



Transformation Talk:
Conversations with Leaders Driving Organizational Change



2018 is proving to be a make or break year for IT and Operations leaders involved in digital business transformation.

Changing speed when your company or customer demands it requires more than just a roadmap with the right skillset. It takes effortless collaboration across departments and breaking down silos for creating trust and transparency, and ultimately a clearer understanding of your business' strengths and weaknesses.

There are many approaches for driving digital transformation (no wonder it's become quite the buzzword). **But the goal isn't the destination as it is sustaining ourselves for this ever-changing journey in serving our customers better.**

We should never stop learning. That's why we started the Transformation Talk interview series with leaders from Fortune 500 and SMB companies excelling in operations, change management and digital strategy.

By tapping into their wisdom, we'll share some real examples of change projects through the eyes of the leaders behind them. **Our goal is to generate a conversation about the struggles, successes and skills needed to lead meaningful change at your own organization.**

04

How Radical Self-Awareness
Won Over Employees

11

Jill Dyché, Author of 'New
IT,' Talks Cultivating Change

16

Events.com Founder Mitch
Thrower Talks Self-Care
For Leaders & Barriers To
Change

22

Digital Transformation Buff
Chris Hood on Reducing
Shadow IT & Cultivating
Customer Experiences

27

Former Cisco Exec & HuffPo
Director Talk About How
To Fix Broken Organizations
& Drive Meaningful Change

33

Manage Stuff, Lead People
& Other Practical Advice
For Stimulating Company
Change

38

Innovation Guru Shares
Best Techniques Every
Leader Needs For Creating
Breakthrough Ideas

43

A Manager's Guide To
Holding Your Team
Accountable

48

Lessons From the Amazon
Jungle For Overcoming
Business Challenges

53

How Pepperidge Farm's
Leadership & Employee
Engagement Is Driving
Operational Excellence



TRANSFORM | 1

How Radical Self-Awareness Won Over Employees



LEADERSHIP SNAPSHOT AMIR GHANNAD

- Senior Director of Global People Excellence at Campbell Soup Co.
- Author of the new book "The Transformative Leader."

CHANGE LEADERSHIP BEGINS WITH SELF-REFLECTION

Amir began his corporate career at Procter and Gamble over 30 years ago and had been deployed to quite a few turnaround situations, but he wouldn't face his greatest challenge until a little over a decade ago when he accepted a position as the plant manager of a plant that had recently been divested from P&G and was the worst performing plant in the company.

"All of our results were terrible, morale was even worse," he said. Up until that point in his career, he said he felt he had accomplished a lot and progressed in his career, but had hit a wall.

Amir and his team started solving some of the problems, but he realized they were only going through the motions, and creating more problems in the end.

Going through the most challenging situation of his career up to that point, Amir painfully realized that rather than focusing on all of the external, highly visible problems right in front of him, he needed to bring his attention inward.

"If I really wanted to make progress, I needed to look to myself to figure out first what was holding me back from providing the right kind of leadership," he said.

Within a year and a half, he and his team managed to turn the plant around to being the best performing plant in the company and delivering industry benchmark results.

"It really came down to winning the hearts and minds of people in the plant," he said. His team, which had been in a low-trust environment for a long time, was looking for evidence that he actually cared about their success, in and outside of work.

It didn't start off as some heavily documented strategic plan either. "I just really did what I felt needed to be done from the heart," he said. "It took a lot of steps to demonstrate to the employees that I was genuinely interested in them succeeding and what emerged was a more productive team."

He first examined some of the systematic issues that were getting in the way, such as people having to go to their boss to get approval for every little thing. So he gave them autonomy and the freedom to do whatever they needed to do their jobs better.

This was the foundation for his two-part vision to start investing in employees:



The latter has to do with showing genuine interest in employees living an extraordinary life. Interventions were made on the business front to give people room to make their own decisions, while addressing struggles outside of work at the same time.

Among those struggles were financial issues. To tackle it straight on, Amir and his wife started teaching 13-week Dave Ramsey financial classes at the plant for employees and their families.

Amir expanded efforts to include lunch and learn series on health issues, and even marriage and relationship counseling.

“I was really trying to take care of the people who took care of the business,” he said.

After the plant turnaround, Amir was asked to take his approach to the other company plants. For the next three years, he led the workplace excellence effort and even created a three-month course that was held at all the sites, including the company headquarters, with very favorable results.

