

# Freiheit braucht Regeln!

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REWE digital



I work hard for the success-factor „People“



I want to learn and share with you



I love what I do

COO, Delivery Director  
Consultant, Projektmanager

HR Director,  
Learning & Development

International  
Marketing Manager

Business-Coach, Trainer,  
Uni-Dozent

# Ernährungskompetenz und Leidenschaft sind der rote Faden bei Allem was wir tun.



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REWE  
DEIN MARKT

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Die Erschaffung des Cappuccinoisten.

MAXIMAL  
GALAKTISCH

REWE digital

Wir sind

**Digital**



You need rules if  
you want to be free



**Without them, we're just a bunch of people doing stuff.  
Somehow.**

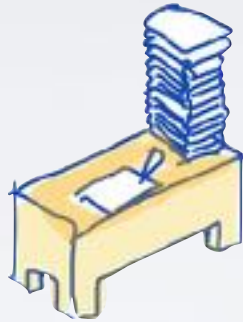
SUPPORTING A  
LIFESTYLE



KEEPING OCCUPIED



PAYING BILLS



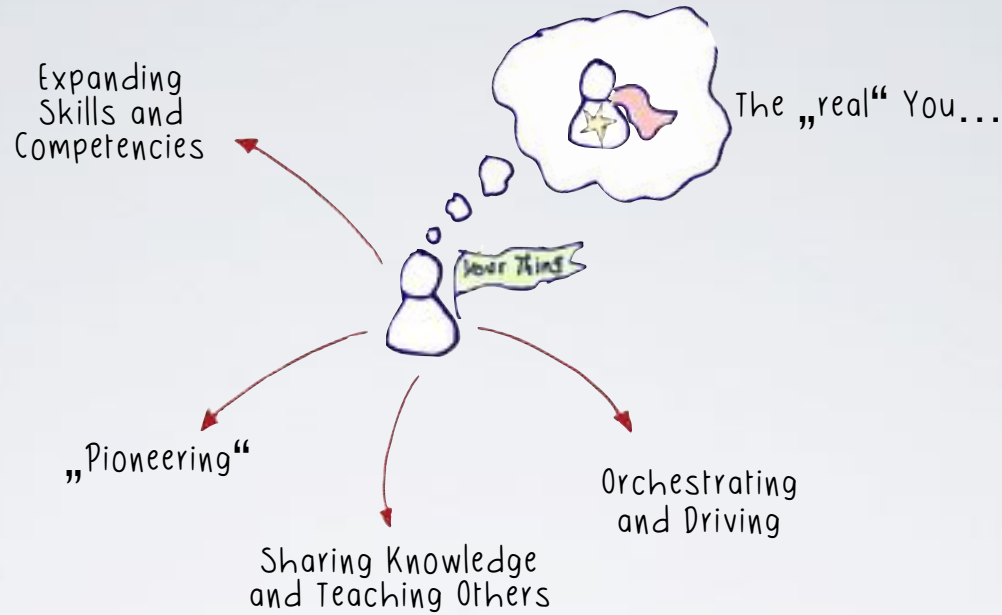
REALISING A  
DREAM

**Most of us go to work for more than one reason.  
Spoiler: earning a buck ain't the only one.  
Yet not everything Work throws at us is for our personal benefit.**



