

# Change and Transformation

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# We focus on the human aspects of complex business challenges



BUSINESS  
TRANSFORMATION



CULTURE  
SHAPING



MERGERS &  
ACQUISITIONS



INNOVATION &  
DIGITALIZATION



TOP TEAM  
ALIGNMENT



LEADERSHIP  
EFFECTIVENESS

## The digital transformation challenge...

- Majority of digital transformation efforts fail to achieve their objectives
- Some of the biggest hurdles to accelerating value from a digital transformation are the human elements – leaders, teams and culture

## Global Trends & Challenges

- Energy sector - pressure on commodity pricing and negative investor sentiment
- Ongoing global supply chain disruption – geopolitical, economic, social
- ESG – sustainability is now part of doing business and the supply chain strategy
- Digitalization and innovation – connectivity, supply visibility, big data analytics
- All businesses are competing to be more agile, innovative and digitally enabled

“

Never let a good crisis go to waste.

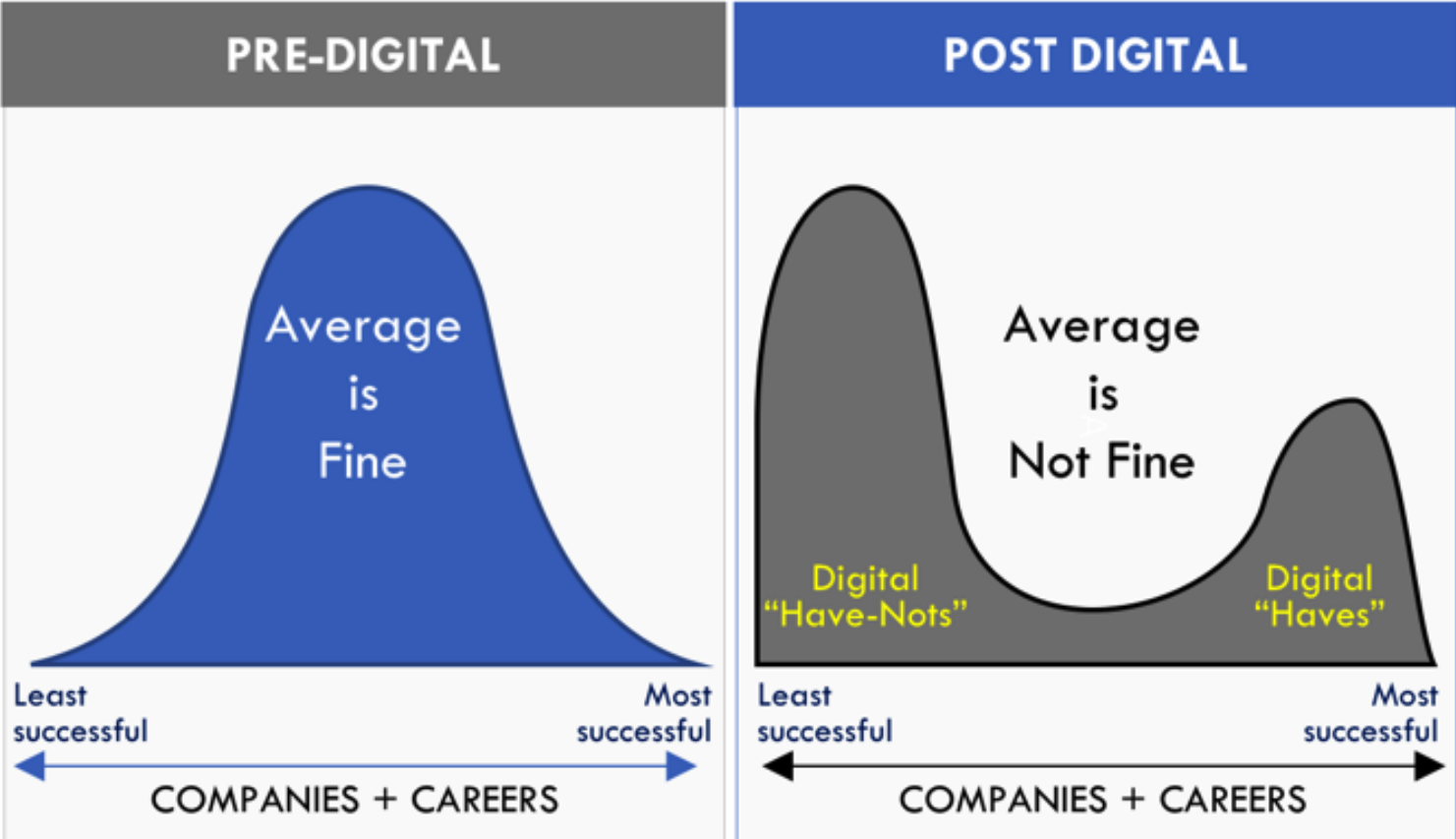
”

- Winston Churchill



# In Today's Digital World – Haves and Have-Nots

## THE END OF AVERAGE



Ref: Hewlin and Snyder, 2019

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“

How did you go bankrupt?”

