

1800

Roel de Graaf

Business Hacks

Inspirational insights to

get a slightly different

perspective at work

Boom

1800

Roel de Graaf

Business Hacks

**Inspirational insights
to get a slightly different
perspective at work**

Boom

Index

Introduction 7

1 Innovation 9

2 Strategy 31

3 Structure 53

4 Management 75

5 Analysis 97

6 Portfolio 119

7 Change 141

8 Impact 163

9 Personal Effectiveness 185

Your Hack 207



Introduction

Sometimes you need some inspiration. Help you to get away from the daily grind. To see things differently. This book gives you hacks to encourage you to take a different perspective and to challenge you to another way of perceiving matters. Hacks that are easy to read, have proven their value in practice and hopefully gives you a smile once and a while. Big, sweeping readings often don't work. The stickiest ideas are small and, like tiny cracks, they eventually give way to the larger changes.

I have used these hacks for years with great pleasure and success.

The hacks are organized into themed chapters so that you can find them quickly if you need them at some point in time. Most enjoyable however, is simply flipping through the hacks. Or you might prefer a random opening on a date, to be surprised and to see how it applies to your daily routine.

I'd like to thank Alice de Graaf, Bob van Graft and Mark Hofland for their proof reading of the first draft and their helpful feedback. Laurens Molegraaf and Wieke Oosthoek made a great of the hacks and together with designer Justus Bottenheft did a great job in the design.

We have added the possibility in the final section of the book for you to share your favorite business hack with us. Maybe you will find your hack in the next version of the book and/or on our website 180hacks.com. We tried to add a source reference for every business hack. Sometimes this we were unable to find the source, if you have tips for that, please let us know and we will add it in the next version.

Have fun reading and applying the hacks!!

Regards, *Roel de Graaf*

1

Innovation

- 1.1 Martini principle 11
- 1.2 Amazon way 12
- 1.3 Moment of truth 13
- 1.4 Nightmare competitor 14
- 1.5 E.S.S.A. 15
- 1.6 Rules of the game 16
- 1.7 Reverse mentoring 17
- 1.8 Mirror 18
- 1.9 Hackathon 19
- 1.10 One bright idea 20
- 1.11 Lunch 21
- 1.12 Sources 22
- 1.13 Real time 23
- 1.14 Unbundling 24
- 1.15 Watch 25
- 1.16 Early Supplier Involvement 26
- 1.17 Competition 27
- 1.18 The right things 28
- 1.19 Components 29
- 1.20 Add-ons 30



The Amazon Way



Notes



The Amazon Way. Start with the press release before you start developing something — a new product, a new service, a new process, start by writing the press release that you would like to use to introduce your product. After that, write the Q&A. Once you've finished that and the stakeholders are enthusiastic, start the development process. It will greatly increase your chances of success. Working backwards. Amazon benefits from it a lot.

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

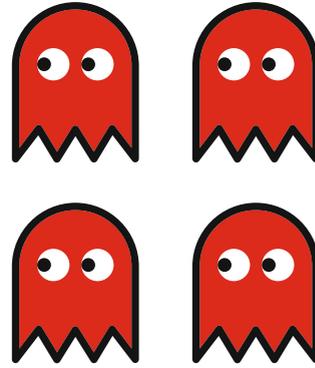
.....

.....

.....

Nightmare

Create your own nightmare competitor



Notes



Nice exercise in the context of planning and strategy formation: create your own 'nightmare'. What could a competitor do to really challenge your organization. By doing this exercise with your team, an interesting scenario emerges. It reveals the weaknesses of your organization. It pinpoints areas where you need to improve and become much better as an organization. How does your 'nightmare competitor' look like?

