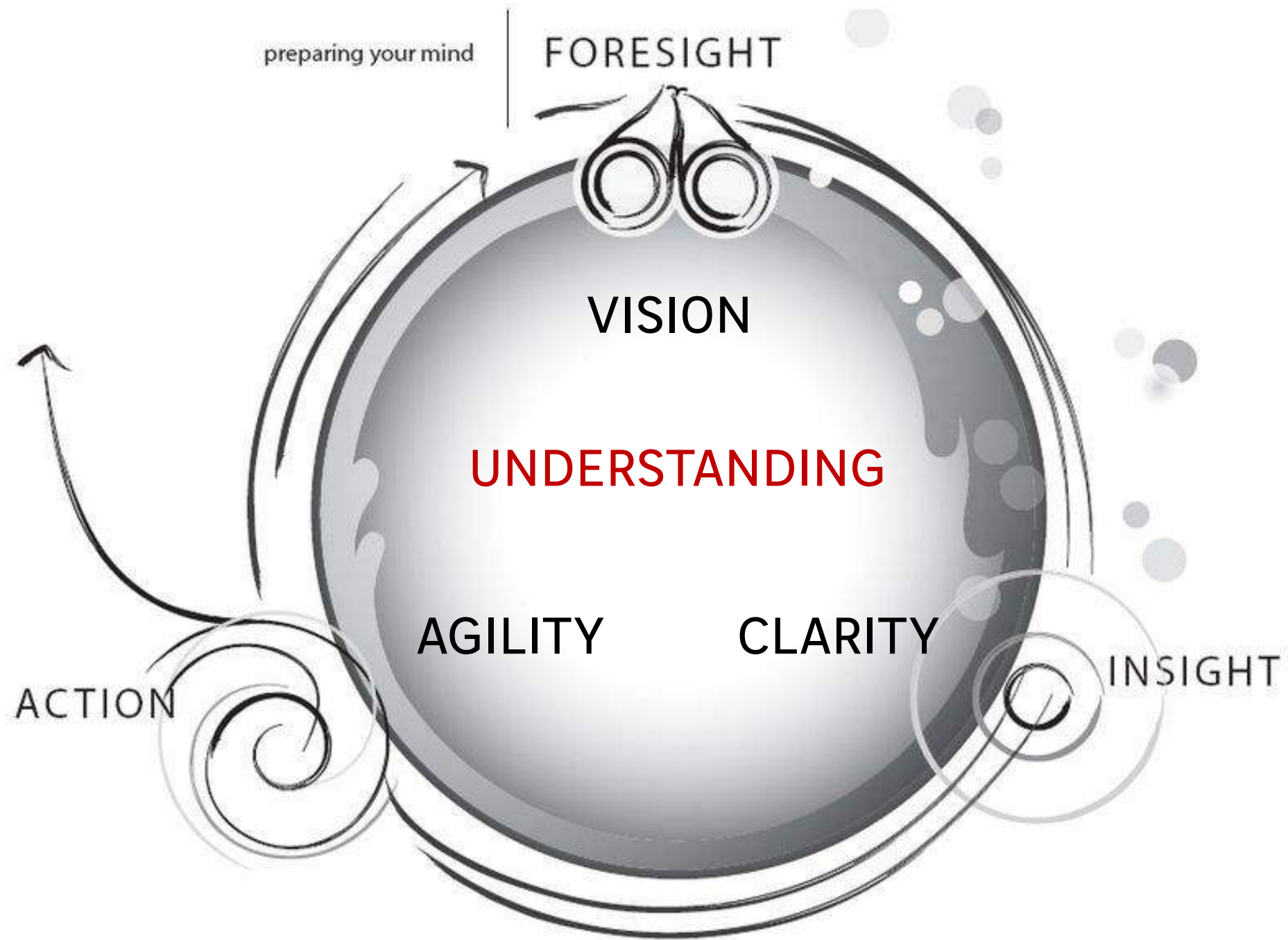
VUC A

VISION

UNDERSTANDING

CLARITY

AGILITY



preparing your mind

FORESIGHT

VISION

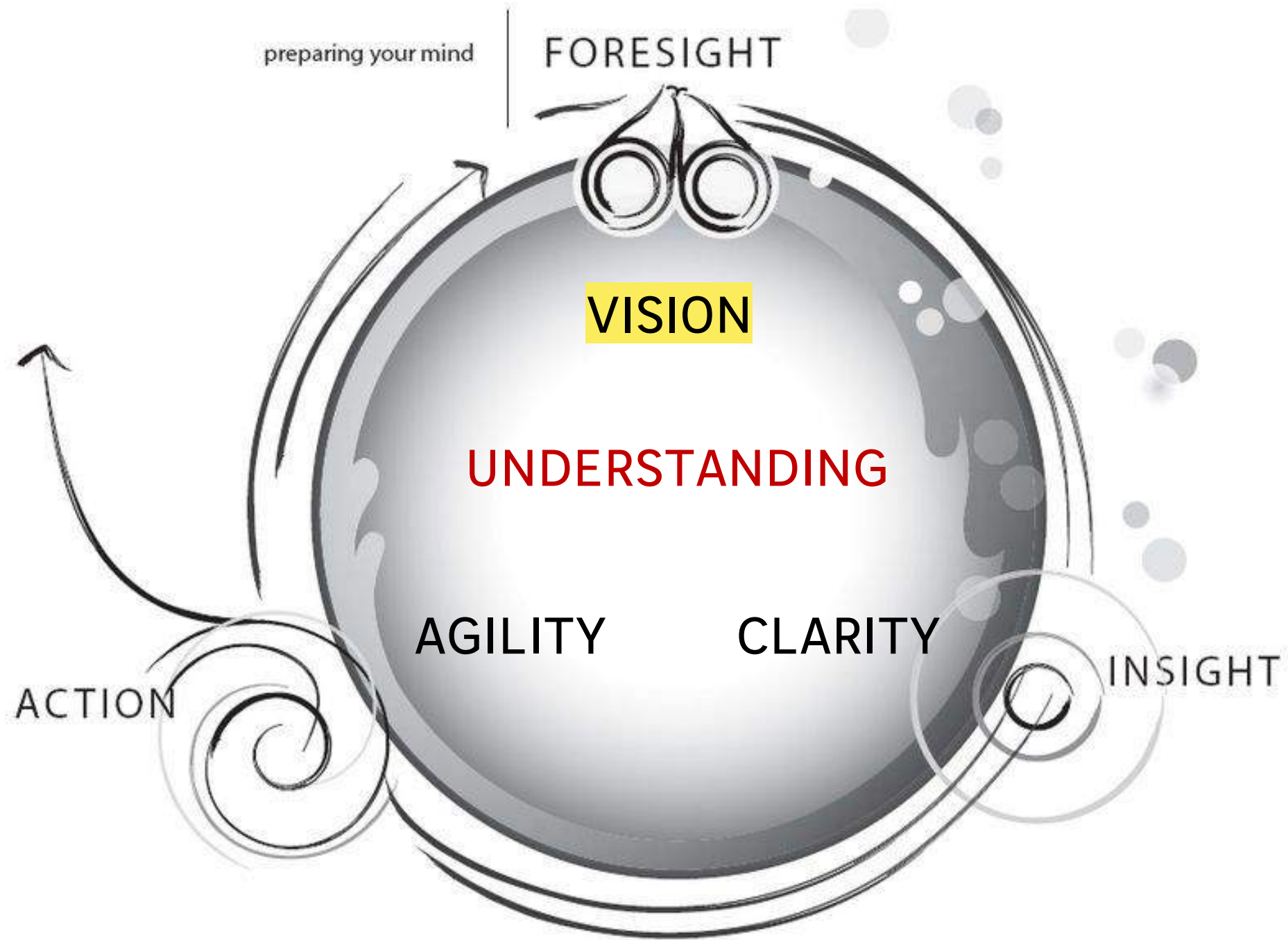
UNDERSTANDING

AGILITY

CLARITY

INSIGHT

ACTION