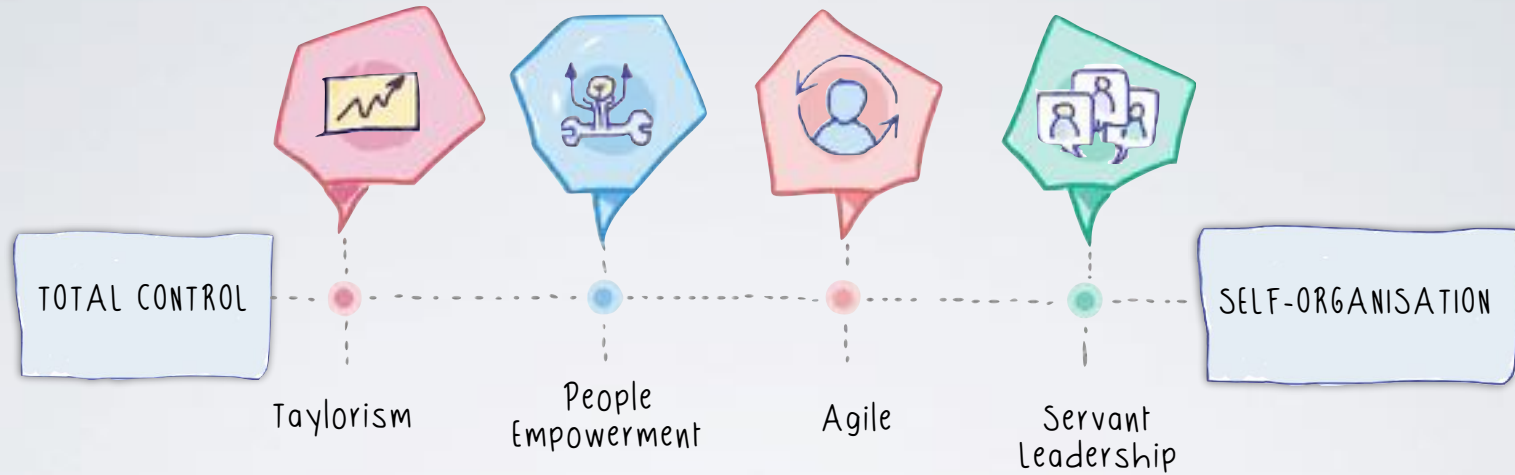


**I work for the success of people,  
and I love what I do.**



**And what about our sense of purpose?  
Wouldn't it be great if our work offered us that too?  
We'd be able to do more and create better products and services...**





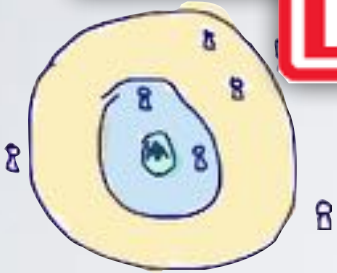
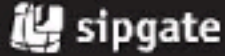
**The idea of how we work with each other is continually evolving.**



An example from Google's Laszlo Bock  
(from his book „Work Rules!“)

**Why do we talk so much about these concepts?  
The bottom line is that, in the best case you improve a great deal.**

Wie kann ein Unternehmen  
ohne Führungskräfte  
funktionieren?



Militärische Führung und Organisation:  
Wie agil ist die Bundeswehr?

Don't just take it from Silicon Valley.  
Right here in Germany, there are companies striving to get it right.

