



IT'S JUST  
**DAIRY**  
HOW HARD  
CAN IT BE?



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**MY GOAL IS TO ENSURE THE BEST CONDITIONS FOR INNOVATION,  
WITH A SPECIAL ATTENTION TO HOW DECISIONS ARE MADE.**

**AFTER TODAY MY HOPE IS TO IGNITE YOUR CURIOSITY ON  
DECISION-MAKING IN YOUR OWN ORGANIZATION.**

# MY BACKGROUND

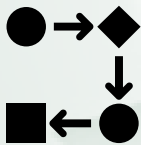
## PAST EXPERIENCE



*Facilitating innovation processes, workshops and innovation decision-meetings*



*Product Owner for IT-solutions*



*Building innovation governance processes, tools and templates*

## CURRENT JOB - ARLA



*Developing and maintaining the innovation operating model*



*Training, implementation and change management*



*Innovation Business owner for the IT-solution for driving innovation projects/governance*

**COMMON FOR ALL - Innovation in large international companies**

# OUR VISION

Creating the future of dairy  
to bring health and  
inspiration to the world,  
naturally



# OUR MISSION

To secure the highest value for our farmers' milk while creating opportunities for their growth



We provide dairy that  
nourishes body and  
soul throughout life



Milk, yoghurt, powder and cooking 50%



Cheese 30%



Butter & spreads 20%



# KEY OBSERVATION ON CORPORATE INNOVATION

*How an organization work with decision-making has a profound impact on their innovation practice*



# THE ROLE OF DECISION-MAKING IN INNOVATION



*Innovation squiggle*





# DECISION-MAKING IS ALSO COMMUNICATION AND UNDERSTANDING



**How the customer explained it**



**How the project leader understood it**



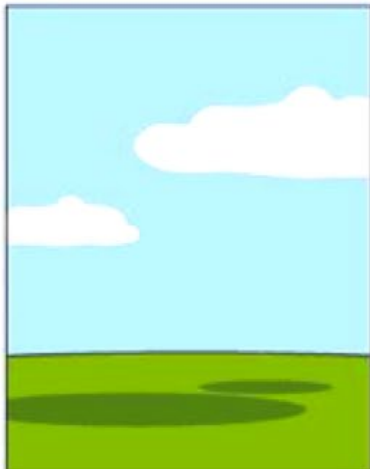
**How the analyst designed it**



**How the programmer wrote it**



**How the consultant described it**



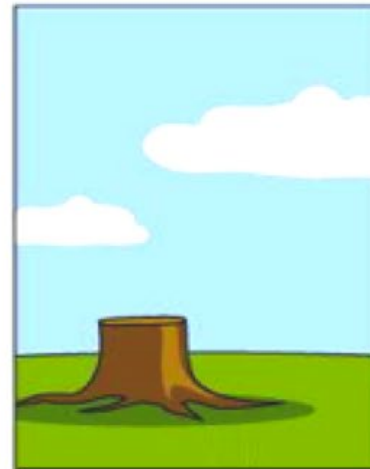
**How the project was documented**



**What was installed by operations**



**How the customer was billed**



**How the project was supported**



**What the customer really needed**

# WHY DECISION-MAKING (APPROACH) MATTERS WHEN IT'S BAD



## STAGNATION

*Lack of speed and motivation and missing key milestones*



## HIERARCHY IMPACT

*Vague decisions in the top causing confusion and misalignment on the ground*



## WASTED RESOURCES

*Misallocations of time, money or talent*



## COST OF POWER POINT

*CoPP \* (Cost of Power Point) sent around in decision-making processes*



## MISSED OPPORTUNITIES

*Missing valuable growth opportunities*



## HIDDEN

*The cost is often invisible and not in timelines or budgets*

# WHY DECISION-MAKING (APPROACH) MATTERS WHEN IT'S GOOD

When there is a clear **INTENTION** and **IMPACT** of the decision

When we know **WHO** decides on **WHAT**.