preparing your mind

FORESIGHT

VISION

UNDERSTANDING

AGILITY

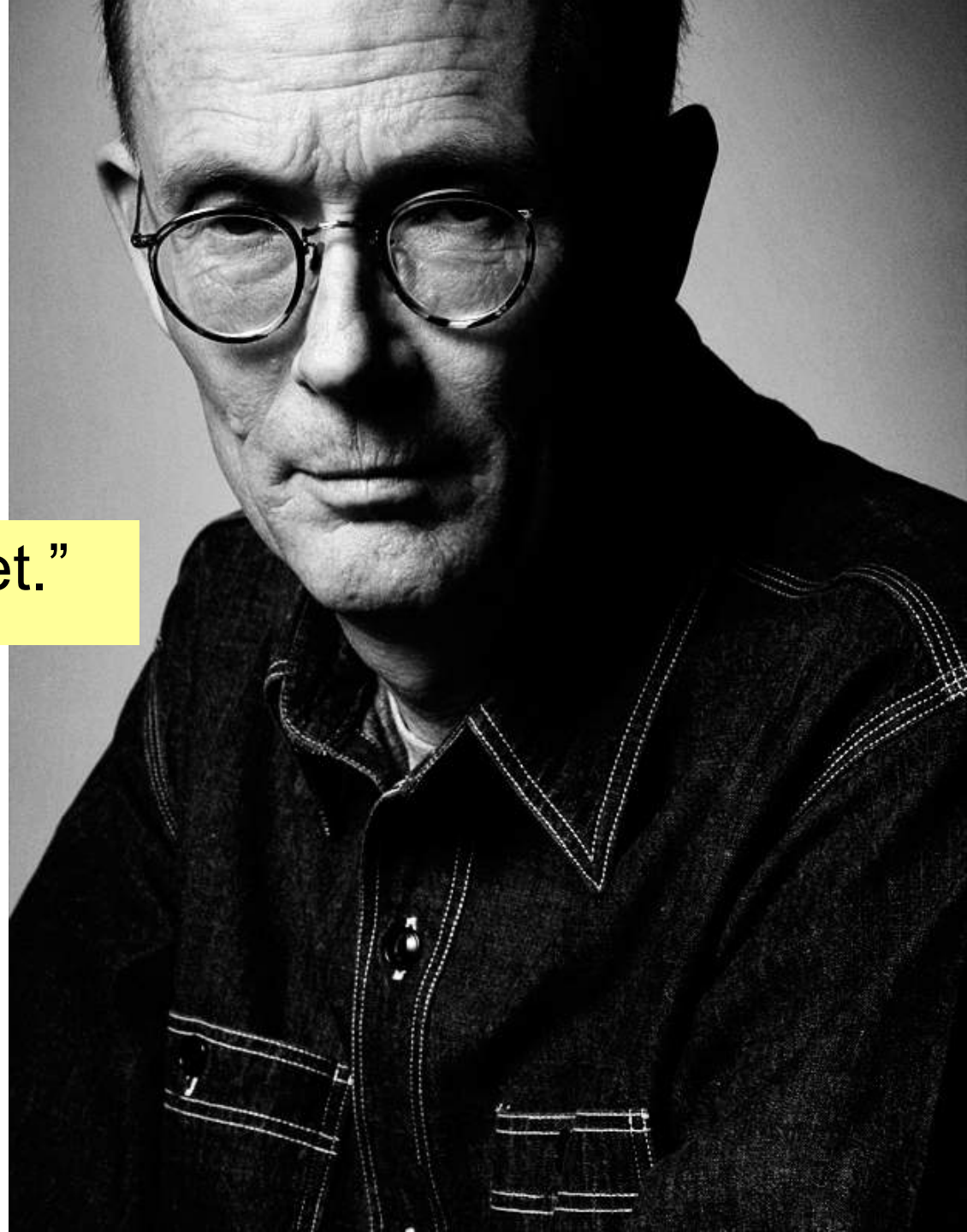
CLARITY

INSIGHT

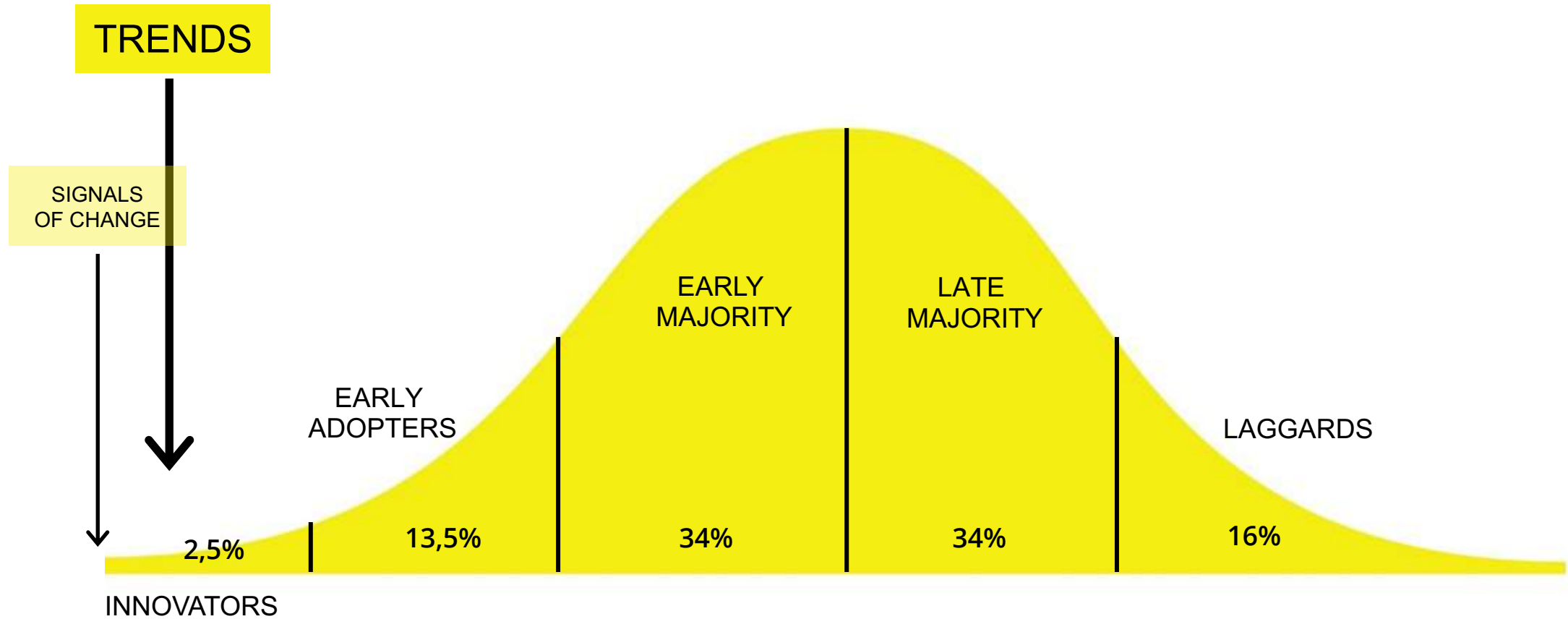
ACTION

„The future has already arrived.
It's just not evenly distributed yet.”