His training focused on leaders looking inward to develop the necessary mindset and characteristics to create a High Commitment Culture.

High Commitment Culture

“Leaders really need to pay attention to their own authenticity,” Amir said. “Do I have integrity? Am I committed to something bigger than myself? Because as a leader if I’m simply committed to my own success, I’m not a big enough reason to hang in there when the going gets tough.”

When he works with leaders, the first thing he asks is “are you trying to solve a problem, or are you going for a breakthrough?” Once people are clear on their motives, he’ll then take them through the process to understand what their internal barriers are to accomplishing those goals.

“Most of us drag a lot of things with us from the past that turn into limiting thoughts, and we don’t act on certain aspirations that we have because of something that happened 10, 20, or 30 years ago,” he said. “I work with leaders to compel them to put their baggage down.”

This is just one of the steps in what he calls the three C’s of success:



Complete the past



Choose the present as if you had a choice



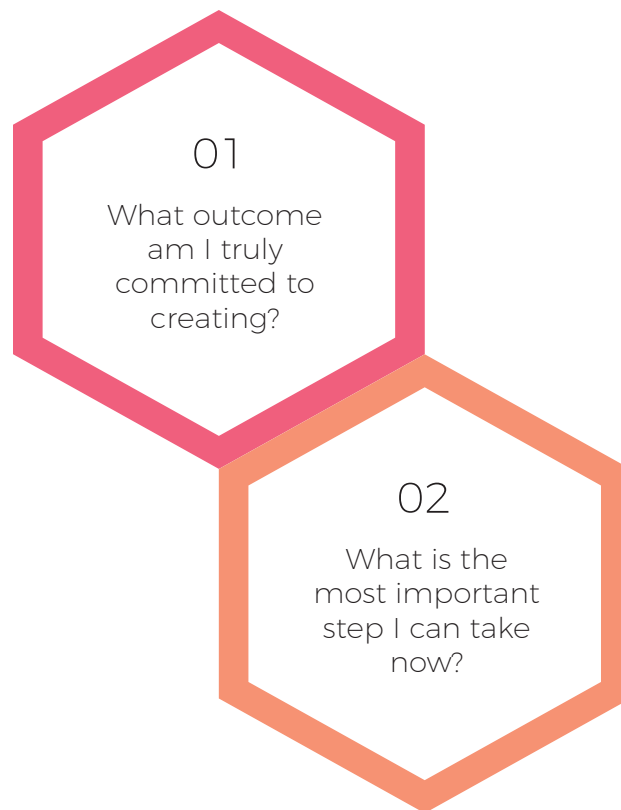
Create the future and live into it

IT'S THE SIZE OF YOUR COMMITMENT, NOT YOUR CHALLENGES

As far as organizations go, Amir indicated the greatest barrier to change is when we focus more on our challenges rather than commitment. "It's always the size of your commitment that gets you stuck," he said. "Not the size of your challenges."

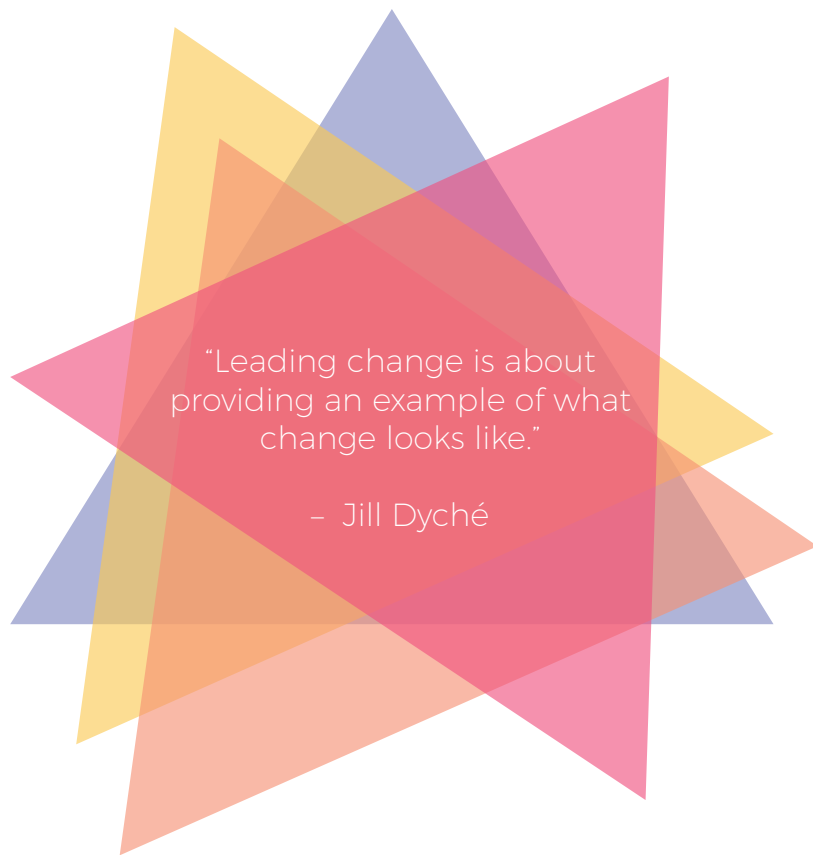
He uses the example of athletes in the Paralympics. While many of them are missing limbs or abilities that the rest of us take for granted, they are performing much better than people who have all their functioning limbs. Their commitment to succeed overrides their extreme challenges.

