

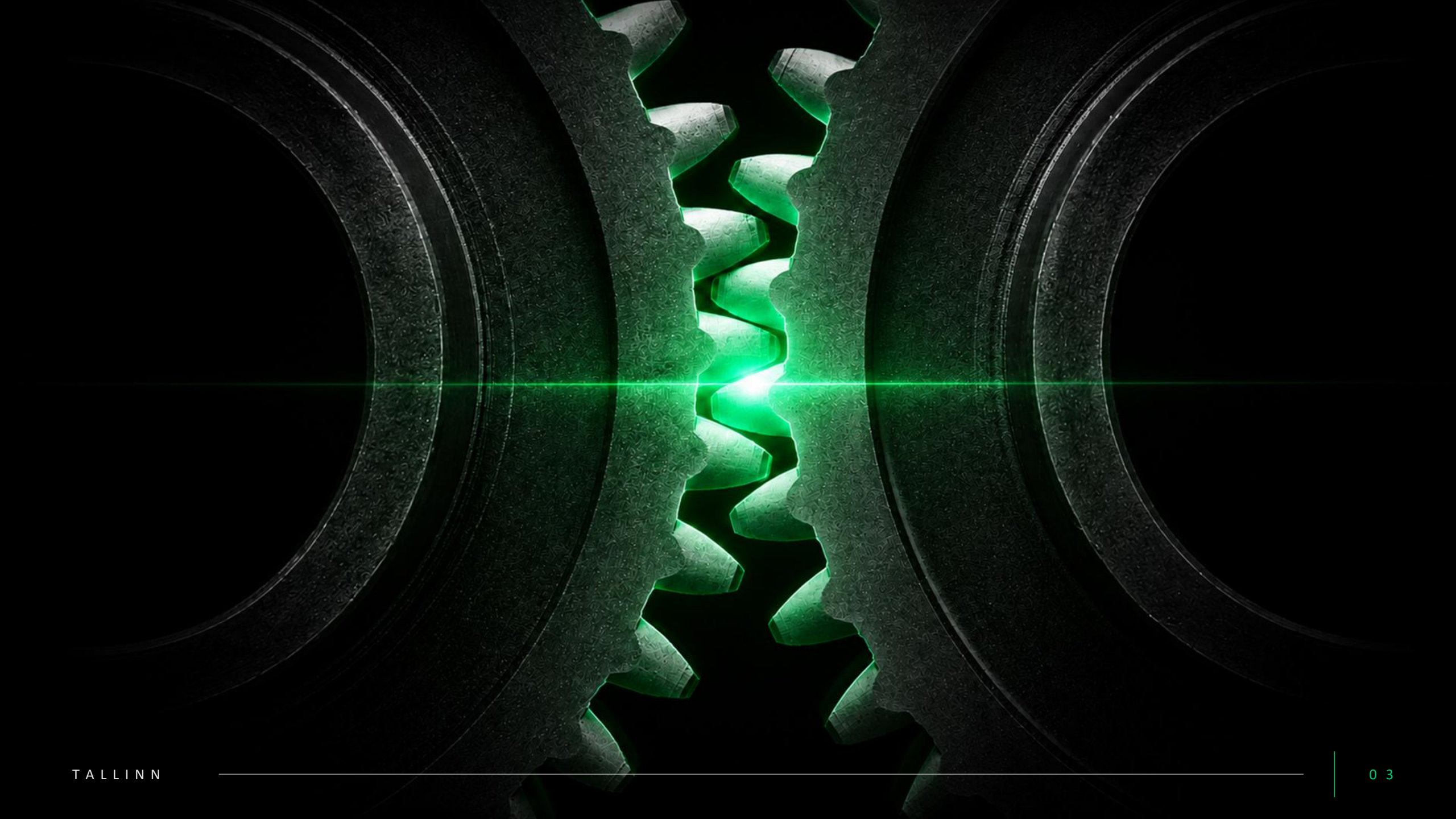
How value compounds in complex systems.

A leadership perspective.

Five Schools of Business... Tour de l'Europe

DEV

OPS





I believe in
deeply
ordered
chaos.