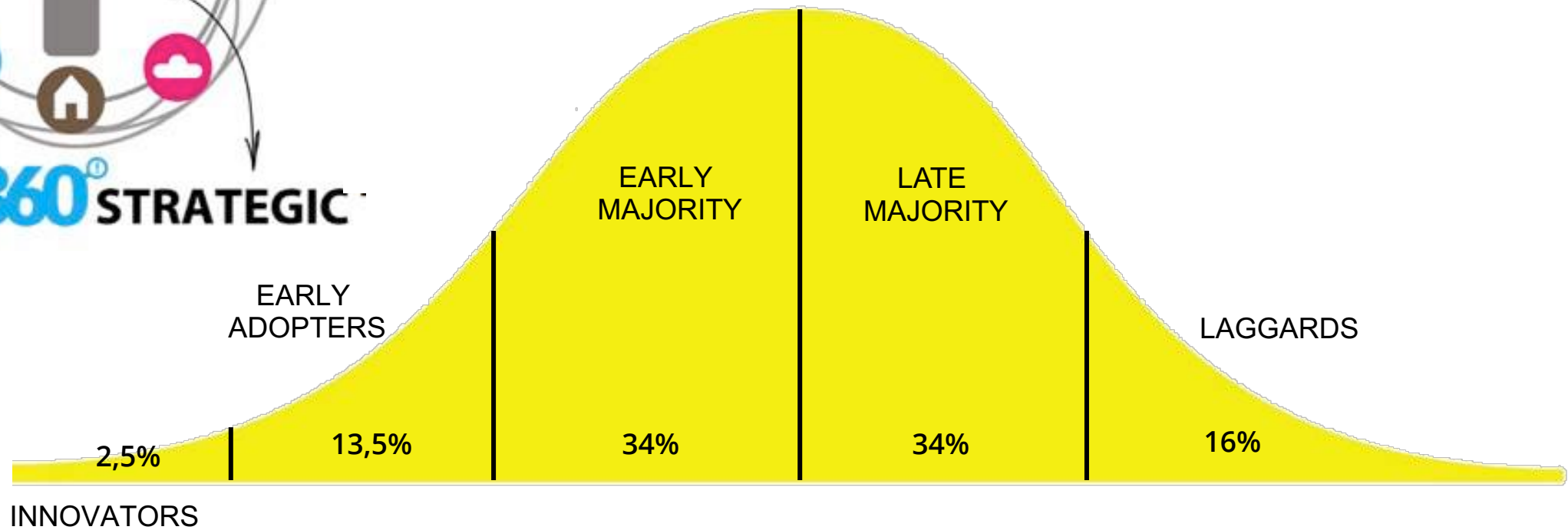
W. Gibson



LOOK FOR THE FUTURE AT THE FAR HORIZON

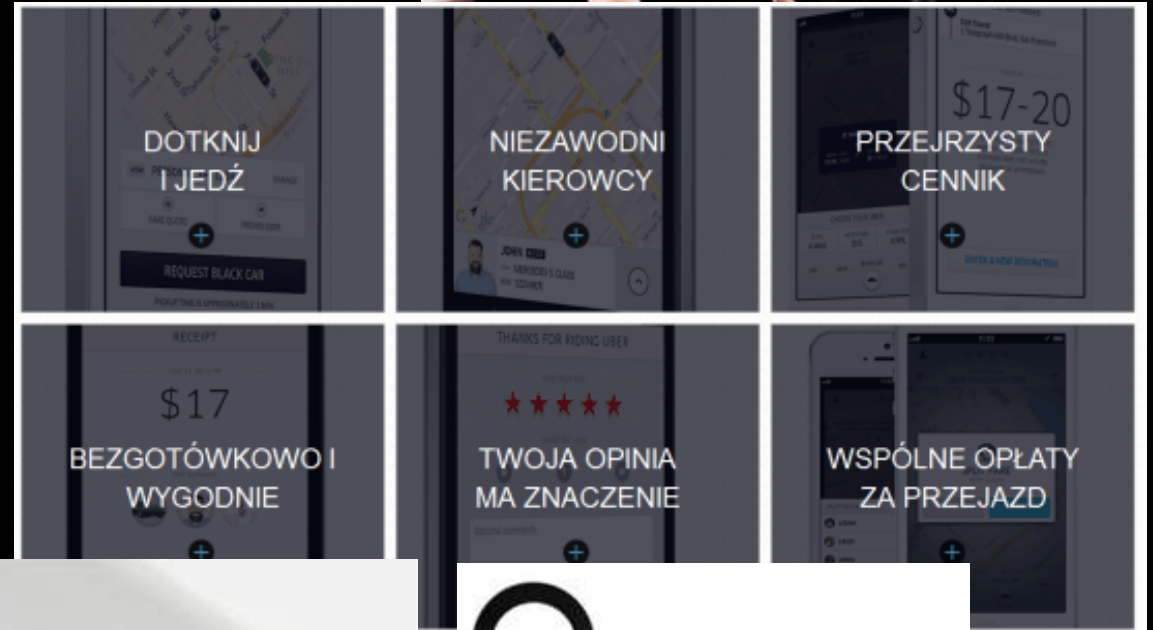


REMEMBER: THE FUTURE OF YOUR INDUSTRY IS USUALLY ELSEWHERE

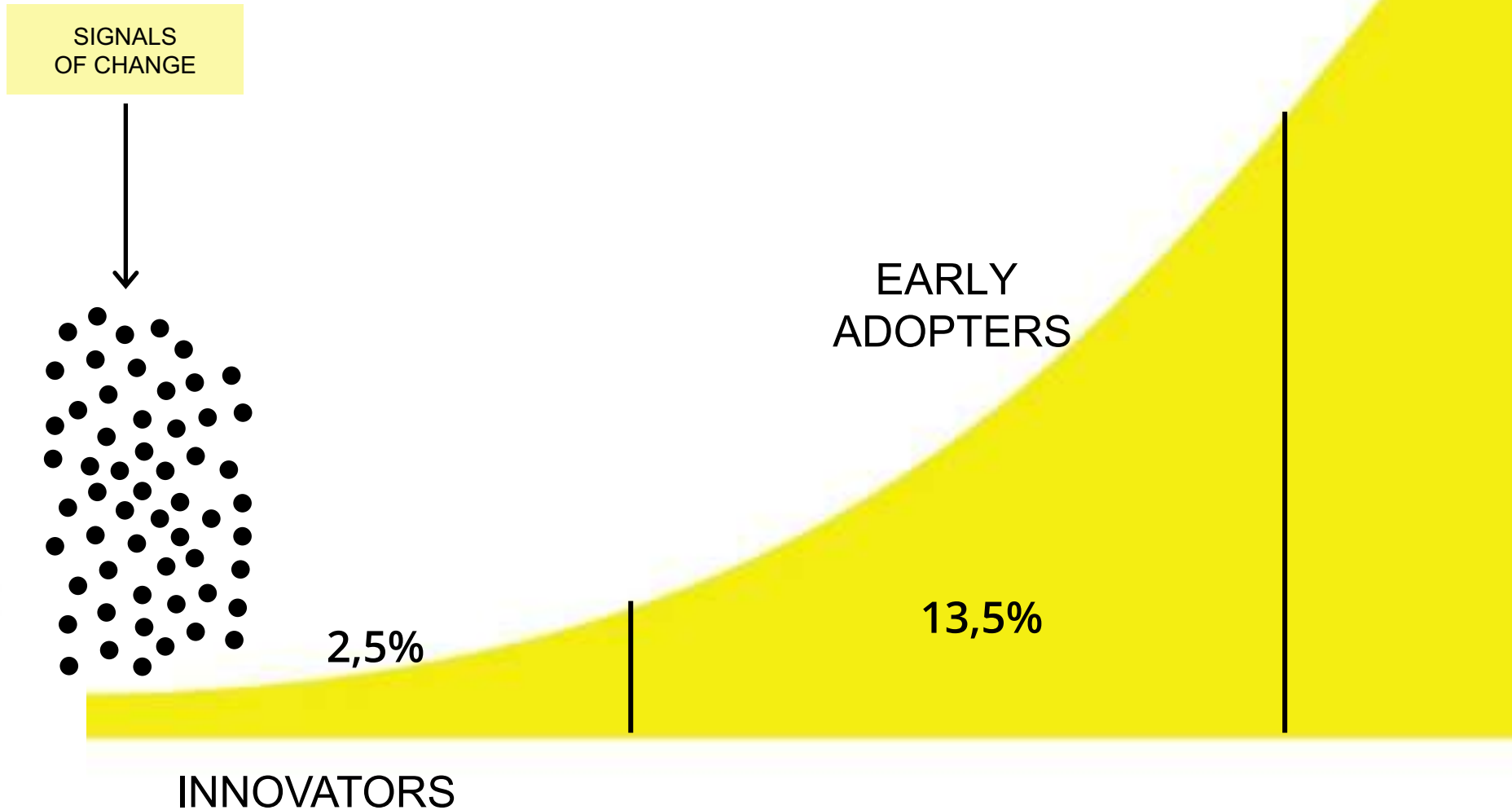


Customers don't compare your solution with your competitors but... with his best solution ever experienced.

