

You made me happy

By all the pride and passion and good introductions last Tuesday. Thanks!



Use questions as a tool. Here are some essential questions



Why do my company exist?



What gives me the right to win the gam? And what is my current game?



Who wants to buy my products/services?



How do I exceed customer expectations?



Is my story local, emotional and strong enough?



What trend can elevate my offer?



What cards are there to flip?



How about the timing issue?



Anders Ingves works with targeted group dynamic processes to bring out the best in groups and organizations. His deep interest in individuals and extensive experience in building processes for high performance create new levels in the development of growing organizations. Anders has a multidisciplinary approach—he seeks out gaps or intersections between experiences, new knowledge, and research, as well as different ways of seeing and thinking.

Anders is a mentor, coach, initiator, and explorer focused on developing people, creating more robust growth in organizations, and inspiring contexts where innovations can flourish. He strongly believes that activities and conscious leadership create new desirable behaviours.

Biography

Since the 1980s, he has held senior positions in banking, shipping, tourism, advertising, service development, and IT in the Nordic region. He has been CEO of listed companies and has extensive experience of board work. Throughout his career, Anders has worked in companies that have dared to see turning points and consciously moved towards the new.

Anders believes that anxiety in companies and society make us worse. We lose cognitive ability, we waste energy on the wrong things and focus on threats. That is why Anders seeks contexts and assignments that want to create something new and make things better for individuals. This happens when curiosity, courage and joy are allowed to open up the processes in a project or in an organisation.

In the book “Vi kallar det Vinnarskap” (We Call It Winning), Anders and his project partner talk about how modern leadership thinking took the IFK Mariehamn soccer team from the bottom of the Finnish soccer league to the Cup gold in 2015 and league victory in 2016.

Education, etc.

1970s–1980s

Oslo University (philosophy and law) and Norwegian School of Marketing (economics)

Sales Manager, Stena Line, Norway – passengers become guests

Marketing Manager, Carpark, Sweden – parking becomes primarily for people

1990s

Tourism Manager, Åland – from travelling to strong destinations

Inspirational speaker – innovation and vision, the power of dreams

Planner, Morgondagen advertising agency – focusing on the knowledge industry

2000s

Director of Development and Deputy CEO, Ålandsbanken – banking becomes a relationship business

CEO, Birka Line cruise and cargo shipping company –

cruises go from party/party to “breaks from everyday life”

CEO, Paf, online and onboard gambling – gambling becomes responsible

Chairman Posten Åland, board member Alandia

2020s

Signatur B, Station L, Under Ytan, Catch23

Board assignments;

Chairman Swipefinder and Ålands Idrott



**Scale up together
Pains & hinders for
successful growth**



Casting Center

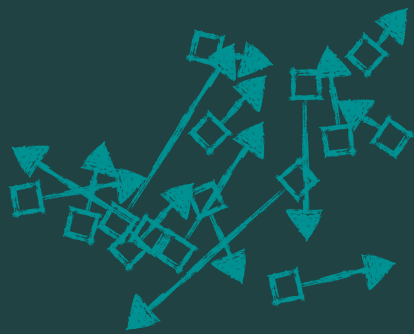
Disney World, Orlando

- WALKING UP TO THE DESK, MEETING THE CHARACTERS, HISTORY AND VALUES
- BEING INVITED, EVERYTHING IS PLAYFUL
- THE MOVIE – THIS IS DISNEY – IT'S YOUR CHOICE
- LANGUAGE – “ON STAGE”, “BACK STAGE”, “IMAGINEERS”
- ALWAYS TELL A STORY

smile – it is a nice reflection on your face



Loss of culture



1

We create culture by providing clear and frequent answers to a few essential questions for everyone in the organization

Why do we exist?
What do we produce?
How do we produce it?

What is my role/task?

What is expected of me?
What helps me succeed—my guiding principle?

What behaviors are desirable?