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

Gaby Siera — 'Nightmare Competitor: a dream start-up #justnow' — 2020, Beautifullives.com: <https://beautifullives.com/en/news/nightmare-competitor-a-dream-start-up-justnow/>

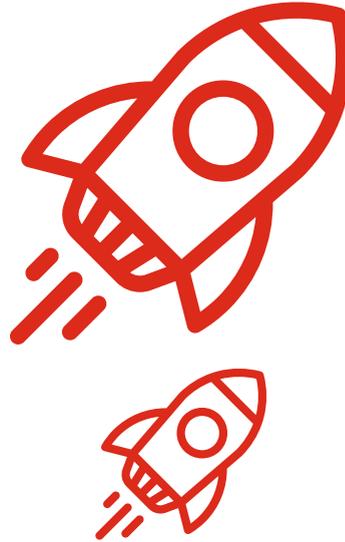
- 2.1 Napkin 33
- 2.2 Why 34
- 2.3 Choices 35
- 2.4 First look back 36
- 2.5 Business Model Shifts 37
- 2.6 Future-Back Thinking 38
- 2.7 Scenario 39
- 2.8 Ten ten ten 40
- 2.9 Strategic plan in one day 41
- 2.10 3 Horizons 42
- 2.11 Flip model 43
- 2.12 Hype 44
- 2.13 World map 45
- 2.14 Sustainability 46
- 2.15 Customerize 47
- 2.16 Top line 48
- 2.17 Dashboard 49
- 2.18 Future Interview 50
- 2.19 IT Goes Without Saying 51
- 2.20 Optimism 52



Look back

When planning
3 years ahead,

first look
3 years back



Notes



Are you familiar with those forward looking plans? Those fancy strategy documents describing how everything is going to change. Overflowing with ambition. Magnificent visions for the future. But to guard the level of realism in the plans for the coming years, it is a nice thought exercise to also have a moment to **reflect on the past**. What has been achieved in the same period of time to date? With no radical measures (more money, more people, better quality), this is what you can accomplish as well in the upcoming time frame. Taking this perspective into account for your plan, do you have to make some adjustments? Do the reality check!

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

Walking around

Management by walking around

- 1 Do it daily
- 2 Watch and listen
- 3 Be responsive
- 4 Have fun



Notes



Management by **walking around**.
Management that walks the shop floor at least two days a week. You don't see that happening today. When I suggested this to a management team, one of the managers replied: 'But when will I have to do my normal work?' That person had not quite grasped the concept of being a manager yet. This is the real work: to be there for your team, to be there for your people. They appreciate it that you are available for them, and don't just sit in meetings all day. Besides, you gain some knowledge from it as well!

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

Hiring



4.3

Notes

To be honest, I had never heard of Howard Wilkinson. It seems to be an English footballer and coach. He made a great quote, "If you **hire** people who are smarter than you, you might show that you are a little bit smarter than they are." Hire people on your team who are better than you. Surround yourself with people who are above your level. That will make the outcome, your outcome, better. Do you dare to bring people on your team who are better than you are yourself?

Flip the org chart and put the customer on top. Write the press release before you start development. Give someone busy more work to do. In **180 business hacks** you will find these and 177 other surprising, razor sharp and inspiring ways to just have a different perspective on your day to day routine.

Are you stuck in an assignment, puzzled by a different task? Everyone needs some inspiration. Help you to get away from the daily grind. To see things differently. This book gives you hacks to encourage you to take a different perspective and to challenge you to another way of perceiving matters. Hacks that are easy to read, have proven their value in practice and hopefully gives you a smile once and a while. Big, sweeping readings often don't work. The stickiest ideas are small and, like tiny cracks, they eventually give way to the larger changes.

The hacks are organized into themed chapters so that you can find them quickly if you need them at some point in time. Most enjoyable however, is simply flipping through the hacks. Or you might prefer a random opening on a date, to be surprised and to see how it applies to your daily routine.

Roel de Graaf MBA MBI works as executive partner and is trusted advisor to executives and managers for organizations both in the public and private sector.



180businesshacks.com
180businesshacks.nl
boomuitgeversamsterdam.nl
managementimpact.nl