FRANCIS BACON



BANI

B

Brittle

A

Anxious

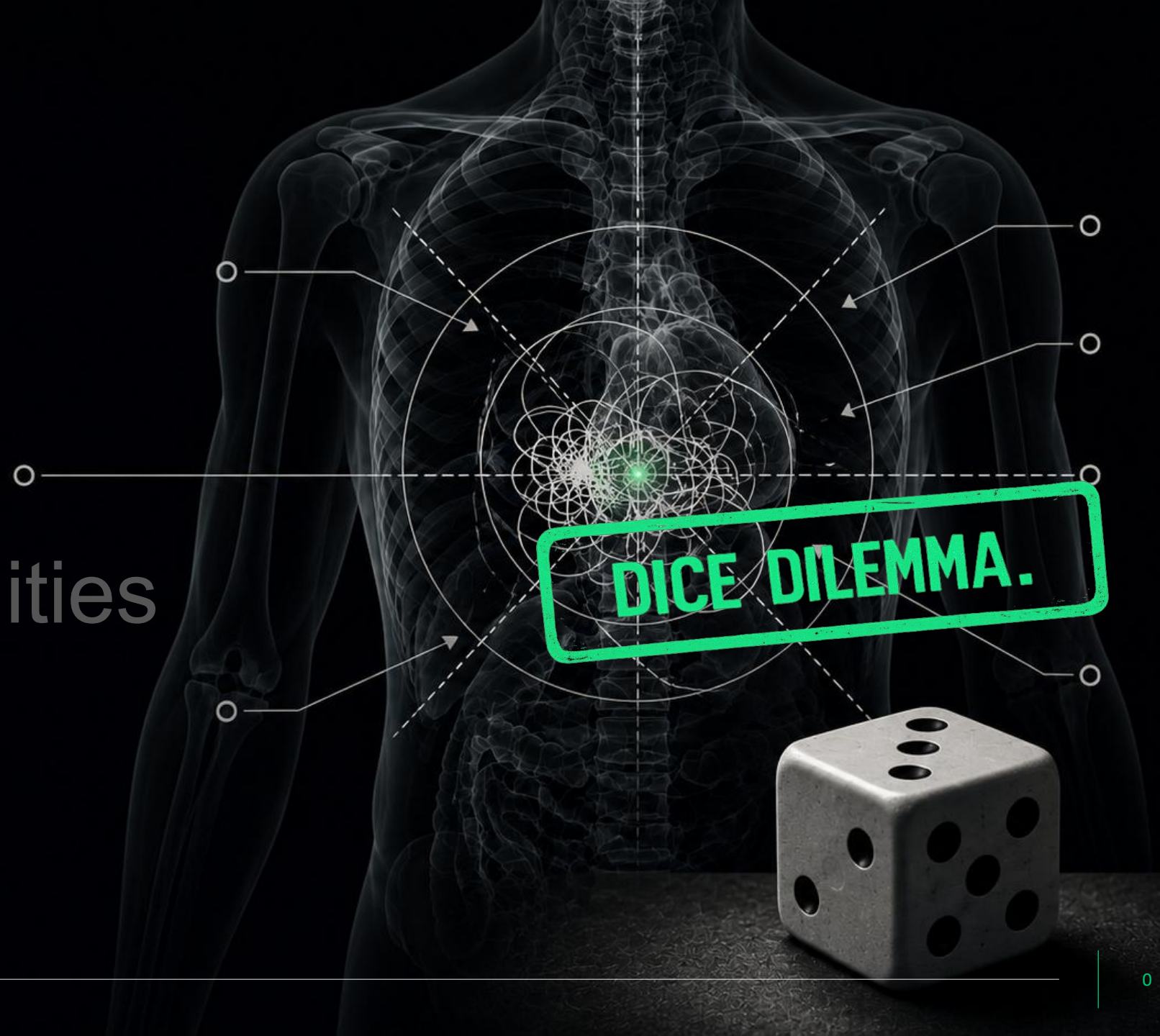
N

Non-linear

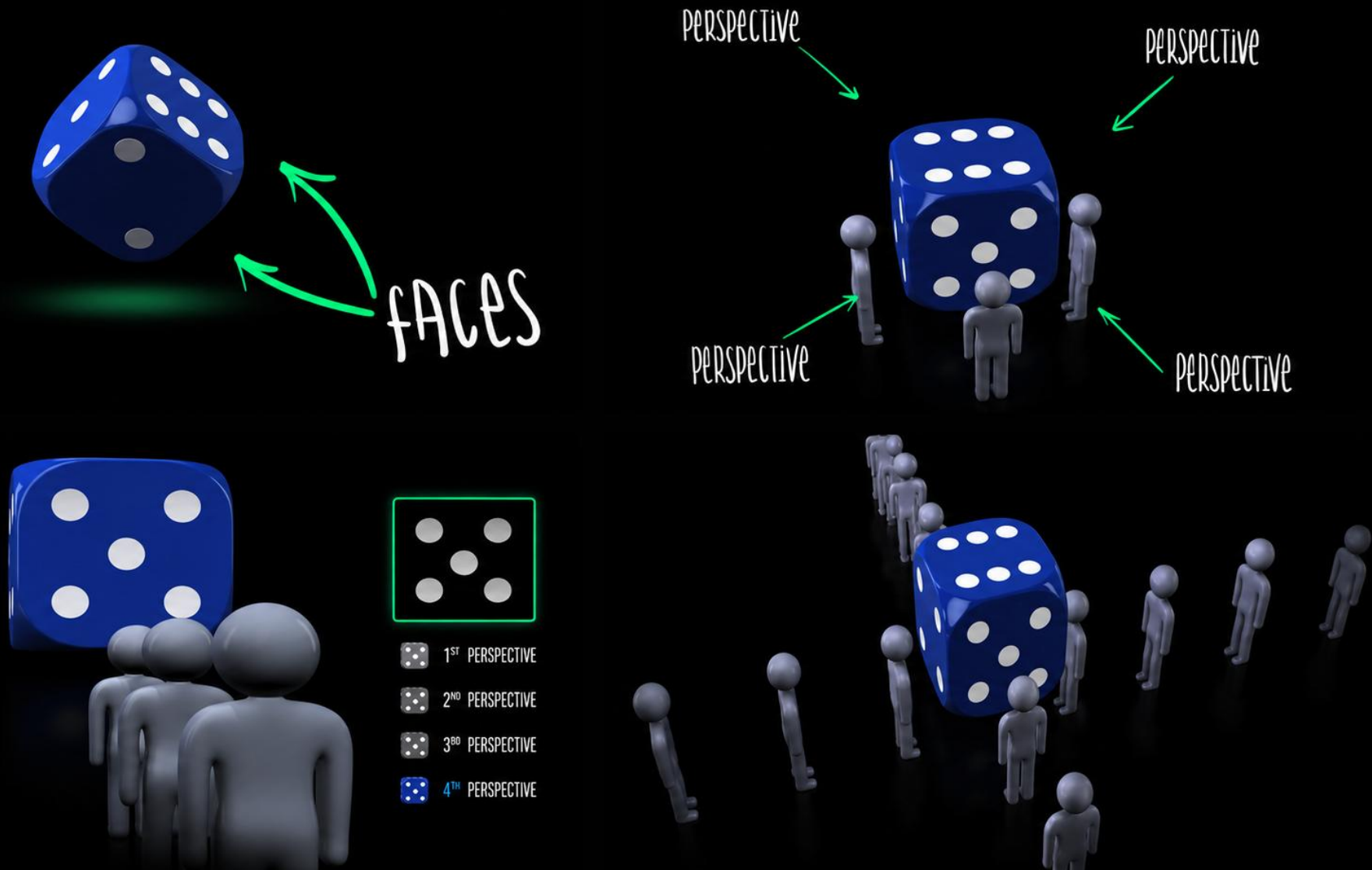
I

Incomprehensible