2

The main task of leadership (apart from compliance) is to help the organization and employees dare and want to be their best.

help others succeed and grow

create a clear direction

invite employees to take responsibility

provide clear expectations and feedback

3

**The “human rights” of the Employees.
That is, how to unleash more of the best that resides in every leader and employee.**

Be seen for what I accomplish

Know expectations
Receive frequent feedback

Receive support and help to succeed

Be challenged at a level that balances slightly above my ability



A QUESTION OF LIFE AND DEATH

0,13 - 1,4

The research on intensive care units. Only difference was in group dynamic phases.

Norm: expected death = 1



Performance channel



Why grow?

Passion or purpose

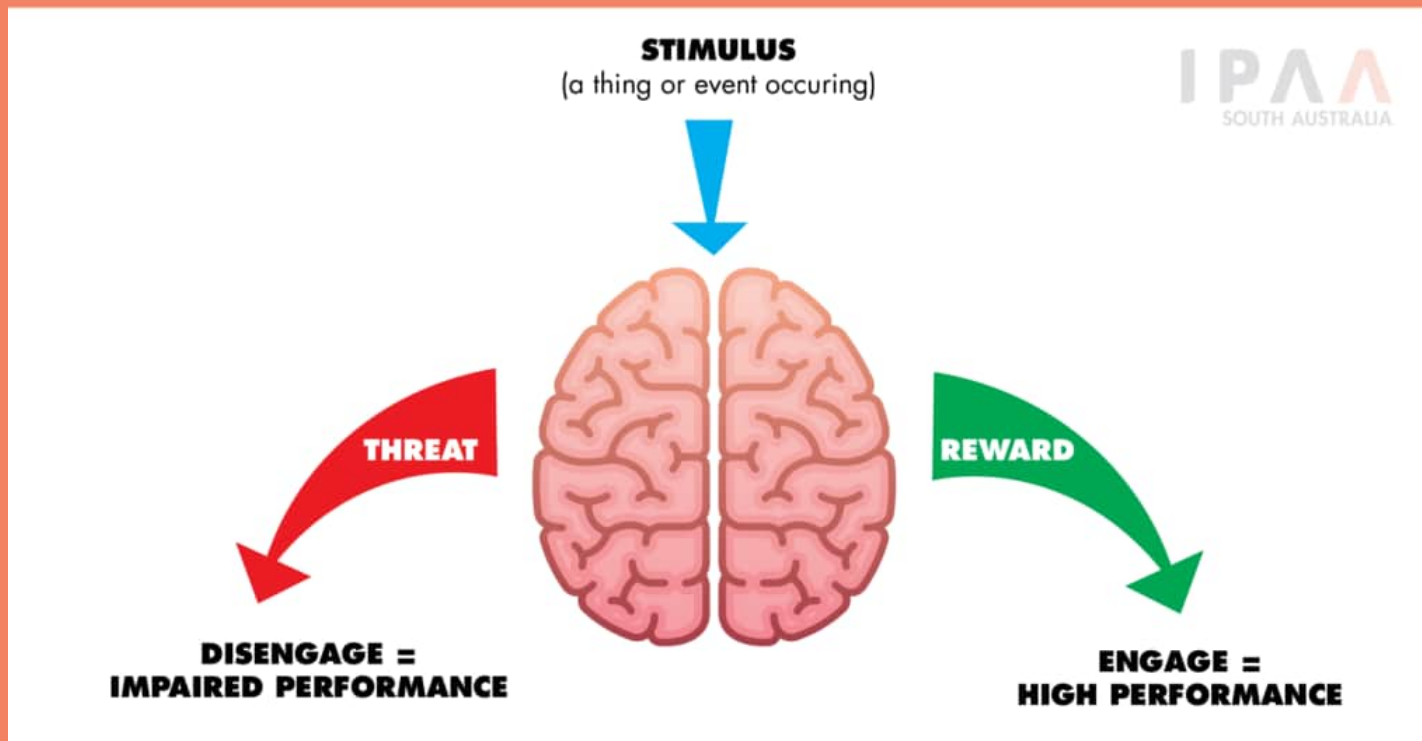
Economic focus or personal

Is it about me or my enterprise



Minimize threats

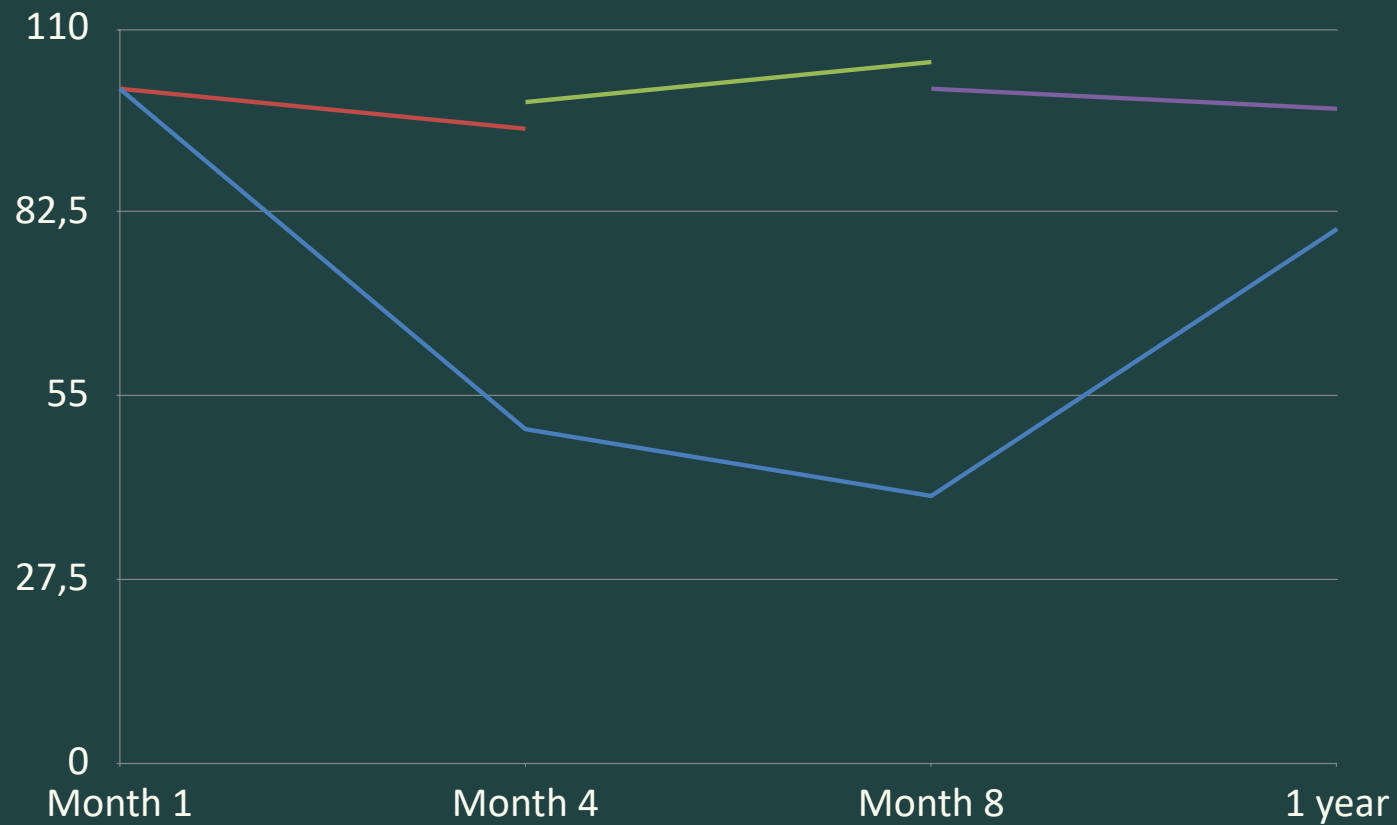
A KEY PRINCIPLE OF NEUROLEADERSHIP AT A GLANCE