“Two ways. Gradually, then suddenly.

”

- Ernest Hemmingway, Author





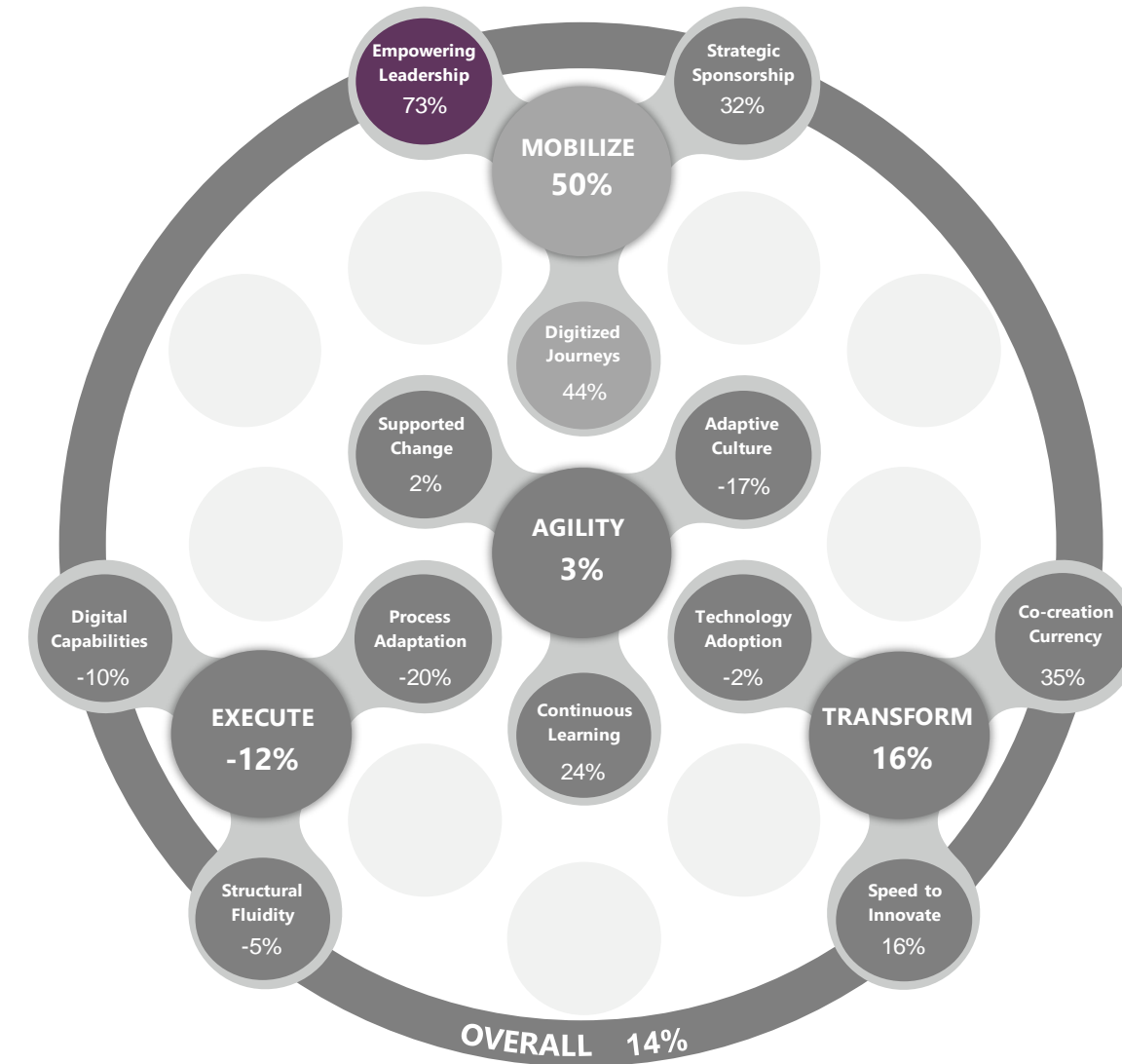
How innovative and digitally ready is your organization?





