

Strategy@Work 2019 Executive Summary



Oct 24th, 2019
New York City



Brightline
Project
Management
Institute.

strategy

@WORK

Transformation
for a Shared Future

Brightline Initiative's Strategy@Work Conference

Brought Strategists, Leaders & Thinkers Together





A world defined by disruption demands a new roadmap of transformation.

How can we transform organizations and, in the end, improve value for shareholders and for society? asked Ricardo Vargas, Executive Director, Brightline Initiative, in his opening remarks.

Through a series of thought-provoking sessions, business, government, non-profit and academic leaders discussed how to turn innovative ideas into reality to create an inclusive and sustainable future.

Content

Keynote
Session

Leading Organizational Transformation

Jim McNerney
Chris Anderson

15-minute
Transforming
Session

Disrupt Yourself

Whitney Johnson

Panel 1

Succeeding at Transformations

Martin Reeves
Dr. Caroline Harper
Marshall Van Alstyne
Tiffani Bova

Keynote

Transformation... Now a Constant!

Rick Goings

15-minute
Transforming
Session

Using Leading Indicators to Galvanize the Organization

Rita Gunther McGrath

15-minute
Transforming
Session

The Future of Money

Alex Gladstein

-

Brightline Transformation Compass

Dr. Behnam Tabrizi

Panel 3

The Art, Science and Design of Dynamic Transformation

Tony O'Driscoll
Susan O'Malley
Itamar Kubovy
Neil Bryson

15-minute
Transforming
Session

The Journey to a Culture of Action

Tiffani Bova

Keynote
Session

Transforming the Untransformable

Ngozi Okonjo-Iweala
Dr. Behnam Tabrizi

Panel 2

Why Your Transformation Is Doomed to Fail?

Eileen Benwitt
Claudio Garcia
Anna Tavis
Scott Kelly
Perry Keenan



Leading Organizational Transformation

Chris Anderson, Jim McNerney



Keynote Session

Jim McNerney
Former Chairman, President, and CEO, The Boeing Company; Former Chairman and CEO, 3M

Chris Anderson
Head of TED

McNerney opened the conference discussing the two elements required for transformation: innovation and discipline. “The leader’s job is to create the language, the rules, the culture that blend the two, that make them work in harmony.” And he argued that no one can change culture by edict. “You can’t write memos. You have to fight the battles. The inside game is more important than the outside game.”

Given all the change, leaders “need to return to growing people so they can catch up to all of this.” It’s that or fail: “People ultimately determine the ultimate success of projects.”

Anderson sat down with McNerney after the keynote and asked about “this dance between innovation and managing people.”

For McNerney, “it’s all the little things, how you reward them, how you promote them, how you talk about them at meeting when you’re standing up in front of the team.”

Succeeding at Transformations

One-third of organizations are undergoing a transformation, said panel moderator, Reeves. And all of the panelists agreed that to succeed, leaders must keep the focus squarely on the human element:

– **“It’s very much about how you treat your people, how you respect them and how you give them space,”** said Harper.

– Look for people to collaborate with, said Van Alstyne, Creating those kinds of human ecosystems allows leaders to gain insights they normally wouldn’t have access to.

– People will make mistakes—and that’s okay. **“If you don’t expect and track failure, then you are rewarding inaction,”** said Bova.

Panel 1

Martin Reeves
Global Director,
BCG Henderson
Institute, Boston
Consulting
Group (BCG)

**Dr Caroline
Harper**
CBE, Chief
Executive,
Sightsavers

**Marshall Van
Alstyne**
Questrom Chair
Professor of
Management at
Boston
University

Tiffani Bova
Global
Customer
Growth and
Innovation
Evangelist,
Salesforce

Marshall Van Alstyne, Dr. Caroline Harper, Tiffani Bova, Martin Reeves



typically started as systemic or as a groundswell of efforts leading to viral transformation within the organization?

- 4 How do you set yourself up for executing strategy and transformation?
- 4 What are the most important technologies that organizations must consider when transforming?