UBER



GATHER WEAK SIGNALS OF CHANGE

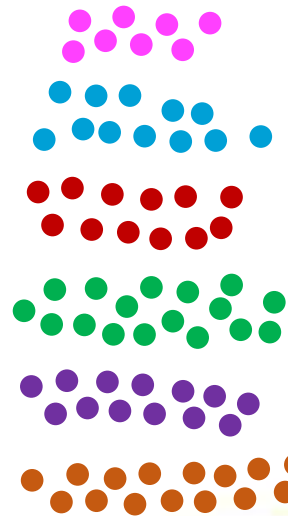


Zuzanna Skalska



USE BUNDLES PREPARED BY EXPERTS TO UNDERSTAND WHAT'S NEXT

TRENDS



2,5%

EARLY
ADOPTERS

13,5%

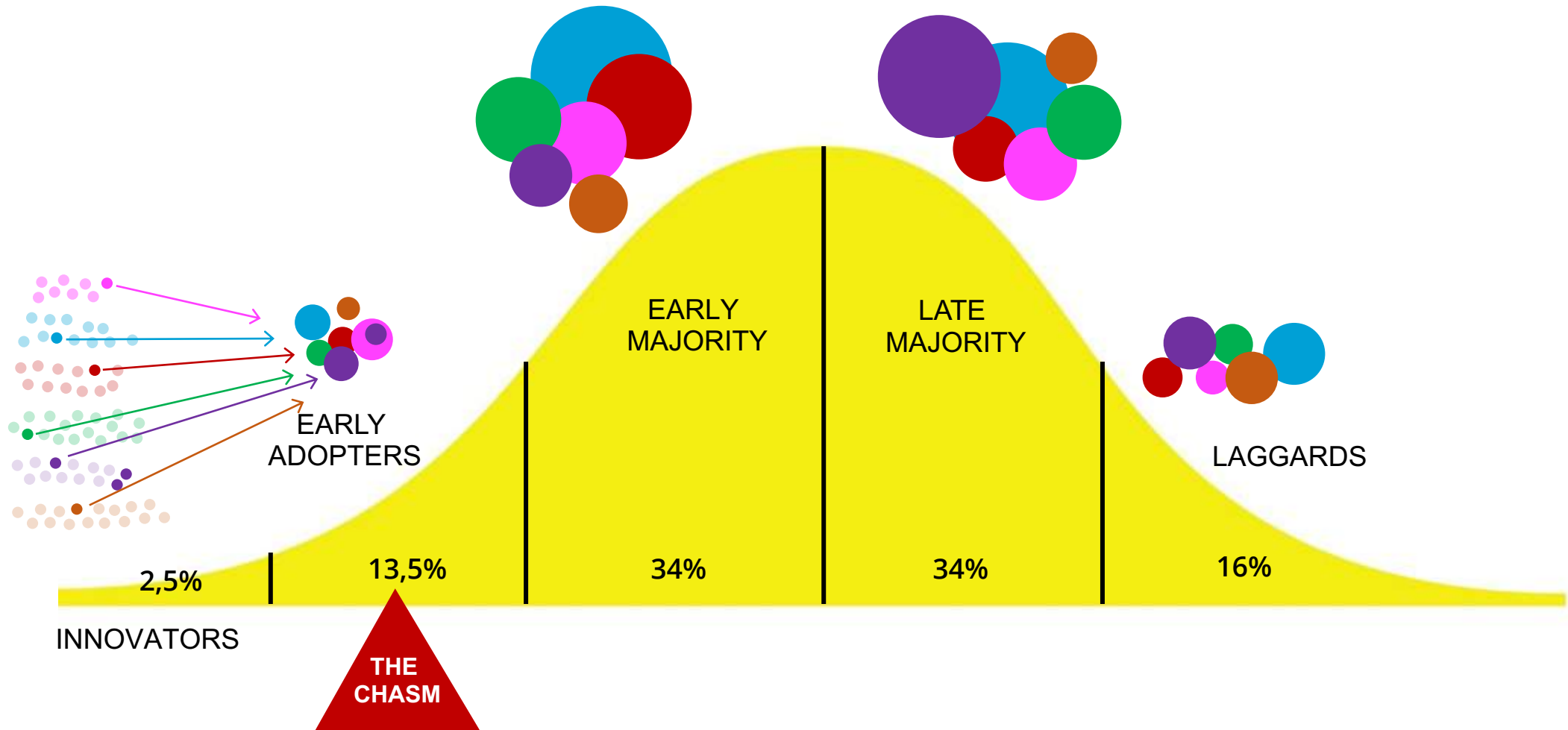
INNOVATORS