# DAQ: Global Research Findings

|           |                       |   |
|-----------|-----------------------|---|
| Mobilize  | Strategic Sponsorship | Digital vision is clearly defined, sponsored by top team and linked to goals  |
|           | Digitized Journeys    | Customer-focused digital journeys, delivering competitive advantage   |
|           | Empowering Leadership | Strong digital expertise, invigorated leaders that prioritize and experiment in alignment with the digital vision               |
| Execute   | Process Adaptation    | Processes shaped and aligned with built-in flexibility to support digital initiatives   |
|           | Structural Fluidity   | Flexible, fluid structure that supports balanced distribution of digital resources and optimal staffing for digital initiatives |
|           | Digital Capabilities  | Diverse digital talent and capability, with performance management aligned to digital transformation                            |
| Transform | Co-Creation Currency  | High levels of cross-functional collaboration and focus on team over individual performance                                     |
|           | Speed to Innovate     | Applying test soon, fail fast principles to support development of new digital initiatives                                      |
|           | Technology Adoption   | Sophisticated technology roadmaps and data democratization, accessible technological support                                    |
| Agility   | Adaptive Culture      | Self-motivated, entrepreneurial culture that fosters openness and moves at pace   |
|           | Continuous Learning   | Ongoing learning and development approach and upskill and build digital learning capabilities                                   |
|           | Supported Change      | Appropriate change management and communications approach support to digital initiatives  |





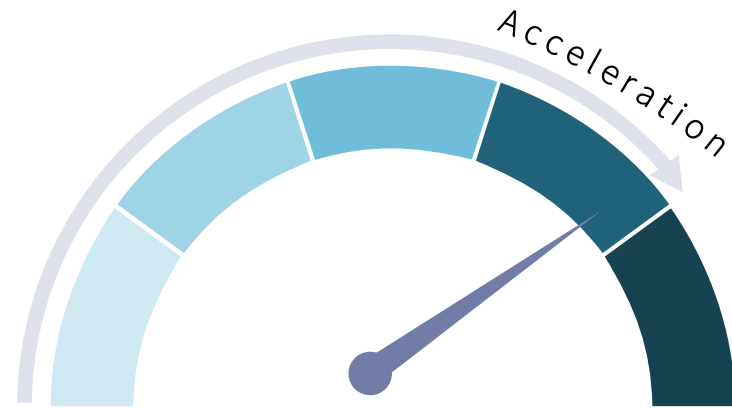


What are the biggest blockers/challenges to digital acceleration  
in your business?



# Research Showed Accelerating Organizations, Team and Leaders

## *Mobilize, Execute & Transform with Agility (META)*



### MOBILIZE

... inspire aligned action based on a compelling ambition and purpose and a simple **set of strategic priorities**

### EXECUTE

... fully harness and **streamline resources** to consistently deliver excellence in the core business

### TRANSFORM

... experiment and innovate to create new growth engines and to **reinvent existing businesses** ahead of the market

### AGILITY

... spot opportunities and threats, **adapt and pivot** at a faster pace than competitors to create competitive advantage.



## What does Agility look like?

### Leaders:

- Open minded
- Curious
- Self-aware
- Courageous
- Resilient
- Flexible
- Collaborative

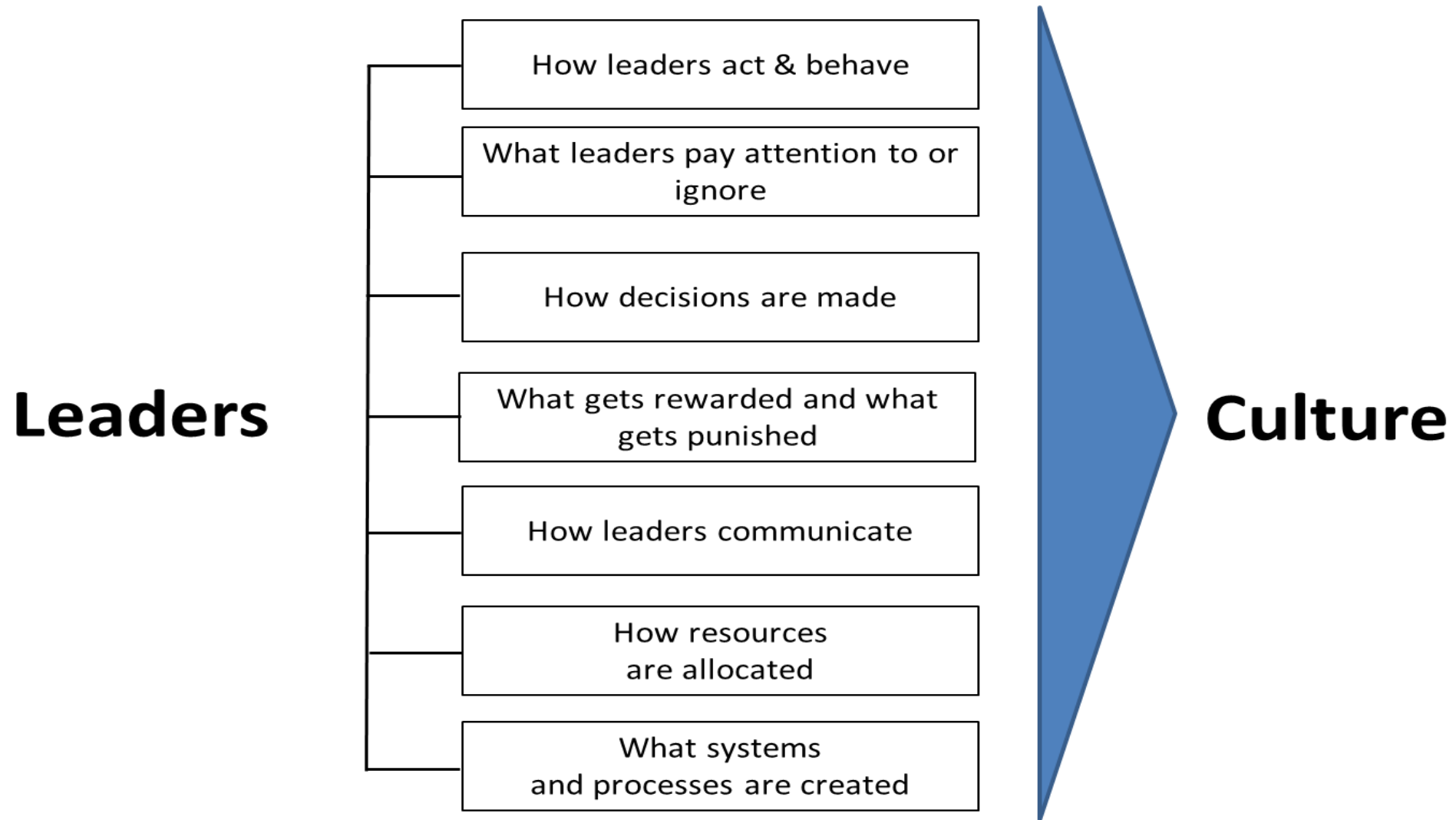
### Teams:

