



CASE COLLECTION · ANONYMISED AND SIMPLIFIED

Leading tensions: cases from my practice

Same structure, different navigation patterns

Four cases from my leadership practice, anonymised and simplified: in each, both sides were legitimate, and neither was dissolved – it was **led**. Results and details in a personal conversation.

CASE

1

Existing
business vs.
future

ROLE & CONTEXT

Managing director, day-to-day business and hub. Over ten years ago.

NAVIGATION PATTERN

First separate, then deliberately reconnect, in alternation.

WHERE DO YOU KNOW THIS?

Where must the existing business grow although everyone knows it has no future?

CASE

2

Local business
vs.
headquarters

ROLE & CONTEXT

Managing director of a new eCommerce venture. Over 20 years ago.

NAVIGATION PATTERN

Differentiate and connect at once, the leader as a bridge.

WHERE DO YOU KNOW THIS?

Where should a unit become independent yet build on a central foundation?

CASE

3

Subscription vs.
freemium

ROLE & CONTEXT

Head of product at a social media company. Over ten years ago.

NAVIGATION PATTERN

Separate strands, connect via KPIs, settle direction at board level.

WHERE DO YOU KNOW THIS?

Where do two metrics compete for the direction?

CASE

4

Investment vs.
margin

ROLE & CONTEXT

Responsible for customer experience in a corporation. Period left open.

NAVIGATION PATTERN

Own rhythm, shared customer centricity, integrating figure.

WHERE DO YOU KNOW THIS?

Where should something new emerge without putting the existing at risk?

Where is it stuck for you?

The tension analysis: 90 minutes, one written finding. It starts with a non-binding initial conversation.