No rules

Management is evil

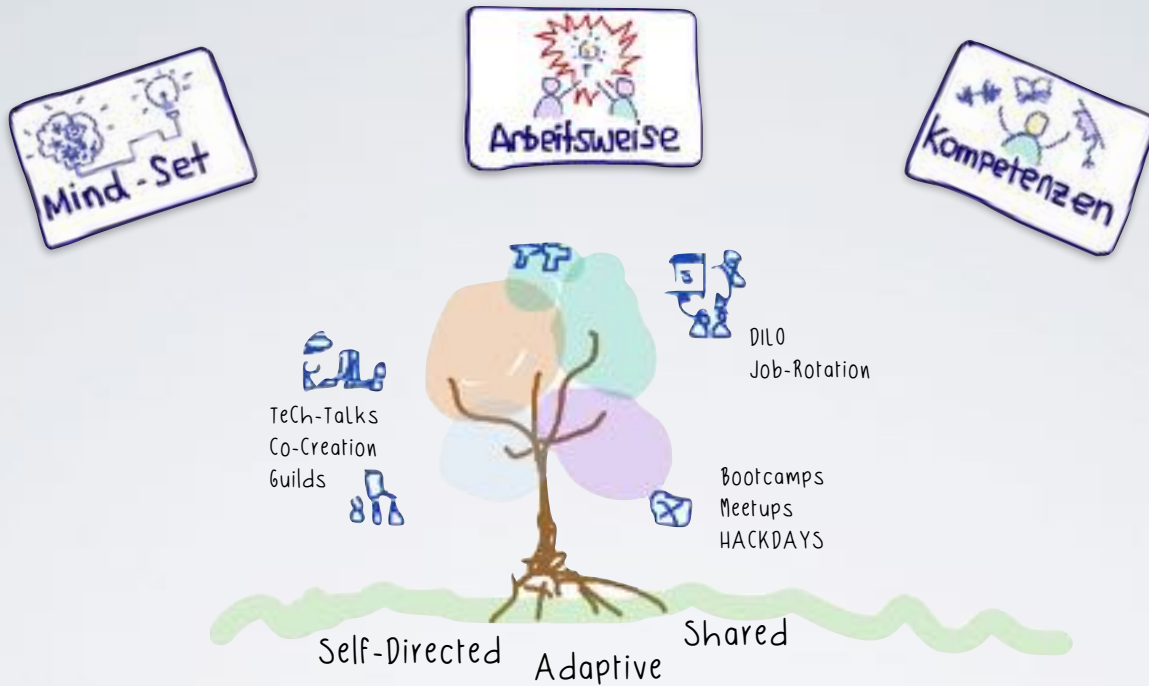
Do what you like

Being Agile cures  
everything



Making decisions kills  
freedom

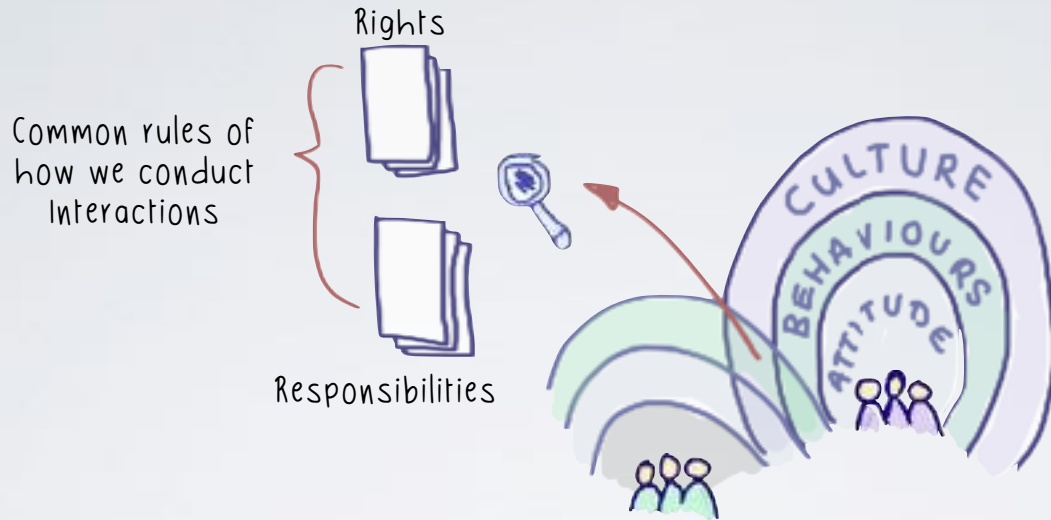
**But for all the great Ideas that work,  
there are as many misconceptions...**



**At REWE Digital, this is how we see it...**



First, create the right environment...



**Be free. And don't neglect the need for structure, common rules, and yes – even boundaries.**





**Hold people accountable!**



**Introduce the right types of Initiatives to help people work on improving those people-skills, and not just their technical expertise**



Take a Clear stance!

**Don't believe you can always do things that make everyone happy all of the time.  
Sometimes, you're going to have to be a bit unpopular.**



LEARN. DO. SHaRE. REPEAT...

**Don't make the mistake of believing you've got it all figured out.  
Regularly check your approach, engage in an active dialogue with others, share and learn.**



**To be perfectly honest, there is still a lot we need to get right...**



**Where are you headed with your teams?**







THANKS FOR SHARING!