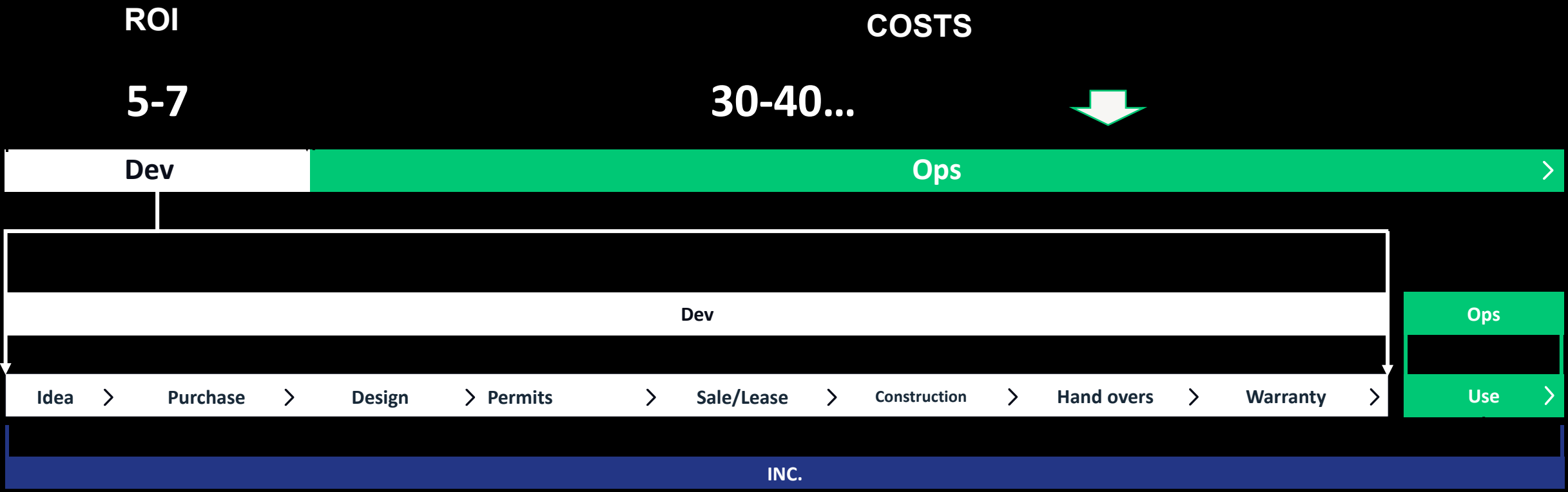
Lack of
cooperation
and dilution
of responsibilities



YES ... BUT vs. YES ... AND ... WHAT IF, WHAT IF NOT, WHY ?

