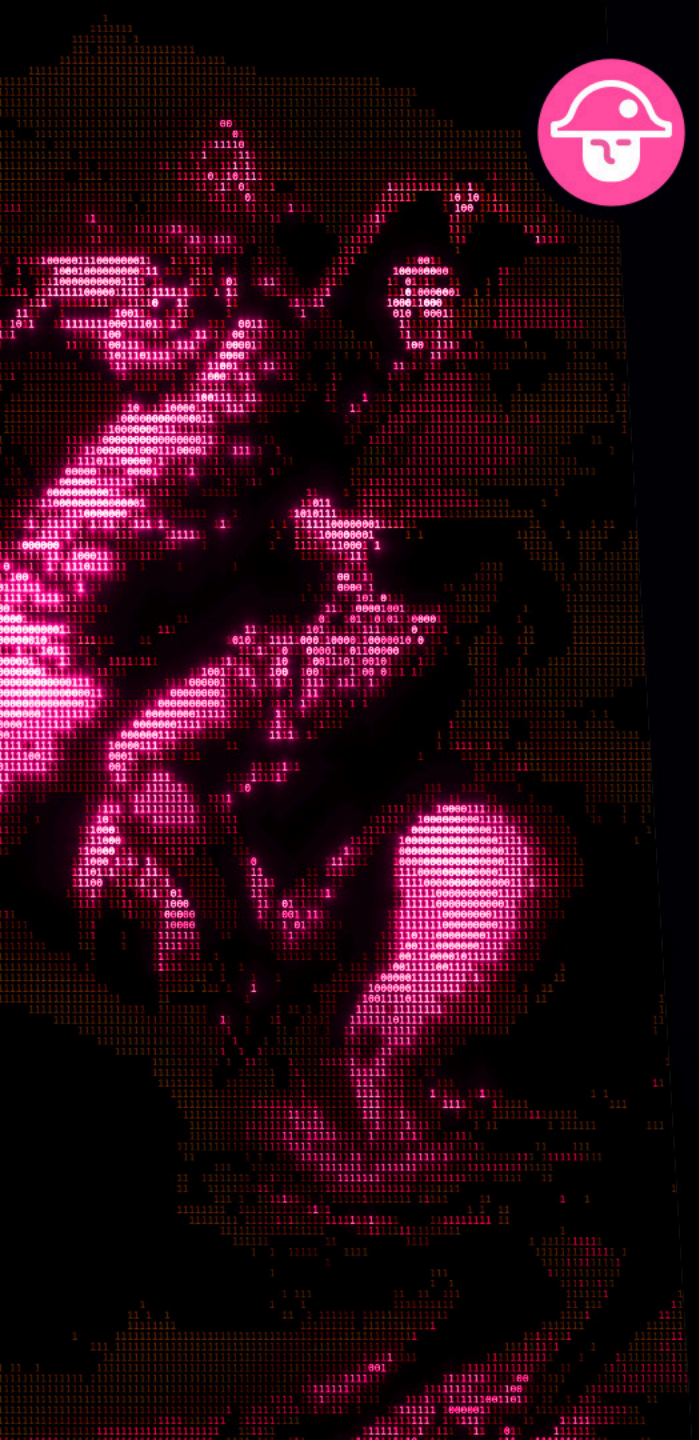

THE
WAR ROOM

Winning the Next Mandate

MAN vs MACHINE
ASPIRE ANNUAL CONFERENCE

Winning the Next Mandate: From Proving Our Value to Owning It

The next mandate will not be won by scale.
It will be won by judgement

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SESSION LEAD

FIVE HYPOTHESES FOR THE NEXT MANDATE

Five hypotheses

FROM DELIVERY TO OWNERSHIP

1. Kraków has won the delivery game. The next game is ownership. — OWNERSHIP SHIFT
2. The old value proposition is losing differentiating power. — LOSING DIFFERENTIATION
3. AI may expose how much of our value still comes from execution. — EXECUTION EXPOSED
4. Our next bottleneck may be leadership, not talent. — LEADERSHIP BOTTLENECK
5. Global trust may matter as much as global capability. — TRUST AS ADVANTAGE

THE NEXT CHAPTER DEPENDS ON JUDGEMENT.