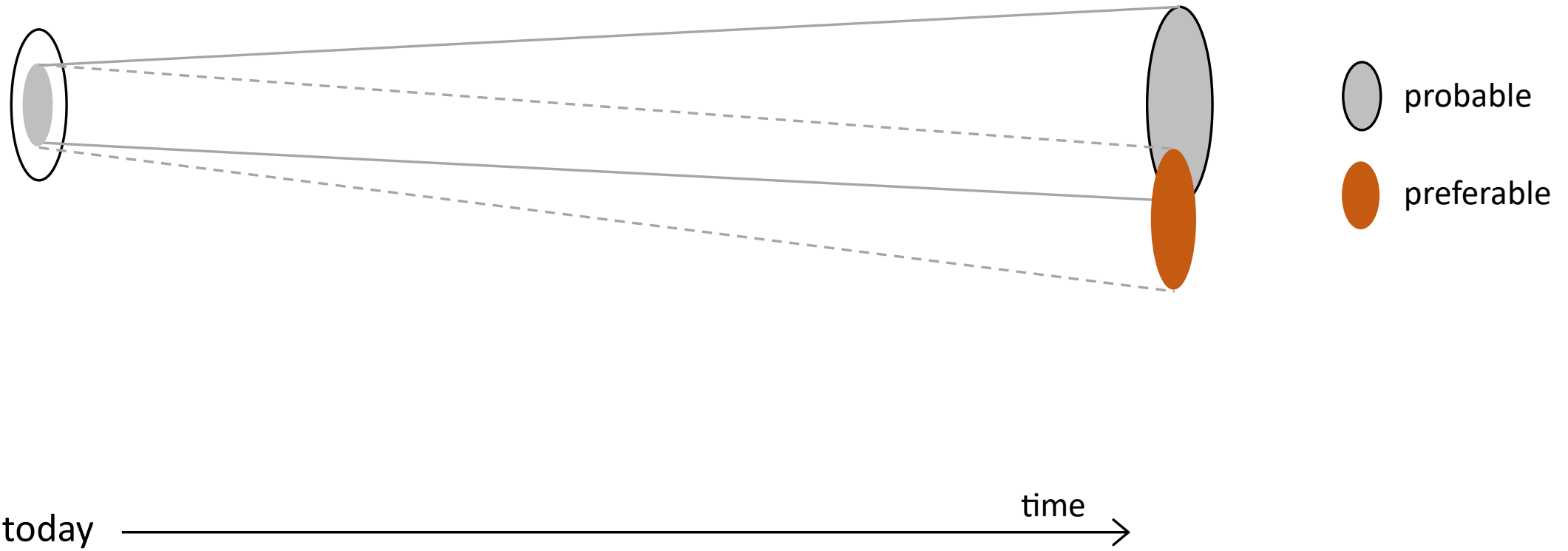
Zuzanna Skalska



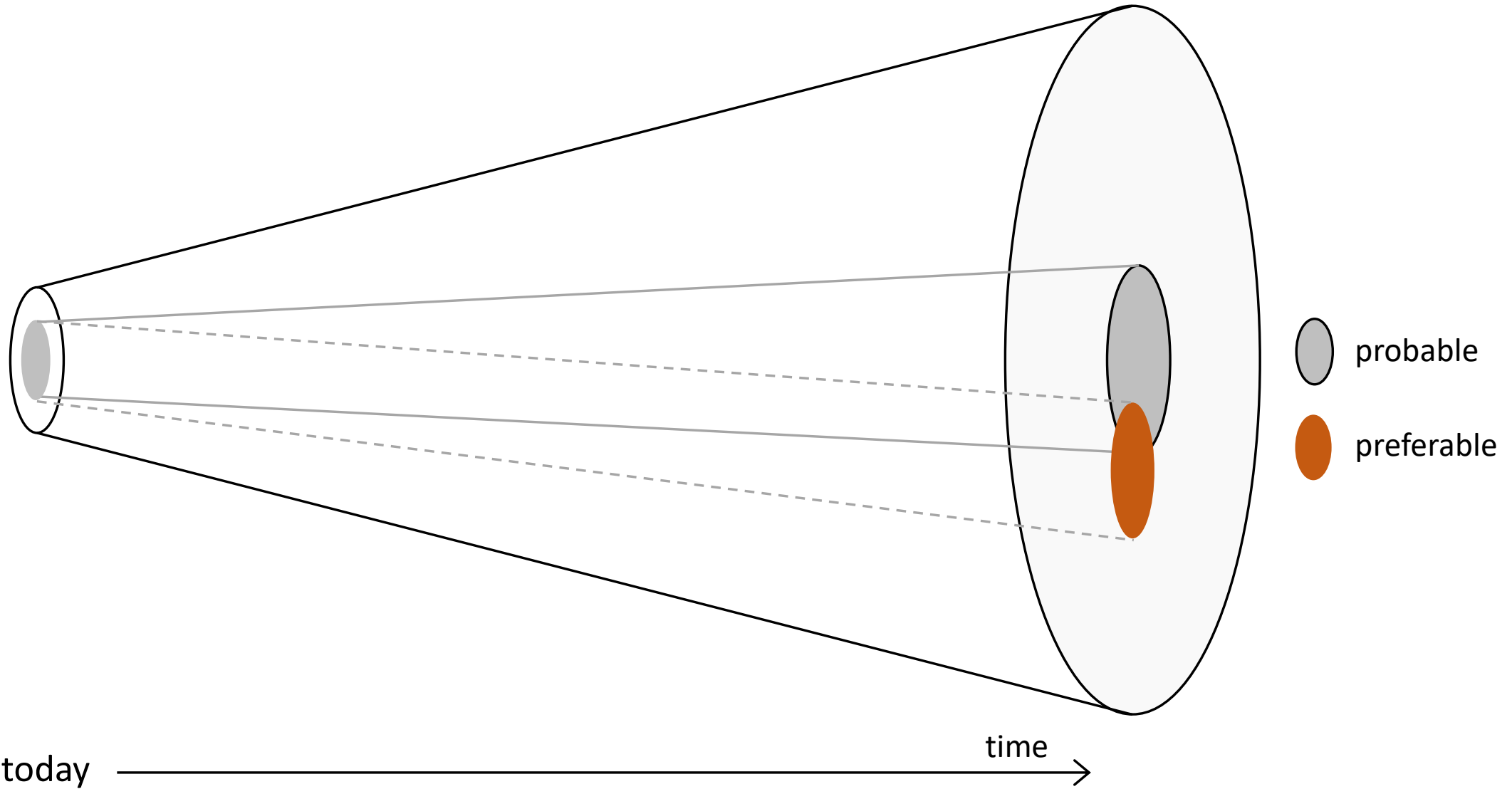
BE AWARE THAT NOT EVERYTHING WILL CROSS THE CHASM



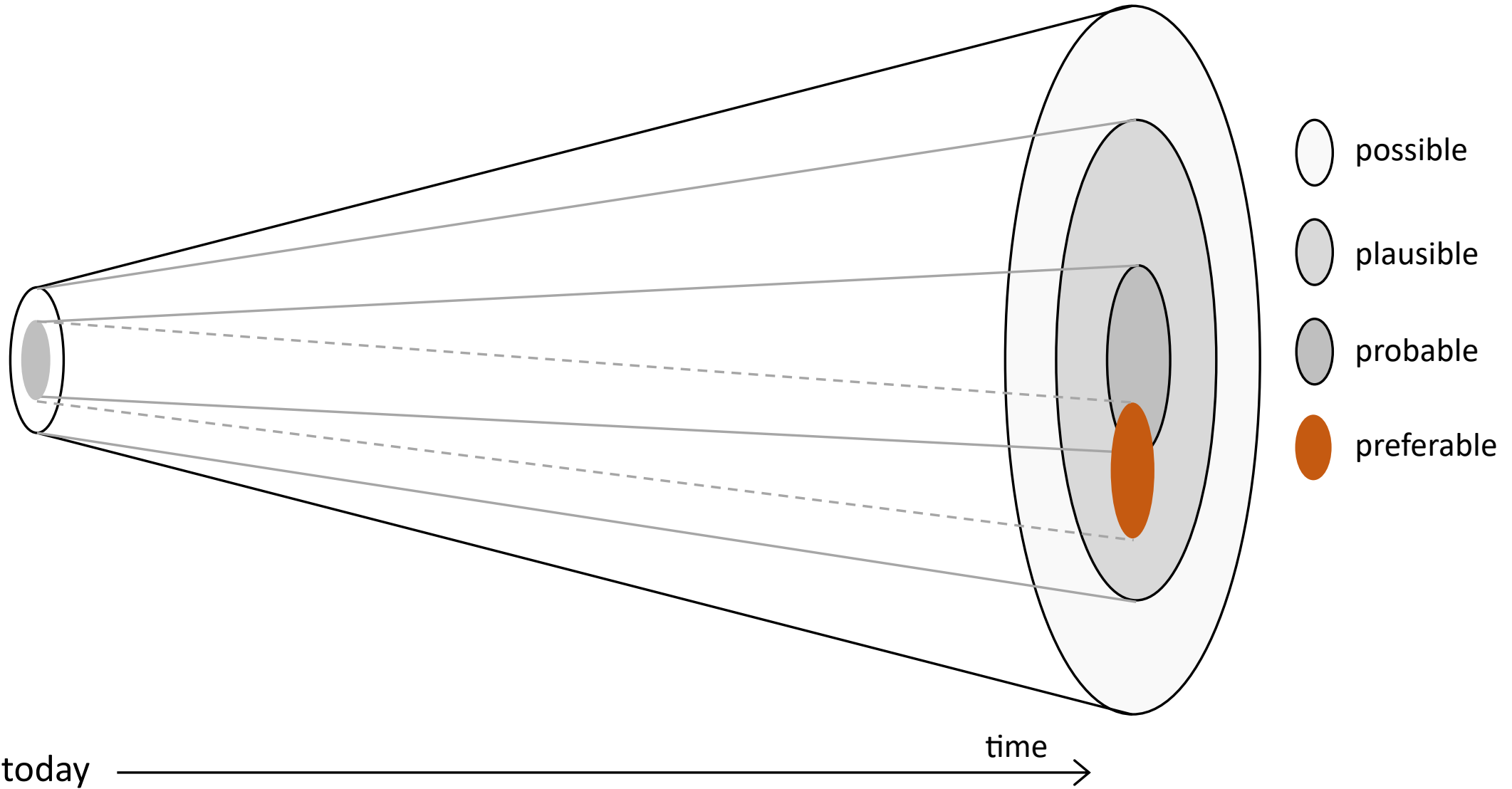
PLAIN TREND EXTRAPOLATION CONSTITUTE PROBABLE FUTURE