In this vein, Amir said there are two questions that will inform your experience of leadership:



**“Don’t settle for change when you can
lead a transformation.”**

AMIR GHANNAD



TRANSFORM | 2

Jill Dyché, Author of 'New IT,' Talks Cultivating Change



LEADERSHIP SNAPSHOT JILL DYCHÉ

- Internationally recognized author, speaker and business consultant
- Partner and co-founder of Baseline Consulting, the premier provider of specialty consulting for business analytics, data governance, and Business Improvement program management for executives at many Fortune 500 companies
- Latest book: The New IT: How Technology Leaders are Enabling Business Strategy in the Digital Age. Listed in the Top 5 for “Best Business Books for IT Leaders”

HOW LONG HAVE YOU BEEN A CHANGE LEADER?

I've always said there's a fine line between change leader and rebel, in which case I've been a change leader nearly all my life. (Laughs.) Seriously I think that leading change is about providing an example of what change looks like. When I work with our customers, I steer clear of discussing change as a process—I've found that every company's change process is different. Instead I focus on what change looks like. I give examples of what successful companies have done to cultivate change, what my team and I have done, and hope that it sparks some new ideas.

WHAT ARE A FEW THINGS YOU KNOW NOW YOU WISH YOU KNEW WHEN YOU WERE STARTING OUT THIS CAREER?

I wish I knew not to sweat the small stuff.

I wish I knew that I didn't have to participate in anyone's drama.

I wish I'd really gotten that I'd not only have multiple jobs, but multiple careers. It would have taken the pressure off.

I wish someone had told me that my success and credibility with my colleagues would have very little to do with what I said and everything to do with what I delivered.

HOW DO YOU HANDLE FAILURE IN YOUR CAREER?

Women friends in my industry help. You need someone to commiserate with. And if there's wine, then that's even better.

But seriously, I think there are daily "learning moments" and failing at something is an opportunity to take stock. What role did I play in the failure? And are the types of people I'm choosing to surround myself with supporting or sabotaging? If I'd behaved differently, would the outcome have mattered? On that last point I've always liked the quote, "If it doesn't matter in 5 years, then it doesn't matter." I think Cher said it. But it's actually really profound!

WHAT SKILLS ARE NEEDED FOR SUCCESSFUL CHANGE LEADERS?

Perseverance, for one. It's not enough to describe change, or to have a meeting about it. Change should be systemic, and for that you have to repeat behaviors and continue to bang the drum. Patience is also crucial. You might have to answer the same "Why?" question a hundred times. But eventually people will start to use your vocabulary themselves. That's when you know you've turned the corner and that change is starting to stick. And humor is a definite advantage.

WHAT ARE SOME OF THE BIGGEST BARRIERS TO CHANGE AND INNOVATION IN AN ORGANIZATION?

The biggest barrier is leadership without vision. If you always do what you've always done, you'll always get what you always got. (I think I learned that in Weight Watchers.) Show me a leader who is risk-averse, and I'll show you a company that's losing market share. Show me a leader who's not willing to invest in change—literally, with money, and figuratively with his or her time—and I'll show you a company that's not inventing anything new.

