



SOMETIMES WE PUSH THE SEND-BUTTON TOO QUICKLY, DON'T WE?

The boss of a big trading company is just attending a yearly managers' conference, on one hand to listen to trends and developments in his business sector and on the other to meet managers and ex-colleagues, who are now successfully covering different management positions in other companies.

A famous marketing-guru is presenting the latest news in connection with sales competences on the stage, and all the invitees are carefully following all the success stories from companies like easyJet, Nike, Google and others. One idea follows another – they are attacking the audience like bombs their targets.

The atmosphere in the hall is great, the audience is acclaiming the speaker and everybody is extremely excited, because it seems to be so easy: be the first to copies their ideas and you will write a success story similar to that of Microsoft's.

The boss of the trading company is also completely fascinated with all the slides on the huge screen behind the speaker. "We have to do it in the same way" he thinks in one moment "and it's absolutely no problem for us. Some changes here and some adaptations there and that's it. **Great, we have to go for it immediately!**"

He pulls out his BlackBerry from his jacket and – at the same time continuing to listen to the presentation – starts writing an e-mail to Marko: "...isn't this an excellent idea: if we would reorganize our sales activities by concentrating 100% on our core business and on just a few target groups, we could skip all the administrative and unproductive tasks, and in that way save a lot of money. I would like us to become as efficient as easyJet! Please, Marko, start with this project immediately. Thanks a lot. Janez."

Marko, head of the strategic management department, received the e-mail from his boss after he came back into his office late in the evening. With great surprise he read the order and slowly fell back into his chair while hundreds of thoughts crossed his mind.

"Last year we defined our new strategy and started to reorganize our company. The results so far are better than expected and basically I would rather see it as a threat than an opportunity, if we would just copy easyJet's approach into our corporate culture. These are two different worlds!

But this would mean that I deny my boss's idea. How would he react? And if I came up with proper arguments for not changing our approach, he might think that I don't want to support his ideas!"

And after some time: "**But what if I do agree with his idea, just to share his excitement**, even though there wasn't anything analysed or investigated? Would this meet my own professional expectations?"

On the other hand he is the boss and the owner of our company. With his ideas we have made a lot profit over the last years. So, maybe he is right?"



Marko couldn't sleep the whole night, but not because of the idea, simply because he didn't know how he should behave towards his boss. **Was the idea already taken for granted or was it just another brain wave in his boss's life?**

Two days later his boss came back from the conference. Marko had already asked his assistant to schedule a meeting where he wanted to present him first considerations and how parts of his boss's new idea could probably fit into the existing company's strategy.

He also analysed easyJet's way of doing business and compared it with his company, but not just to underline his willingness and openness for new ideas: whereas easyJet as a low-cost carrier is offering a standard product without anything but "just flying", Marko's company is known as a very flexible vendor who satisfies every customer's demand in all – and if necessary high-sophisticated – details. And their customers are therefore also ready to pay a higher price for that kind of service.

"Hi Marko" his boss opened the meeting "how was your time during my absence? I can see that our company is still alive, hahaha..." And as Marko started to explain his considerations his boss said: "Listen, this was just one of those thousands of ideas you generate on such occasions and I'm very sorry if you spent a lot of time on it, but we won't change our strategy, and least of all we will never change our corporate culture – at least not as long as I'm alive!"

Marko apologized for having to go to the toilet, and while standing at the toilet said to himself: **"...can't he press the SEND-button on the next day, after his enthusiasm and excitement for the new ideas are gone?"**