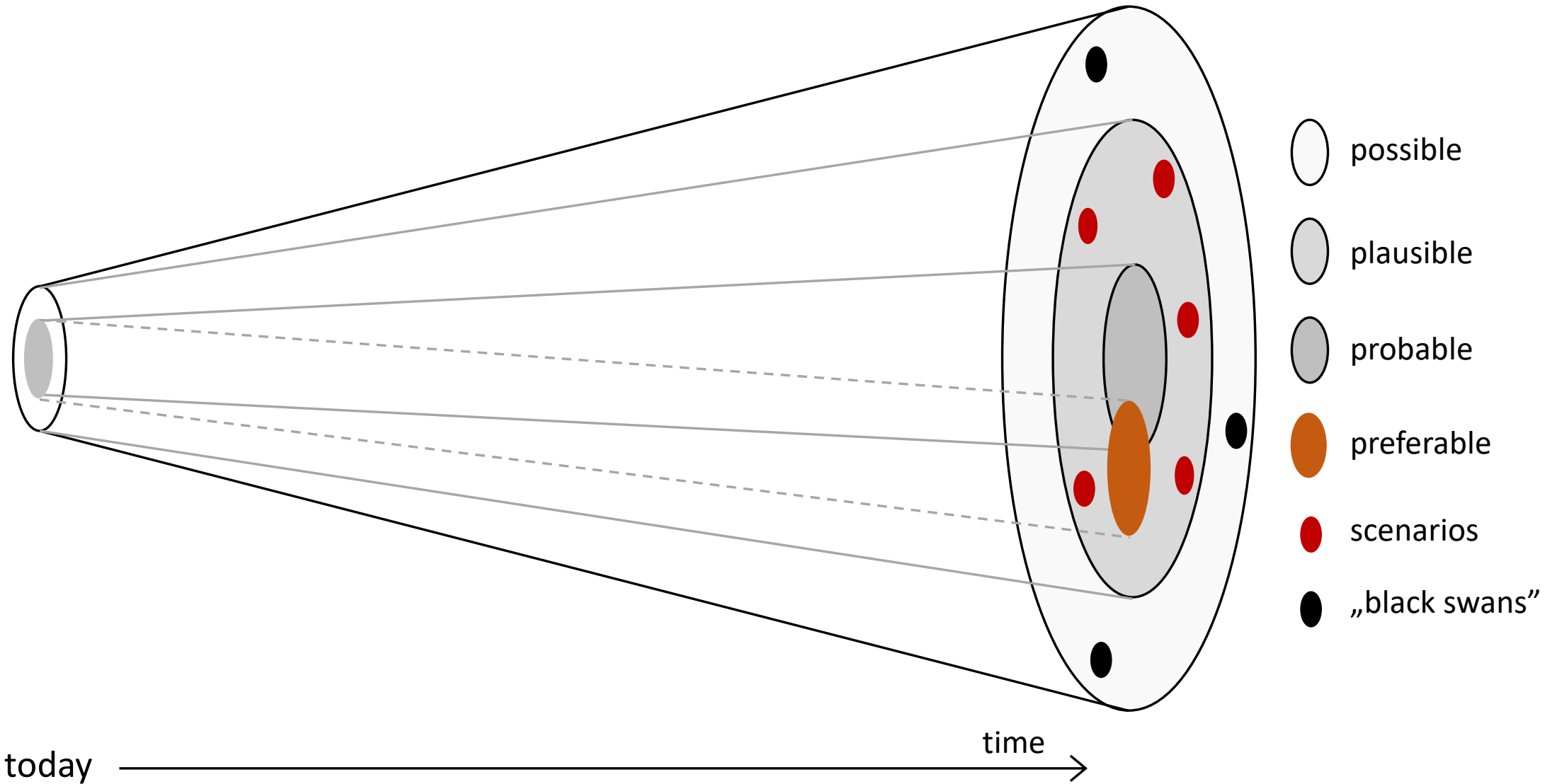
BUT THE WORLD IS MUCH MORE UNPREDICTABLE THAN WE EXPECT



POSSIBLE FUTURE IS MUCH WIDER THAN PROBABLE ONE



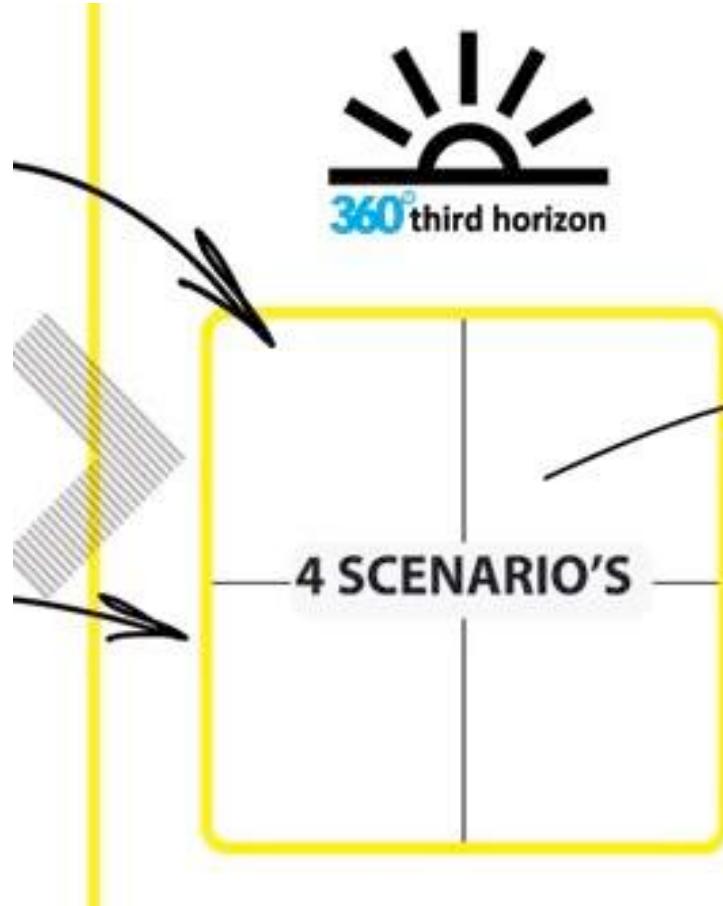
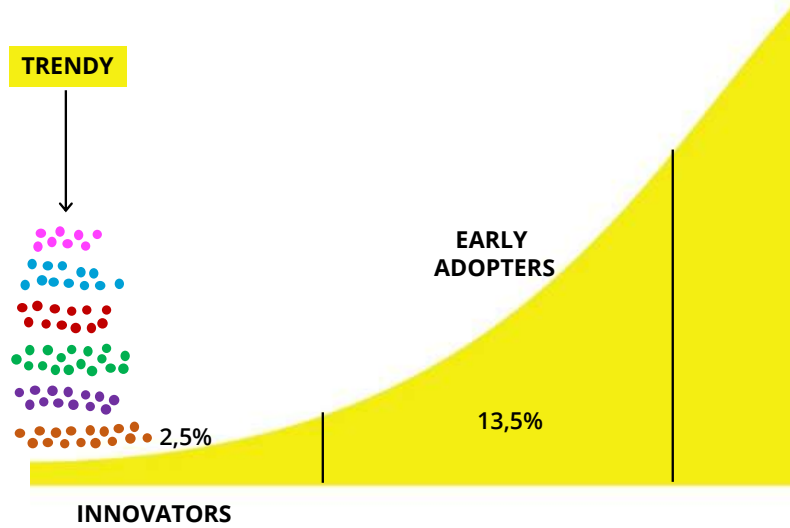
AND THERE IS ALWAYS MORE THAN ONE FUTURE FOR YOUR COMPANY