Without a Dream there is no power & without daily activities no cash flow



The dreadful middle



**Collaboration, clear expectations, structured
feed back and an urge to help each others to
succeed releases the power in each of us
and creates a working environment for
growth.**

***The Growth Loop – deliberately designed &
structured feed back***

Keeping our culture vivid and alive

1. Founder Bottleneck

- FOUNDER IS CENTRAL TO OPERATIONS, QUALITY, AND DECISION-MAKING
- GROWTH INCREASES DEPENDENCY INSTEAD OF REDUCING IT
- DELEGATION FEELS RISKY DUE TO BRAND AND EXPERIENCE SENSITIVITY

2. Inconsistent Quality at Scale

- PRODUCT AND SERVICE QUALITY VARIES WITH VOLUME AND LOCATIONS
- INFORMAL PROCESSES BREAK UNDER GROWTH PRESSURE
- CORE VALUE PROPOSITION BECOMES DILUTED

3. Seasonality & Cash Flow Volatility

- REVENUE CONCENTRATED IN PEAK SEASONS
- HIGH FIXED COSTS DURING OFF-SEASON
- DIFFICULTY PLANNING STAFFING AND INVESTMENTS

4. Weak Systems & Digital Infrastructure

- MANUAL BOOKING, INVENTORY, AND STAFFING PROCESSES
- LIMITED VISIBILITY INTO MARGINS AND PERFORMANCE
- DIGITAL TOOLS ADDED WITHOUT INTEGRATION



5. Talent & Capability Gap

- * CHALLENGES ATTRACTING EXPERIENCED MANAGERS
- * EARLY HIRES STRUGGLE WITH INCREASED COMPLEXITY
- * HIGH FRONTLINE STAFF TURNOVER

6. Supply Chain & Sourcing Constraints

- * LOCAL OR ARTISANAL SUPPLIERS CANNOT SCALE
- * INPUT COSTS RISE FASTER THAN REVENUE
- * SUSTAINABILITY COMMITMENTS BECOME HARDER TO MAINTAIN

7. Brand vs. Replication Tension

- * LOCAL CHARM DOES NOT COPY-PASTE TO NEW MARKETS
- * MARKETING COSTS INCREASE WITH EXPANSION
- * BRAND LOSES AUTHENTICITY AT SCALE

8. Regulatory & Compliance Load

- FOOD SAFETY, LABOR, AND TOURISM REGULATIONS MULTIPLY
- DIFFERENT RULES ACROSS REGIONS AND MUNICIPALITIES
- MANAGEMENT FOCUS SHIFTS FROM GROWTH TO COMPLIANCE



9. Capital Mismatch

- *GROWTH REQUIRES UPFRONT CAPITAL
- *THIN MARGINS AND ASSET-HEAVY MODELS
- *INVESTOR PRESSURE CONFLICTS WITH CRAFT AND QUALITY

10. Scaling the Experience

- *EXPERIENCE DEPENDS ON PEOPLE AND ATMOSPHERE
- *OVER-STANDARDIZATION REDUCES EMOTIONAL VALUE
- *EARLY LOYAL CUSTOMERS DISENGAGE

11. Executive Summary

- *REVENUE SCALING EXPOSES STRUCTURAL WEAKNESSES, NOT LACK OF DEMAND
- *PEOPLE, QUALITY, AND CASH FLOW ARE THE BIGGEST CONSTRAINTS
- *SUCCESSFUL COMPANIES SCALE SELECTIVELY, NOT UNIVERSALLY



Clear goal
Concentred approach
Virgin solutions
Challenge yourself and employees
Growth attitude



Growth mindset

**What did I
learn to day?**