When they **KNOW** enough to decide, and **ACKNOWLEDGE** they have the **ROLE**

When there is **PSYCHOLOGICAL SAFETY** to take decisions



## **SPEED TO MARKET**

*with accelerated development and deployment*



## **CLARITY & COLLABORATION**

*Clarity in decision provides clarity for everyone and improves the general work environment*



## **REDUCED RISK**

*Good decision-making in innovation includes experiment to reduce risk to better form decisions*



## **IT'S GOOD BUSINESS**

*Cutting waiting time and increase clarity on direction leads to higher profit*

# FUN FACT – COGNITIVE BIAS IN DECISION-MAKING

## IKEA Effect

We place higher value on things we partially created ourselves.



*"Don't you love this pot I spent \$20 on? I painted it myself!"*

## Not Invented Here

Resistance towards accepting something created by someone else



*"We did not make it so it is most likely not right for us"*

## Ben Franklin Effect

We like doing favors; we are more likely to do another favor for someone if we've already done a favor for them than if we had received a favor from that person.



*Greg loaned Francis a pen. When Francis asked to borrow \$5, Greg did it readily.*

## Status Quo Bias

We tend to prefer things to stay the same; changes from the baseline are considered to be a loss.



*Even though an app's terms of service invade Sally's privacy, she'd rather not switch to another app.*

## Optimism Bias

We sometimes are over-optimistic about good outcomes.



*"It's going to turn out great!"*

## Pessimism Bias

We sometimes overestimate the likelihood of bad outcomes.



*"Nothing will ever get better."*

**In groups: Chose a bias  
"How could this bias be managed in a decision-making situation"**

# DIFFERENT APPROACHES TO DECISION-MAKING

## Edward de Bono's six thinking hats model for critical thinking and problem solving



WHITE HAT

- Objectivity
- Fact-finding

Wear the white hat to focus objectively on the available facts and figures.



RED HAT

- Passion
- Intuition
- Emotions

Wear the red hat to look at the problem using intuition, gut reaction, and emotion.



BLACK HAT

- Caution
- Pessimism
- Somberness

Wear the black hat to be vigilant and consider the negative sides of the event, issue, or problem.



YELLOW HAT

- Hope
- Optimism

Wear the yellow hat to think positively. Consider all the benefits of the circumstances.



GREEN HAT

- Creativity
- Inventiveness

Wear the green hat to get creative and invent new approaches.



BLUE HAT

- Direction
- Synthesis
- Organization

Wear the blue hat to perform meta thinking. Scrutinize and direct discussion. Synthesize all viewpoints.

Which one do you often wear?

Which one do you prefer to collaborate with?





**TOOL TIP - I-DO-ARRT**



# TOOL TIP – I DO ARRT

WHY we do it



**INTENTION**  
*Why we do it*



**DESIRED OUTCOME**  
*Tangible result from our workshop*


HOW WE DO IT



**AGENDA**  
*Activities to create desired result*



**ROLES**  
*Who should be present and which part do the play*



**TIME**  
*Keep time on meeting and remember longer timeline*



**RULES**  
*How we engage and interact*



# WORKSHOP OVERVIEW

# Example



## INTENTION

*Strengthen the link between the portfolios and the innovation process*



## DESIRED OUTCOME

1. A status on “XXX”
2. XX decisions



## PRE-READ

1. Read XXX



## AGENDA

Fly in & warm-up	10 min
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Fewer, bigger better status	15 min
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Workshop scope	10 min
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Workshop part 1: Portfolio Mgt	80 min
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Break	10 min
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Workshop part 2: Decision-criteria	45 min
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Fly out	10 min
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## ROLES

### Participants and content providers

- 6 heads of markets in
- 4 heads of global brands

### Facilitators

- Innovation Excellence



## REMEMBER

1. Participants do the pre-read
2. Parking lot for “out of scope” topics





What is one thing you  
can do differently

To improve decision-  
making

Starting tomorrow

?

**THANK YOU**