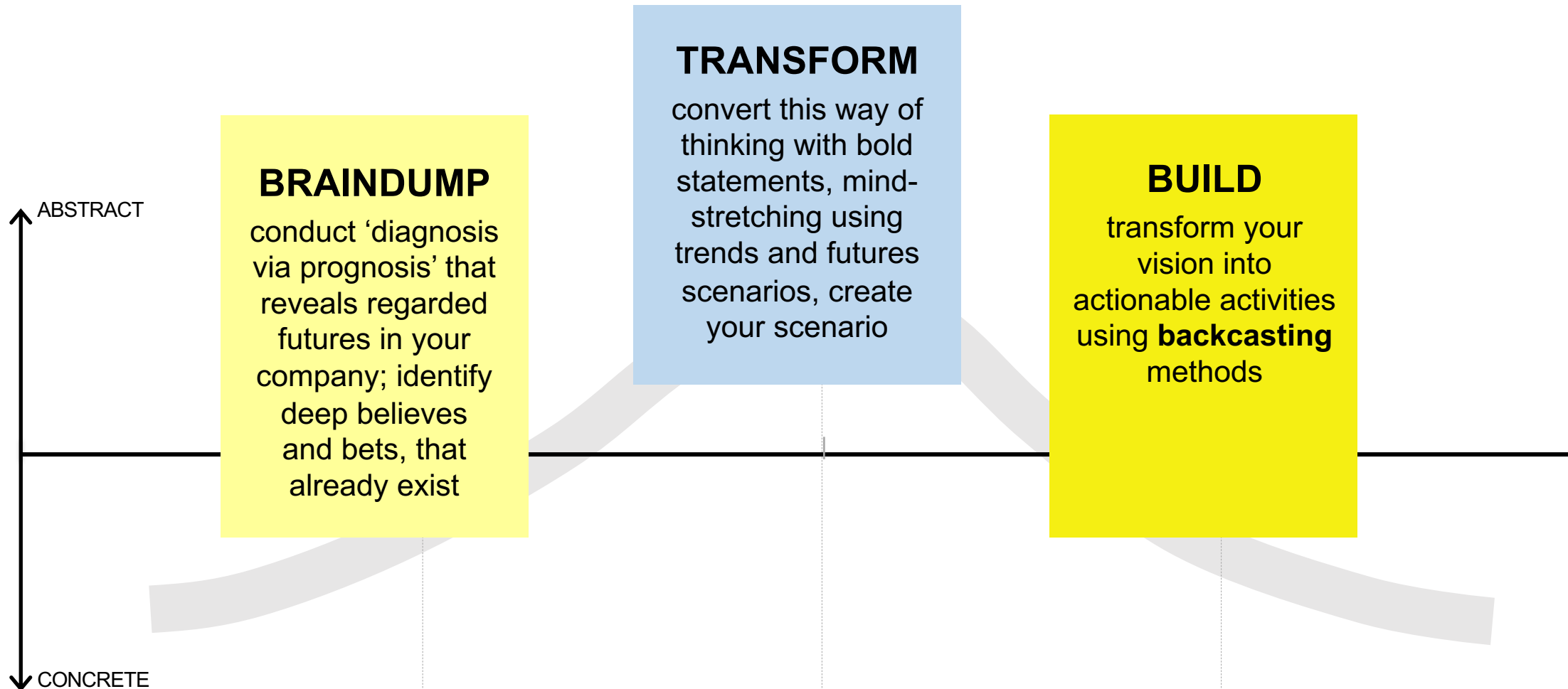
TRENDS PROVIDE GREAT FOOD FOR THOUGHT OF THE FUTURES, BUT NOT A SOLUTION



Zuzanna Skalska
360[®]

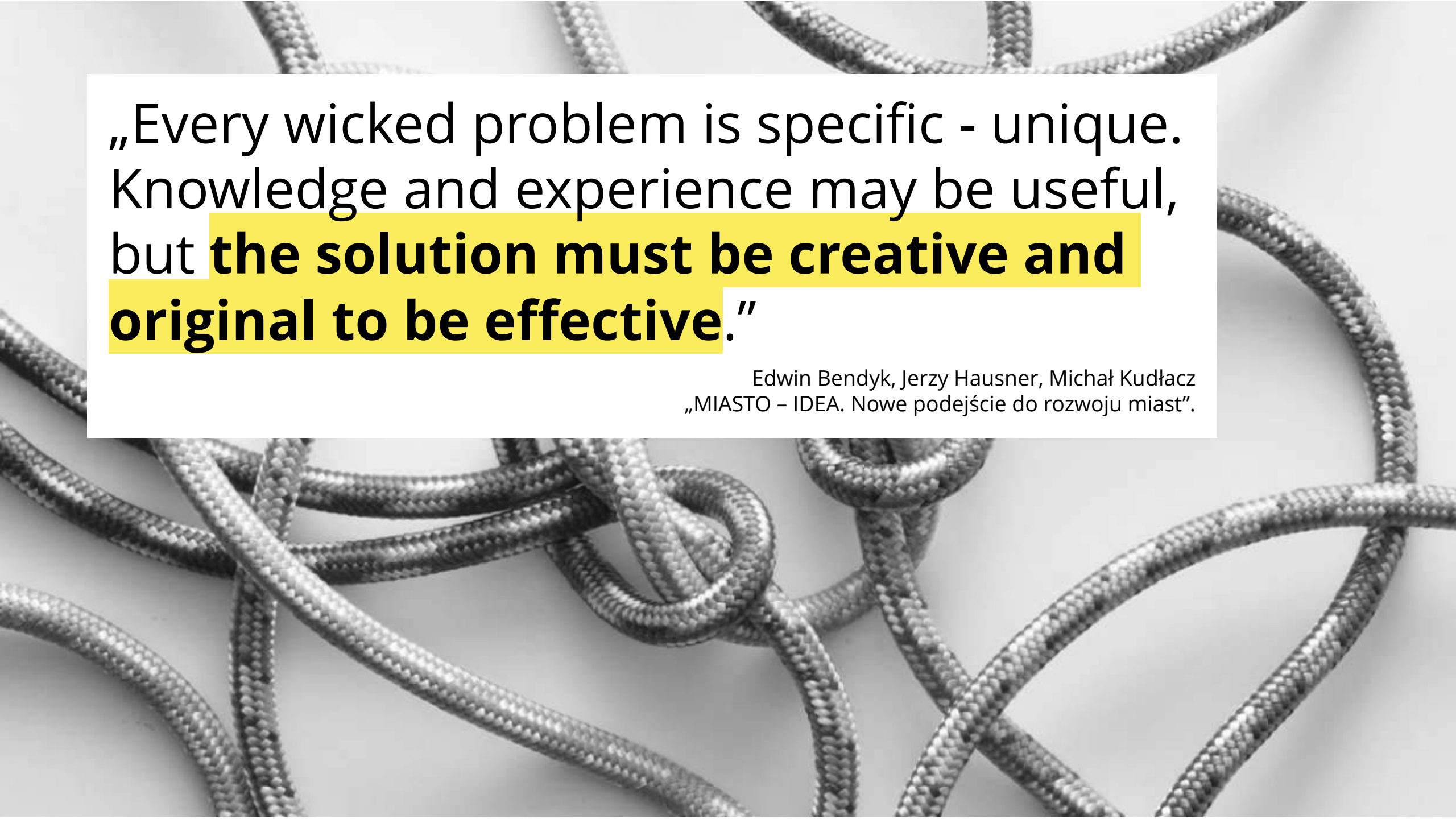


HOW CAN WE COPE WITH THE UNPREDICTABLE?



Kurt Vonnegut worked out the ending of a story and then thought thoroughly **what should have happened earlier to bring it out.**





„Every wicked problem is specific - unique. Knowledge and experience may be useful, but **the solution must be creative and original to be effective.**”

Edwin Bendyk, Jerzy Hausner, Michał Kudłacz
„MIASTO – IDEA. Nowe podejście do rozwoju miast”.



Nothing is more practical
than a good theory.

Ludwig Boltzmann

EXAMPLE

IMAGINE THE POLISH
MANEKIN PRODUCER
THAT IS SUFFERING
FROM INFERIORITY
COMPLEX AND FEELS
SECOND CATEGORY



MORE...
MANNEQUINS



**sculpture
& 3D printing
workshop**

- czas - projekt Vogue x Reserved
- prototypowanie

MORE...
MANNEQUINS



WE NEVER STOP IMPROVING
BECAUSE YOU NEVER STOP CREATING

MORE...
MANNEQUINS



**make-up
& hairdressing
workshop**

MORE...
MANNEQUINS



WE NEVER STOP IMPROVING

BECAUSE YOU NEVER STOP CREATING

MORE...

