

Stories about **LEADERSHIP**

A STORY ABOUT STRATEGIC FORESIGHT



You rarely notice when you're only reacting. It happens quietly, like a habit.

Since Q1, my daily routine has consisted of stabilizing, prioritizing, escalating, and stabilizing again. Region 3 is currently underway, Region 4 is in the pipeline, and I feel like someone standing in a boat, constantly bailing out water.

During the management update on Thursday, it became clear to me that I don't want to continue like this. "Frederik, we need to scale faster in Eastern Europe," says the managing director. "The market is just opening up."

"But we still have some gaps in the process," I say reflexively. "If we rush things now—"

She nods. "I know that. That's exactly why I'm asking you: What's your perspective on the next twelve months? Not on the next sprint."

Twelve months.

A sentence like a spotlight.

I notice my mind briefly goes blank. I'm so deep in Q2 that Q4 seems like a planet.

I nod slowly. "I'll come next week with a picture."

In the evening, I sit alone in the office. The hallway is dark, and the cleaning machine is quietly moving across the floor somewhere. I open a blank document and write at the top: "12-Month Perspective OnePlatform"

Then I stare at the blank page.

Strategischer Weitblick ist schwer, wenn Du müde bist. Und gerade dann ist er nötig.

Ich denke an einen Satz der Coachin, den sie mir einmal nach einem besonders hektischen Quartal gesagt hatte: „**Strategie beginnt dort, wo Du aufhörst, nur die Welle zu surfen, und anfängst, das Meer zu lesen.**“

Das Meer lesen. Nicht nur die Welle.

Ich beginne mit Fragen statt Antworten.

- **Was verändert sich im Markt gerade wirklich?** Nicht nur „mehr Nachfrage“, sondern: Welche Regionen, welche Anforderungen, welche Standards?
- **Welche Engpässe werden uns in sechs Monaten stoppen, wenn wir sie heute nicht adressieren?** Datenqualität. Schulungen. Lokale Ownership. Supportmodell.
- **Was ist unser Kernversprechen, das überall gelten muss?** Stabiler Bestellprozess, niedrige Nacharbeit, klare Verantwortungsarchitektur.

Ich schreibe.

Ich zeichne Kreise, Pfeile, Knoten.

Ich merke, wie mein Kopf wieder größer wird.

Am nächsten Morgen hole ich Priya und Jonas in einen kurzen Strategieraum. Kein offizielles Meeting. Nur wir drei, mit Kaffeebechern und einem Whiteboard.

„Ich will Eure Perspektive auf die nächsten zwölf Monate“, sage ich. „Was seht Ihr, was wir heute übersehen?“

Jonas sagt sofort: „Wenn wir skalieren, brauchen wir ein globales Schnittstellen-Standardpaket. Sonst bauen wir in jeder Region neu.“

Priya ergänzt: „Und wir brauchen lokale Ownership. Wenn wir nur zentral treiben, kippt Akzeptanz. Jede Region braucht einen echten Prozess-Paten.“

Wir ergänzen, streichen, priorisieren. Nach 90 Minuten haben wir ein Bild in vier strategischen Initiativen:

1. **Globaler Standard-Kern** (Schnittstellen, Datenmodelle, Sicherheitsrahmen).
2. **Lokale Ownership-Architektur** (Paten, Rollen, Entscheidungsräume).
3. **Skalierbares Trainingssystem** (Train-the-Trainer, Lernmodule, Plattform).
4. **Supportmodell Q4** (damit Stabilität nicht in Hotline erstickt).

Und wir machen etwas, was wir im Operativen oft nicht tun: **Wir definieren früh, was wir nicht mehr tun.**

Keine Sonderwege pro Region.

Keine Features ohne Kernbezug.

Keine Pilotstarts ohne lokale Paten.

Strategic foresight is difficult when you're tired. And that's precisely when it's needed.

I'm reminded of a sentence my coach once said to me after a particularly hectic quarter: "**Strategy begins where you stop just surfing the wave and start reading the sea.**"

Reading the sea. Not just the wave.

I'll start with questions instead of answers.

- **What is really changing in the market right now?** Not just "increased demand," but: Which regions, which requirements, which standards.
- **What bottlenecks will stop us in six months if we don't address them today?** Data quality. Training. Local ownership. Support model.
- **What is our core promise that must apply everywhere?** A stable ordering process, minimal rework, and a clear responsibility architecture.

I am writing.

I draw circles, arrows, and knots.

I can feel my head getting bigger again.

The next morning, I bring Priya and Jonas into a short strategy session. Not an official meeting. Just the three of us, with coffee cups and a whiteboard.

"I want your perspective on the next twelve months," I say. "What do you see that we are overlooking today?"

Jonas immediately says: "If we scale, we need a global standard interface package. Otherwise, we'll be building from scratch in every region."

Priya adds: "And we need local ownership. If we only drive things centrally, acceptance will falter. Every region needs a true process sponsor."

We add to, remove, and prioritize. After 90 minutes, we have a picture in four strategic initiatives:

1. **Global standard core** (interfaces, data models, security framework).
2. **Local ownership architecture** (sponsors, roles, decision-making spaces).
3. **Scalable training system** (train-the-trainer, learning modules, platform).
4. **Support model Q4** (so that stability is not stifled by the hotline).

And we do something that we often don't do in operations: We define early on what we will no longer do.

No special arrangements for each region.

No features without core relevance.

No pilot launches without local sponsors.

A week later, in the management update, I present the picture. Not as a "finished strategy," but as a compass.

"If we want to scale in Eastern Europe, we need to invest in the core standard now," I say. "Otherwise, in six months we'll run into the same bottleneck as in Q1, only bigger."

The managing director nods. "That's the perspective I wanted to hear. What do you need for that?"

"A clear capacity cut," I say. "Two operational areas are being put on hold so that we can focus on strategic development."

She glances briefly at the CFO. He raises an eyebrow but says nothing.

"Let's do it," she finally says. "And you hold the compass."

Later, when the call ends, I breathe a sigh of relief. Not because everything is safe, but because we're on the right track again.

Strategic foresight is not romantic.

He is the courage to build tomorrow while today is noisy.



Takeaway inspiration

strategic foresight

Strategic foresight means looking beyond the immediate concerns to recognize the essentials of the next 6-12 months and addressing tomorrow's bottlenecks today. It provides a compass when operational matters become critical.

Take 60 minutes for your most important topic and answer three questions in writing: What will change? What will stop us in 6 months? What is our core promise? This will give you direction, not a slide.

REFLECTION QUESTIONS ON STRATEGIC FORESIGHT

1. Where am I merely reacting to the waves instead of reading the sea?
2. What bottlenecks of tomorrow am I overlooking right now because today is so noisy?
3. What is our core promise that must apply everywhere — and what do we consciously leave out to make room for it?



Feel free to contact me anytime::

Victoria Beckers

E-Mail: beckers@energie-durch-entwicklung.com

phone: +49 172 90 69 280

Energie durch Entwicklung GmbH

Hufeisen 13 | D-41352 Korschenbroich

www.energie-durch-entwicklung.com