

The background is a dark, textured surface with a central point of convergence where numerous thin, glowing lines radiate outwards. These lines are primarily white and yellow, with some showing a rainbow-like chromatic aberration. On the left side, there are several vertical, slightly blurred lines of light in shades of blue, green, and yellow. The overall effect is one of dynamic energy and focus.

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STUMBLING GIANTS

**DO NOT BECOME
KODAK, NOKIA,
OR BLACKBERRY.**



THERE IS COMPANY IN MISERY

Over the last 20 years, we have seen some industrial giants tragically fall and fail, all with remarkably similar symptoms. The same kind of management and leadership pathology has destroyed Kodak, Nokia and Blackberry, just to name a few.

If Kodak C-Levels would have listened to its employees, or to Steve Sassoon, the inventor of the digital camera, the company could have been a market leader today. ([Link 1](#))

If the former Nokia CEO, Stephen Elop would have taken competition seriously and not naively relying on Windows phones, the iPhones and Galaxies couldn't have killed them. ([Link 2](#))

If former Blackberry CEO, Thorsten Heins would have leveraged their ecosystem, foremost the Android platform, they could have saved billions by not going for a stand-alone operating system and old technologies. Instead Heins has been voted worst CEO by the Forbes magazine. ([Link 3](#))



WHEN EXPERTISE TURNS INTO IGNORANCE

The fundamental difference between Steve Jobs and Stephen Elop was their mindset. Stephen Elop was dangerously ignorant defending his outdated and one-sided expertise, as well as his overrated consultants' extrapolation of their business model into the future. If you are a hammer, everything looks like a nail to you. And if it doesn't, you make sure it does, when your ego depends on it. Maybe this also holds true for the usual financial engineering experts on board level. To be very clear: experts and their predictions are great within a fixed set of rules. However, even small changes of the rules can create dramatically wrong predictions, because you can no more find the future in the past. Breakthrough innovations in products, services, or business models never came from making existing things a little better. Automobiles are not faster horses.



FAKE CONFIDENCE IS REALLY DANGEROUS

With technologies changing the rules of the game daily, the amount of information to process is overwhelming – too much information for C-levels and their consultants alone to make wise decisions. On top of that, if a Board of Management operates unconsciously and on incomplete assumptions, they too often hide their ignorance or defend it with fake confidence. The result is a dramatic destruction of company value, as shown eloquently in the Capital Magazine article. ([Link 4](#))



OUR ADVICE TO COUNTERACT THE THREAT

+ **THE SOLUTION** we suggest is a complete 180° shift of methodology, away from myopic expert believes, towards a broad and diverse wisdom of the crowd. We highly recommend to engage and utilize the collective intelligence of an organization and its ecosystem to turn the situation around, and not trust the C-level or their consultants only. It is mission critical to include the perspectives of customers, suppliers, shareholders and other stakeholders.

+ **THE GOAL** must be a holistic transformation with a radical focus on an attractive strategic direction the majority believes in. It starts with a clear purpose and vision and ends in a sustainable business model. This is the opposite of purely financial engineering, legal quarrels, and destructive management power play.

+ **TO BE SUCCESSFUL** an integral “capability upgrade” for the entire organization is necessary. Only with a broad future fitness, based on the right organizational capabilities and leadership development, the design and deployment of successful strategy will be possible. A slightly improved company with today’s abilities won’t be enough.

+ **A MOVEMENT** with broad support within and around the organization must be created to make all this happen. A highly motivating and engaging participative approach for employees, leaders, and external partners is required. The approach itself must be trailblazing for a desirable future, instead of an isolated top-down only command that nobody wants to follow.



FIX IT BEFORE IT IS TOO LATE

TO SUM IT UP: We are not proclaiming “power to the people” and laissez-faire management. We are promoting “the wisdom of the crowd” with state-of-the-art strategy development and courageously conscious leadership. Let’s discuss!