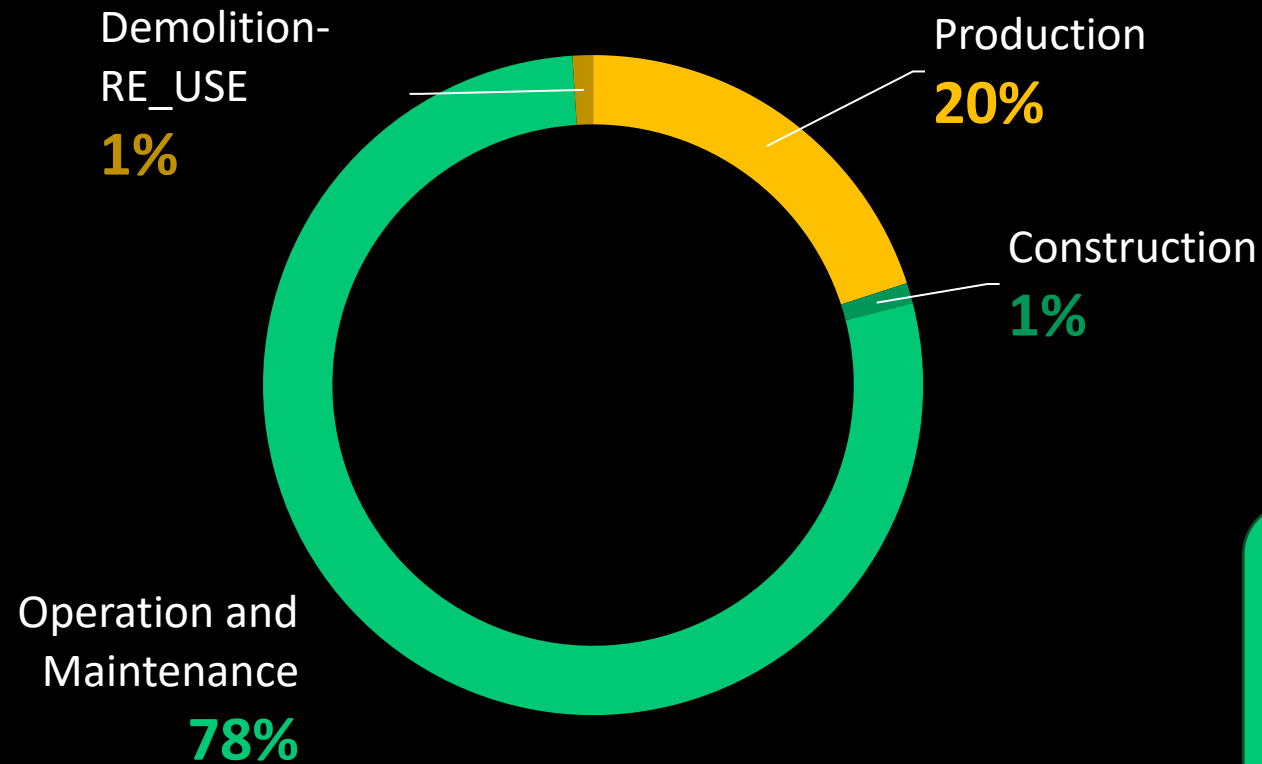


DevOps for RE



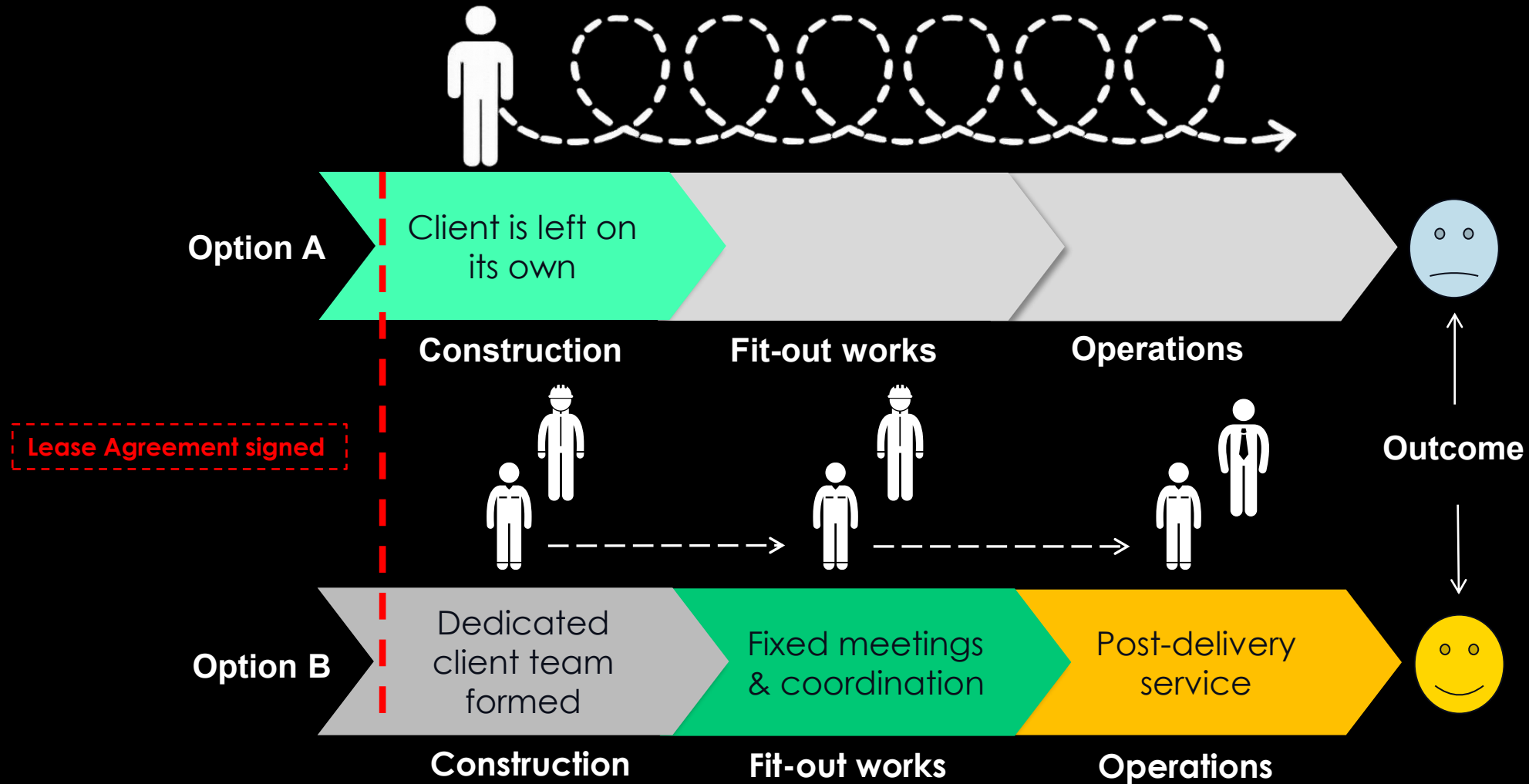
TIME MACHINE

DEVOPS ... from different perspective



**CO2 emissions
connected**

Relationship with Client / Tenant





**Simplify
and request
simple
solutions**



Why: Deciding what **NOT** to do is **more important** than deciding what to do. Don't bother doing things that don't matter. You'll accomplish more.