- Distributed leadership
- Robust challenge
- Vulnerability-based trust
- Adaptable
- Stakeholder influence
- Learning
- Shared accountability

### Organizations:

- High trust
- Transparency
- Open communication
- Customer focused
- Reduced complexity
- Cross functional corroboration
- Less hierarchical

# Creating an innovative and agile culture starts with leadership



## Critical Success Factors for Driving Organizational Change

- Owned and driven within the business not assigned to a special group or consultants
- Genuine senior leadership commitment, alignment and accountability for the change
- Compelling purpose and story
- Clear plan for developing required individual, team and organizational capabilities
- Openly address fears and concerns honest and upfront
- Two way communication (feedback loops) to prevent rumors and face to face over email
- Metrics to track progress and impact communicated up and down the organization



## Digital Transformation in Established Companies

### 1. Pursue “Big I” and “little i” Innovation

- Empower employees for little I to build a culture of innovation
- Protect Big I from the weight of the core business

### 2. Use Your Data as Currency

- Fuel and attract innovation by sharing data assets

### 3. Accelerate Through Innovation Networks

- Create ecosystems to tap into external innovators

### 4. Value Talent Over Technology

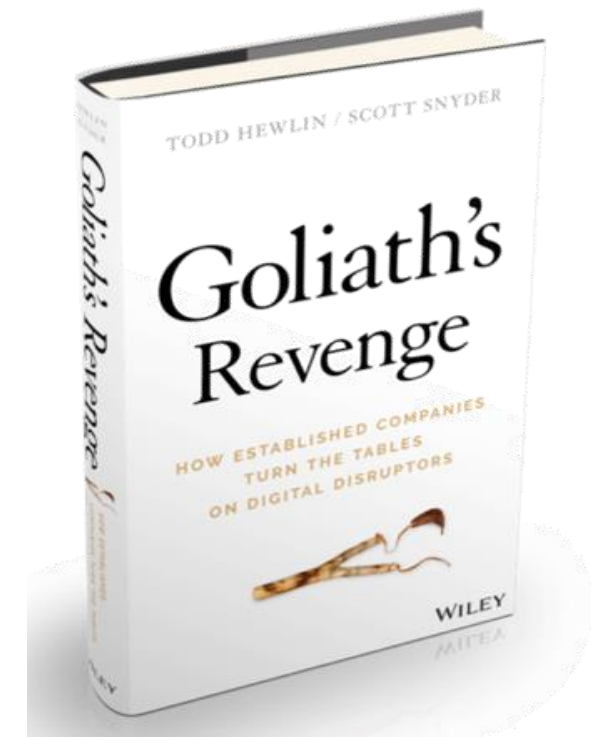
- Close the Digital and Innovation Leadership Gap

### 5. Reframe Your Purpose

- Attach innovation to a higher purpose

### 6. Deliver Step Change Customer Outcomes

- Leap beyond the current industry value curve



Reference: *Goliath's Revenge*, Hewlin and Snyder Wiley, Q1 2019

Questions?