Salesforce is heavily tech and business. I



Using Leading Indicators to Galvanize the Organization

15-Minute
Transforming
Session

Rita Gunther McGrath
Professor, Columbia
Business School

Leaders should look for strategic inflection points: changes in the environment that “**cause the assumptions underlying your existing business model to no longer be true.**”

The challenge for leaders is to look for leading indicators and make decisions in the “optimal warning” period. “**If you’re making small exploratory investments early on, you can be prepared when [things] actually manifest themselves.**”



the Energy
Tale
udge
ne T

General Electric Misread the Energy Transition: A Cautionary Tale

General Electric's Investors Misjudged the
Transition to Navigate the Transition
of Billions

Performance of GE Shares vs S&P 500



strategy

@WORK



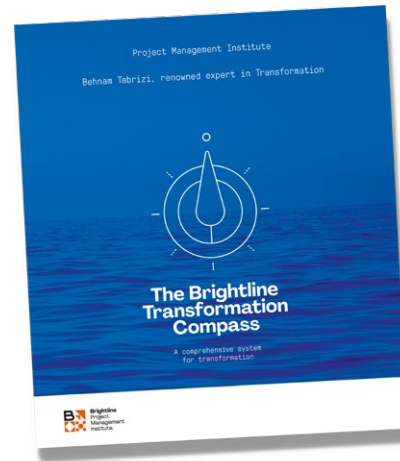
Brightline Transformation Compass

Dr. Behnam Tabrizi
Professor, Stanford
University

Tabrizi opened with some startling numbers:

- Nearly US\$900 billion was wasted in digital transformation last year (*Forbes*).
- Digital transformation is the top risk factor for CEOs in 2019 (*The Wall Street Journal*).
- 85 percent of employees globally aren't engaged (*Gallup*).

That leaves a big question: **“How do we move barriers so that people will step into greatness and fully align and find real joy at work?”**



Download your copy
of the compass at
<https://compass.brightline.org/>



“building a movement that aligns inside-out and outside-in approaches.”

Enter the Brightline Transformation Compass, a playbook designed to help executives transform their organizations by putting people at the center—*“building a movement that aligns inside-out and outside-in approaches.”*

To create a movement, Dr. Tabrizi said, leaders need to recruit champions, *“thought leaders within the organization—who aren’t happy with how things are, but have some great ideas about how to improve it.”*



The Journey to a Culture of Action

15-Minute
Transforming
Session

Tiffani Bova
Global Customer
Growth and Innovation
Evangelist, Salesforce

Bova said it's all about the customer.

“The companies in hyper-growth mode have always transformed from a customer experience perspective,” she said.

“If it isn't driven by the customer, why are we doing it?” But leaders must also take care to transform *“in a way that your people can absorb it,”* Bova said.

Create a culture of action: *“Fail, learn and iterate.”*



“Fail, learn and iterate.”



Why Your Transformation Is Doomed to Fail?

“Transformation is about learning,”

Panel 2

Eileen Benwitt
EVP, Chief Talent Officer, Horizon Media

Claudio Garcia
EVP Strategy and Corporate Development, Lee Hecht Harrison

Anna Tavis
Clinical Associate Professor and Academic Director of Human Capital Management Department, New York University

Scott Kelly
COO and Chief Transformation Officer, Hitachi Vantara

Perry Keenan
Senior Partner and Managing Director, Boston Consulting Group

As he introduced the panel, Vargas said 70 percent of large-scale digital transformations fail. Garcia then led the panel in exploring the drivers of poor performance, starting with culture:

– **“Culture is key. It’s the DNA of the organization. It’s the defining experience that employees have,”** said Benwitt.

– **“Culture needs to be monitored as if it were biometrics, particularly as you go through a transformation,”** said Kelly.

Perry Keenan, Eileen Benwitt, Scott Kelly, Anna Tavis, Claudio Garcia



Employees will need help. **“We are increasingly operating in a state of always-on transformation within organizations. That places a very high toll on people,”** said Keenan. **“Leaders matter profoundly in transformation because, without them, you can’t unleash the power and potential of the people.”**

People have to transform themselves, but leaders can create the right conditions.

“Transformation is about learning,” said Tavis. **“Organizations that try to figure out how to help their people learn faster and unlearn faster are going to get their first.”**



Perry Keenan, Eileen Benwitt, Scott Kelly



Disrupt Yourself

15-Minute
Transforming
Session

**Whitney
Johnson**
CEO of WLJ
Advisors

Companies can't disrupt unless you do, said Johnson.

“The fundamental component of growth in any organization is the individual.” Her advice? Disrupt yourself over and over again.

“It's a cycle of learn, leap and repeat.”