MoSCoW

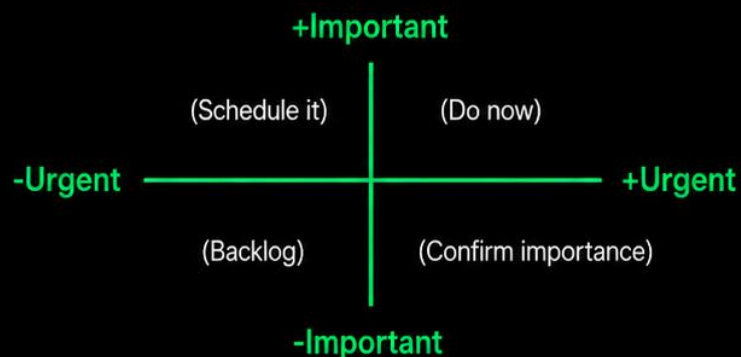
Must-have: do now

Should-have: do after must

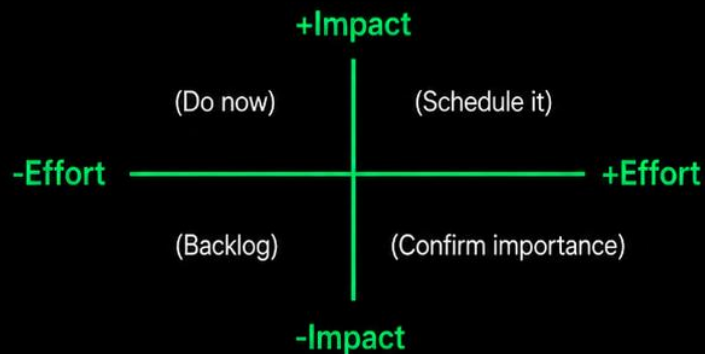
Could-have: schedule it

Wish-to-have: backlog

Urgent vs. Important



Impact vs. Effort



Three-buckets

Metric movers

More impressions? More engagement?

Customer delight

Something that would make customers happy.

Customer support

Something that customers have been begging for.