MANNEQUINS

SHOP ONLINE

FILTER



EXAMPLE

IMAGINE THE CITY THAT
PRAISE HISTORY OF
AUTOMOTIVE INDUSTRY
AND CARTOON MOVIES.





Bielsko-Biala



Zuzanna Skalska

360°

Transactional

Time well
Saved

Transformational

Time well
Spent



WIZJA

**Co-created city that
leaves more time to live**



EXAMPLE

IMAGINE BUSINESS LOGIC
OF A BANK THAT PUTS
EFFORT TO COMPETE
WITH PRICE AND SPEED
OF ACTION.



Superszybka
pożyczka

Provizja 0 zł

ING BANK S.A.

ING

www.ing.pl 801 222 222

Pożyczka Superszybka dostępna w czasie 1 wizyty, pod warunkiem, że Klient będzie posiadał dokument tożsamości i dokument potwierdzający dochody oraz że nie będzie konieczna dodatkowa analiza kredytowa.
Do obliczenia PFRSO przysięż: całkowita kwota pożyczki 8339 zł, umowa zawarta 24.02.17, na okres 48 miesięcznych rat 0,00 rat rónowych w wys. 202,84 zł i ratach stałych w pozostałych ratach 202,16 zł, dobieguła 14.02.2017, data emisji: 02.02.2017, oprocentowanie stałe 11,6% w składowym rocznym



Liczą się ludzie

We inspire our clients to make right financial decisions. We provide tools that make banking friendly and transparent. We are available anytime and anywhere. We're constantly improving.

#weekending

Siostrze zabrakło na zakupy?

Poratuj w mig przelewem na numer telefonu w Moim ING

[SPRAWDŹ JAK >](#)

ING BANK ŚLĄSKI

#weekending

Koleżanka płaci za bilety?

Z miejsca oddaj przelewem na numer telefonu w Moim ING

[SPRAWDŹ JAK >](#)

ING BANK ŚLĄSKI

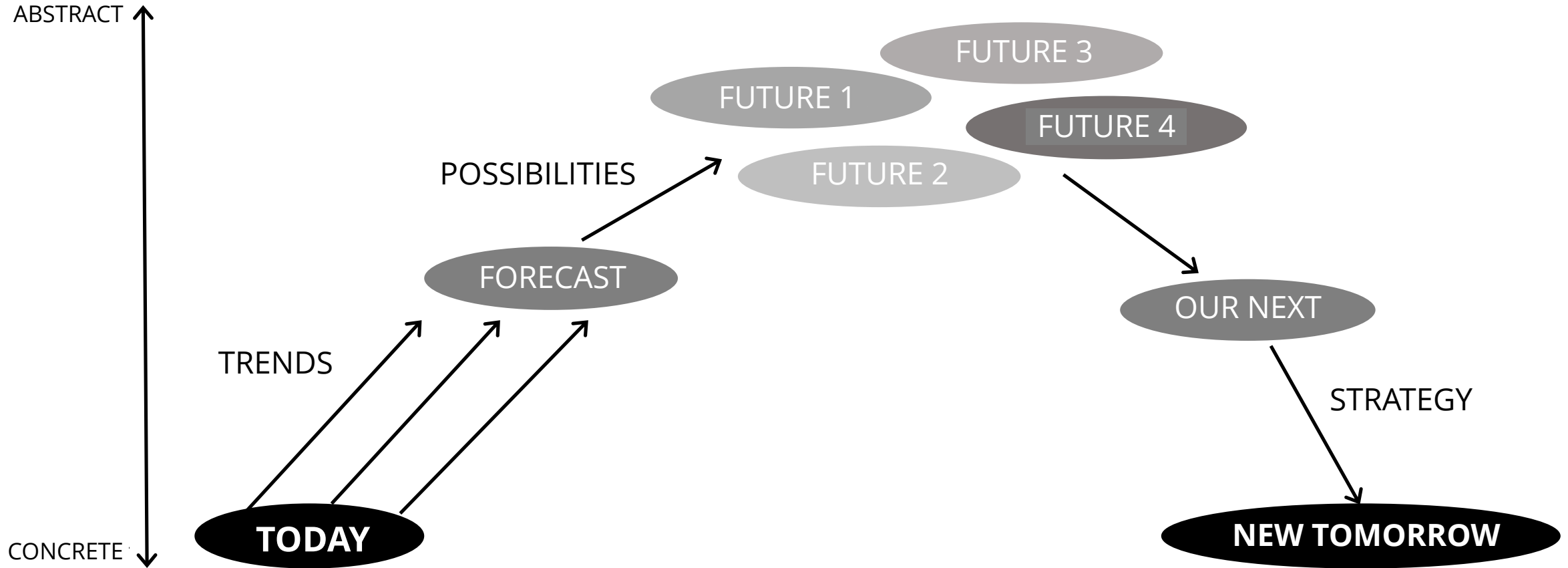


Liczą się ludzie

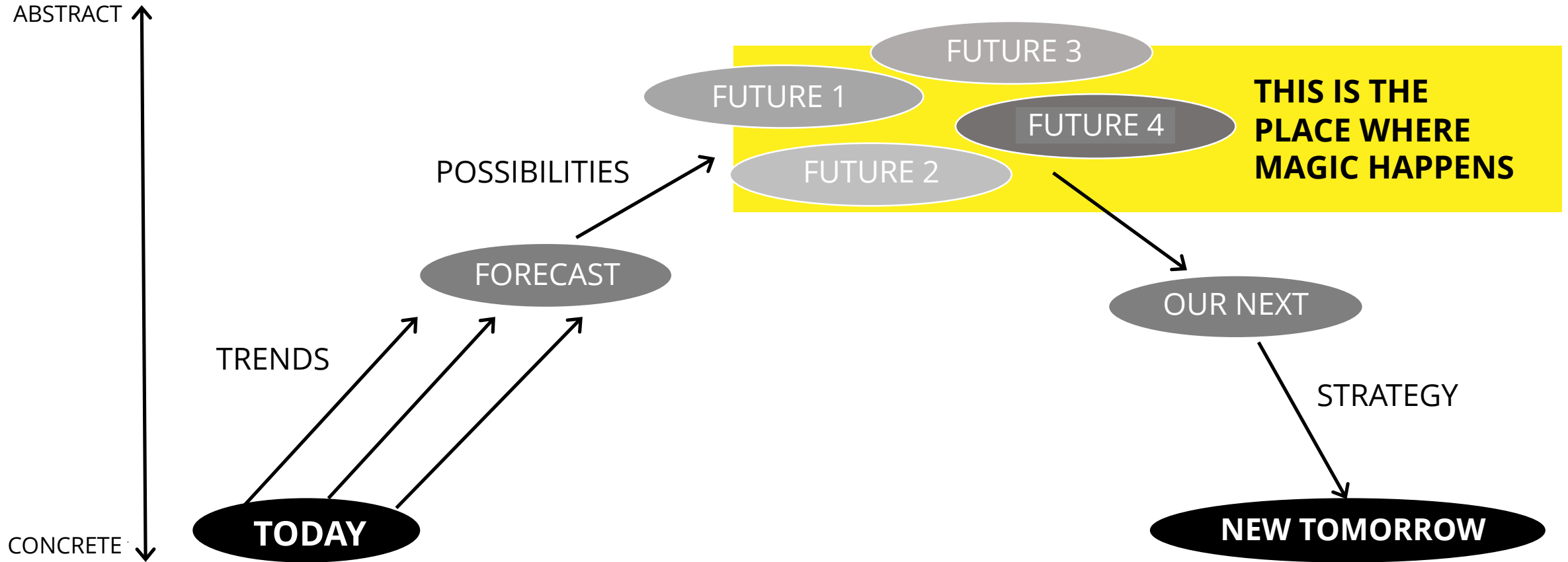
We inspire our clients to make right financial decisions. We provide tools that make banking friendly and transparent. We are available anytime and anywhere. We're constantly improving.



FUTURES THINKING SCHEME



FUTURES THINKING SCHEME



Have fun working with your futures 😊



Greenhat.

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