Transformation... Now a Constant!

Keynote

Rick Goings
Chairman
Emeritus,
Tupperware
Brands

The most essential transformation people do is with themselves. **“It’s been my failures, my flops, my faceplants that have really defined me as a leader.”** And those missteps are evitable: **“Every successful business model works until it doesn’t,”** he said. **“Transformation is not a one-and-done thing. It’s never, ever done.”**

Such flux requires a new kind of human-based leadership, with the CEO acting as the chief culture officer. At its core, all any organization is is a collection of people — and leaders should treat them as such. **“Things and resources should be managed,”** Goings said. **“People can only be encouraged, inspired and led.”** That means creating an operating environment that’s fast, focused, flexible and fun.



The Future of Money

15-Minute
transforming
Session

Alex Gladstein
Chief Strategy
Officer, Human
Rights Foundation



The cashless world is coming — with major repercussions for human rights, said Gladstein. Whether you live in Estonia or Austria, your government is going to try to collect as much information as possible from its citizenry. **“Big Brother seeks to capture your digital footprint, trace your daily microactivity, and steer you toward becoming loyal and patriotic,”** he said. If we want to fight it, decentralized money is the key.

The Art, Science and Design of Dynamic Transformation

Panel 3

Tony O'Driscoll
Professor, Duke University's Fuqua School of Business; Research Fellow, Duke Corporate Education

Susan O'Malley
Director, IDEO's CoLab

Itamar Kubovy
Executive Producer, Pilobolus; Curator, Freeman Design Council on Live Experience

Neil Bryson
Senior Vice President of Digital Transformation and Innovation, Allegis Group



O'Driscoll led a discussion of next-gen practices for dealing today's constant transformation:

- "You can have the best laid-out plans in the world and as soon as it hits the world, it can all go to hell," said Bryson. "You better be willing to pivot and absorb and synthesize those learnings quickly."

- "You have to encourage a certain degree of chaos, and it's so hard to manage against that," said Kubovy. "It so anti-intuitive, but in some sense, you want things to be loose enough for people to have a wild idea and for them to pursue them."

- O'Malley relies on hyper-collaboration: "The lines between industries are blurring, and it's harder to innovate if you stay within your guardrails."

Neil Bryson
Susan O'Malley
Itamar Kubovy
Tony O'Driscoll

Transforming the Untransformable

Keynote

Ngozi Okonjo-Iweala
Two-time Finance
Minister of Nigeria;
Former Managing
Director, The World Bank

**Dr. Behnam
Tabrizi**
Professor,
Stanford
University



Okonjo-Iweala closed out the conference with an inspirational talk on bringing change to Africa, which many might consider an unlikely candidate for true transformation. **“The image people have is a continent of poverty, but it’s also a continent of opportunity,”** she said in a conversation with Dr. Tabrizi.

For transformations to work, **“you need leadership, but you also need people to believe something is wrong,”** Okonjo-Iweala said. **“And unless you can show people measurable results that something is truly changing for the better you won’t get there. You need some quick wins to go along on this path.”**

Transformation leaders should ask themselves: Are you touching people’s lives?

She offered one tip specifically for women: Be a risk-taker. **“The glass ceiling is real,”** she said. The best response is to excel at what you do. And no matter their gender, their age or sector they work in, leaders must understand transformation doesn’t stop—so they should always be curious.

*“The glass ceiling
is real,”*



Strategy@Work 2019 Conference

Summary

Master of Ceremony
Ricardo Vargas
Executive Director,
Brightline Initiative



At Strategy@Work 2019 in New York City, 150 leaders came together to understand how to transform innovative ideas into reality.

22 global thought leaders and top executives shared their views on how they can individually and collectively harness the power of transformation.

As the world is striving for a shared future that is inclusive and sustainable, they called for a new era of strategy to build a new roadmap of transformation for the new age.

Dive deeper into the Strategy@Work 2019 discussion by [watching the videos](#) or [downloading the presentations](#).





Brightline
Project
Management
Institute.

Brightline™ is a Project Management Institute (PMI) initiative together with leading global organizations dedicated to helping executives bridge the expensive and unproductive gap between strategy design and delivery.

It delivers insights and solutions that empower leaders to successfully transform their organization's vision into reality through strategic initiative management.

Learn more at www.brightline.org.

strategy
@WORK