Subtract

The
Untapped
Science
of Less

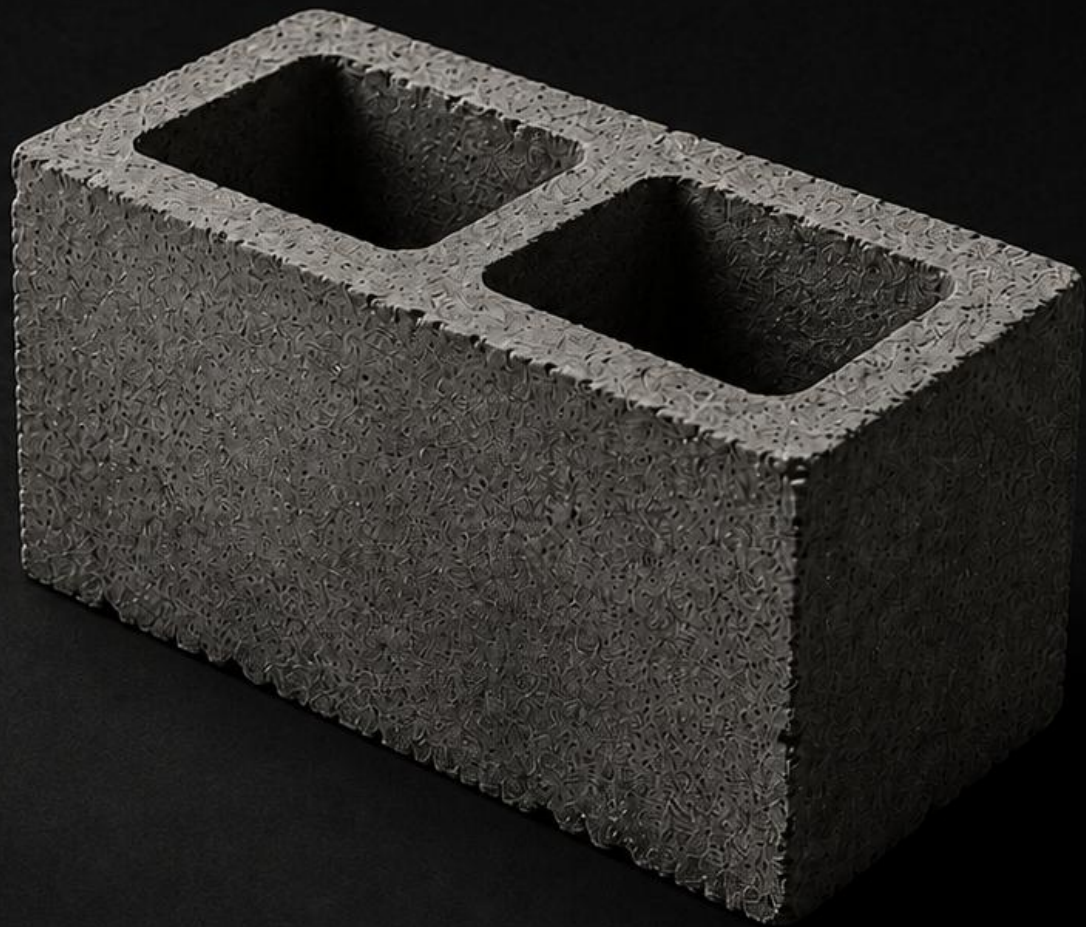
Leidy Klotz



1899

PALMER BLOCK

**More material,
Less value**



1905

PALMER BLOCK

**Less material,
More value**

THE 98%/2% RULE

**WASTE IS ONLY
WASTE IF YOU
WASTE IT.**

掛け算

KAKEZAN

multiplication

Mars Climate Orbiter
1999

**[MISSION
FAILED]**

Lost in Translation

125 (spacecraft) mln USD

9 months

IMPERIAL vs METRIC

lbf·s vs N·s → 4.45×

profit / benefit



Source: NASA JPL / NSSDCA"



“Mind you, I’m not responsible for the entire pipeline
– just the section that flows through my office.”

$$1.01^{365} = 37.8$$

$$0.99^{365} = 0.03$$

Compounding is what happens
when coordination becomes culture.

**Change is no longer
a once-a-year event.
It's a part of everyday work.**

**It's better to experiment and fail
than never make mistakes at all.**

**CORPORATE
REBELS**

JAN 2026 CSRD Q3 2026 Directive
AUG 2026 ESRS REPORTING COMPLIANCE
DUE DILIGENCE PACKAGING REGULATION DATA
WASTE FRAMEWORK TAXONOMY TARGETS
PPWR REQUIREMENTS DISCLOSURE
CIRCULAR ECONOMY ACT DEADLINES Q4 2026
CLIMATE LAW ESG DATA VERIFICATION
BCSDDD SUPPLY CHAIN AUDIT
DOUBLE MATERIALITY STANDARDS KPI
SCOPE 1 2 3 TRANSITION PLAN RISK
CARBON FOOTPRINT LIFE CYCLE ANALYSIS
CHEMICALS STRATEGY BIODIVERSITY NATURE
WATER USE POLLUTION SOIL HEALTH
EU TAXONOMY TECHNICAL SCREENING CRITERIA
ARTICLE 8 : ARTICLE 9 : SFDR
GREEN CLAIMS DIRECTIVE COMMS RULES
DIGITAL PRODUCT PASSPORT DPP
BAT REPORTING INDUSTRY BENCHMARKS
EXTENDED PRODUCER RESPONSIBILITY EPR
PRODUCER REGISTRATION FEES MODULATION
RECYCLING TARGETS COLLECTION SORTING
DESIGN FOR RECYCLING REUSE REPAIR
LABELING REQUIREMENTS INFORMATION
GRI ISSB EFRAG TCFD TNFD
ASSURANCE LIMITED ASSURANCE AUDITOR
NATIONAL TRANSPOSE CONSULTATION IMPACT
STAKEHOLDER ENGAGEMENT PUBLIC FEEDBACK
IMPLEMENTING ACT DELEGATED ACT GUIDANCE
Q1 2027 Q2 2027 Q3 2027 ...
FUTURE REVISION REVIEW CLAUSE ...
MORE DATA MORE REPORTS MORE FORMS ...
MORE CHECKLISTS MORE DEADLINES ...
.....

ESG will be done...

BY THE WAY.

Stop waiting for the perfect regulation. Just do it.

COORDINATION ↔ COMPOUNDING

COURAGE ↔ BELONGING

YET ↔ 1.01



Waldek
Olbryk

TALLINN

2 0 2 6