THE DELIVERY GAME

~~Talent~~
~~Quality~~
~~Economics~~

Scale, quality, and complexity are no longer the interesting questions. They have become mere entry criteria inside a mature global network.

THE OWNERSHIP GAME

Why should we own the next mandate?

Kraków has spent two decades proving it can deliver a complex operation. The next chapter depends entirely on proving it can take ownership without increasing headquarters' management burden.

Do not edit
How to change the design

How ready is your centre today to take full end-to-end ownership of a strategically important global capability? 1 - 5

ⓘ The Slido app must be installed on every computer you're presenting from

slido

Do not edit
How to change the design

How do you think headquarters would rate your centre on exactly the same question 1 - 5

ⓘ The Slido app must be installed on every computer you're presenting from

slido

WHY DIDN'T WE GET THE MANDATE?

Three possible explanations. Three different responses.

01

CONTEXT

The decision is shaped by factors beyond the centre's practical control.

- Global portfolio logic
- Strategic priorities
- Geopolitics

UNDERSTAND & ADAPT

02

PERCEPTION

The capability exists, but HQ does not fully recognise it.

Capability ≠ recognition

- Executive exposure
- Evidence & visibility
- Reputation lag

DEMONSTRATE & BUILD TRUST

03

READINESS

Ambition has moved ahead of organisational maturity.

- Leadership depth
- Decision maturity
- Absorptive capacity

DEVELOP & TRANSFORM

THE STRATEGIC MISTAKE IS DIAGNOSING ONE PROBLEM AND TREATING ANOTHER.

FIVE CHAPTERS OF THE CONVERSATION

Discussion flow

FROM DELIVERY TO OWNERSHIP

1. **HOW HQ DECIDES WHICH EXISTING CENTRE GETS MORE** — ALLOCATION REALITY
2. **PERCEPTION VS READINESS** — BELIEF VS TRUTH
3. **LEADERSHIP & MINDSET — ARE WE ACTUALLY READY?** — FROM AWARENESS TO ACTION
4. **AI — EFFICIENCY OR LEVERAGE?** — CAPABILITY TO ADVANTAGE
5. **WAR ROOM — WIN THE NEXT MANDATE** — A CLEAR PATH FORWARD

BIGGER QUESTIONS. A STRONGER TOMORROW.

WHAT ACTUALLY DRIVES ALLOCATION DECISIONS

What actually influences those decisions?

Based not on what companies say matters, but on what you have actually seen influence those decisions.

1. Proven delivery / transformation track record
2. Strategic adjacency to existing capability
3. Leadership depth & succession
4. Capacity to absorb additional scope
5. Business stakeholder confidence
6. Ability to operate with limited HQ oversight
7. Economics / productivity and cost
8. Fit with the global centre portfolio
9. Ability to drive innovation and build new value to business

TABLE STAKES. DIFFERENTIATORS. PORTFOLIO CONSTRAINTS.

PERCEPTION
The Comforting Illusion

The belief: HQ is underestimating us.

Weak executive exposure • Reputation lags reality

READINESS
The Hard Reality

The truth: We are overestimating ourselves.

Leadership bandwidth • Decision maturity • Absorptive capacity

You cannot communicate your way out of a readiness problem.

FIVE CHAPTERS OF THE CONVERSATION

Discussion flow

FROM DELIVERY TO OWNERSHIP

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BIGGER QUESTIONS. A STRONGER TOMORROW.

Appendix

Five hypotheses:

- Kraków has won the delivery game.
  The next game is ownership.
- The old value proposition is losing differentiating power.
- AI may expose how much of our value still comes from execution.
- Our next bottleneck may be leadership, not talent.
- Global trust may matter as much as global capability.

A center can do complex work and still remain an order-taking organization.

THE ORDER TAKER	THE OWNER
Task: Optimize the work assigned	Outcome: Optimize the business result
Escalation: Move issues upward	Decision: Resolve at the lowest competent level
Pleasing: Tell stakeholders what they want to hear	Challenging: Tell stakeholders what they need to hear
Scope Protection: Defend our assigned boundary	Enterprise Thinking: Take responsibility for the end-to-end outcome