



Flexibly achieve goals,  
understand solve & change problems,  
motivate win & convince people,  
learn agile communication psychology & rhetoric



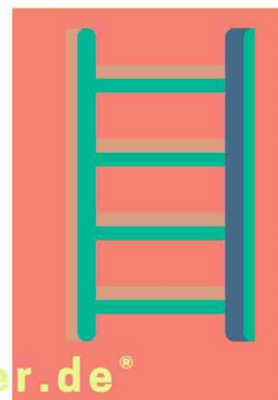
# TINY CHANGES



## SMALL STEPS BIG SUCCESS

Simone Janson (ed.)

Best of HR - Berufebilder.de®



# **Tiny Changes! Small Steps Big Success**

Flexibly achieve goals, understand solve & change problems, motivate win & convince people, learn agile communication psychology & rhetoric

*Simone Janson (ed.)*

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## Authors Overview

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Profound Expert Knowledge, Quality Assurance and AI: The Concept of Publisher of the Year Best of HR - Berufebilder.de®

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# **Introduction: Information, Experiences of Success, Inspiration - you'll find all that in this Book**

Dear readers,

glad we could convince you of the 4th, significantly extended edition, like thousands of readers before. Because this book makes your success tangible: In the following pages, you will not only encounter expert knowledge, but also a wealth of practical tools and resources that can help you achieve your goals and realize your full potential.

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For its interactive concept, the publisher was not only awarded the Global Business Award as Publisher of the Year by Corporate Vision Magazine and supported by the Minister of State for Culture and Media of the Federal Republic of Germany, but also repeatedly recognized in renowned media such as **ZEIT**, **Süddeutsche**, **personalmagazin**, or the special magazine **Personalführung**. For example, the **FAZ**, one of the most influential Newspapers in Germany, attests to us "good actionable tips" and customers like the **Press and Information Office of the German Federal Government** are enthusiastic. You can find many more reviews as well as information on free review copies at <https://best-of-hr.com/press/>.

Renowned experts from various fields - overview in the table of contents - have compiled their expertise and experiences to provide you with valuable insights and advice, practical and condensed. As a reader, you will also receive working materials as part of your book purchase, which you can download for free at <https://best-of-hr.com/academy/>. In addition, workbooks are available to help you reflect on the inspirations from this book.

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# **Growth Mindset in LeanStartup: Start the growth engine**

*// By Eric Ries*

Most of the decisions that startups face are anything but clear. One of these concerns the product publication. Another is the work organization of employees.

## **The dilemma with product publication**

A fundamental problem for companies is the product release or the right time for it: How often should a release take place? Once a week, daily, quarterly or once a year?

Product publications cause a lot more, so that the effectiveness of the product is often less time-consuming. Too long to wait can lead to ultimate waste if a product is created that nobody wants.

## **How long to plan for product development?**

How much time and energy should companies invest in infrastructure and planning right from the beginning, in anticipation of success? Too much may mean wasting valuable time that would have been better spent on learning.

Too little could be disastrous because you may miss the chances of success that exist in the start-up phase of a technology, and leave the market leadership to a competitor who travels fast.

## **What does the work organization look like?**

Another decision concerns work organization in companies: what tasks should employees perform during their working hours? How do we transfer responsibility for learning processes at the organizational level?

Classic-style departments create incentive mechanisms that support excellence in their area of expertise: marketing, sales, product development.

## **The start-up's biggest enemy: uncertainty**

But what if the interests of the company are best served by cross-cutting cooperation? Startups need organizational structures that fight their biggest enemy: the extreme uncertainty with which they must live.

The lean manufacturing movement faced similar issues in the factory buildings. The answers also apply to startups, albeit with some modifications.

The first important question before converting to a lean company is: which activities are value-creating and which are a form of waste?

## **The technique of the Lean method**

Once you have clarified that, you can start using Lean methods to eliminate the redundant ones and increase the efficiency of the value-creating ones.

In order for these techniques to be used in a start-up, they must be adapted to the entrepreneurship environment. The value of a startup is not to develop products or services, but to learn how to build a viable business model.

## **Therefore the question arises:**

- What products do customers really want?
- How can our business segment grow?
- Who is our customer?
- What recommendations from customers should we take into consideration and which ones can we ignore?

## **Decisions, maximizing success opportunities**

These questions must be answered as soon as possible in order to maximize the success of a start-up. They are a valuable element. Lean startups are important in this process, without the need to sacrifice their cardiac blood - their speed and maneuverability.

Contrary to popular belief, lethargy and bureaucracy are not an inevitable fate as companies reach maturity. With the right foundation, a lean startup can become a lean established business if it maintains its maneuverability, learning orientation, and culture of innovation even in the scaling phase.

## **Just-in-time solutions**

In the ninth chapter we will see how Lean startups can take advantage of the counterintuitive power of small lot or batch sizes. Lean Manufacturing uses just-in-time production to manufacture the products, reducing stock flow and return.

Lean start-ups have just-in-time scalability (the adaptability of a product, for example a software, when requirements are changed) and perform product experiments without investing heavily in planning and design.