“If you always do what you’ve always done, you’ll always get what you always got.”

Here's a story. When I had my consulting business we landed an engagement with a major automobile company. The Vice President who hired us said, “I need you and your team to tell me what I have to fix, and how I should fix it. But,” he added, “don't touch my organization.”

Huh? He wanted to drive change, but he didn't want to dive into the often-muddy waters of organizational restructuring, new job roles, newly-agile delivery processes, or difficult conversations with under-performers. He wanted a checklist so he could tick-off the boxes and call it a day. I tried coaching him to at least let us make some recommendations. I even offered to “Let me be ‘the bad guy.’” But he didn't want to stretch that far. So he got a roadmap and he tried to deliver against it. But the people were the wrong people, and the rules of engagement between teams were broken. We knew how to fix both of these problems, but our client wouldn't let us. He wasn't willing to risk that much.

**“My success and credibility with my
colleagues would have very little to do
with what I said and everything to do with
what I delivered.”**

JILL DYCHÉ



TRANSFORM | 3

Events.com Founder Mitch Thrower Talks Self-Care For
Leaders & Barriers To Change



LEADERSHIP SNAPSHOT MITCH THROWER

- Chairman of Events.com
- a financier, entrepreneur, author and a 22-time Ironman triathlete (you read that right -- 22 times!)
- Co-Founder of active.com (The Active Network, Inc.)

HOW DID YOU GET YOU START IN BUSINESS TRANSFORMATION?

In 1990 I started a company called The College Connection, Inc. The initial concept was to create a marketing agency to help businesses market to college students. A few clients signed up – Dominos, a ticketing company and several others. One of the products we were working on was called “The Passport,” which was a printed guidebook for college students traveling in Europe. It gained significant traction when thousands of study abroad offices across the country agreed to distribute it to tens of thousands of students. Working with a close friend and business partner, Todd Adelman, we signed advertising contracts to market AT&T phone services, American Express cards, and travel merchandise. We also signed a pivotal commission contract with FrenchRail to sell Eurail passes to college students.

We thought we were a publishing and marketing company, but just a few months after we distributed the booklets, 95% of our revenues had come from the commissions on Eurail pass sales. Suddenly, we were selling millions of dollars’ worth of travel tickets. Our team refocused the business to become a travel company and ultimately creating an online ordering system for Eurail passes in the nascent days of the web. We ultimately sold the company under its new name, The Rail Connection, to a travel guru named Mike Fuller at Student Advantage.

In hindsight, we started as a marketing company, then became a publishing company then ultimately became a travel company. As we pivoted in the direction of revenue, we changed course quickly. We shelved many other concepts in development including The “Ameripass,” a guidebook for students traveling to the US, and a national news network for college students.

In the early days of a start-up, it’s easy for people to become obsessed with creativity, and forget about the most important formula: Value is generated when someone pays for a product or service, and shareholder value is created when a company makes more than it spends. Organizations need to be nimble and follow the North Star (profitable revenue) to optimize this formula.

WHAT ARE SOME OF YOUR GREATEST BUSINESS TRANSFORMATION SUCCESSES/FALURES?

I co-founded an investment company to orchestrate a leveraged buyout of Triathlete Magazine. When we purchased the magazine, the owner required us to also purchase a cycling magazine that had once been a great title, but had lost its momentum as a result of a former employee’s departure to start a competitive cycling magazine. So based on a visionary advisor’s claim that adventure and obstacle racing would become the next great sport (this was in 1997, more than a decade before Spartan and other mud and obstacle races existed), we transformed Winning Magazine into Adventure Racing magazine.

At the time we put it on the newsstands, there were only a handful of adventure or obstacle racers globally. Ironically, the magazine titled Winning lost money with each issue after its re-launch and it was draining resources we needed to grow our core asset, Triathlete Magazine. We hired a professional publisher and focused all our efforts into growing Triathlete Magazine and into completing the leveraged buyout. It took about a decade to complete the buyout, whereupon we sold Triathlete Magazine to Competitor Group, keeping some equity in the Competitor Group, which a private equity firm had backed. Ultimately, Competitor Group was sold to Calera Capital for close to \$250 million.

What I learned from buying two sister publications, Triathlete and Winning, was that re-launching Winning was a distraction. The most powerful force in the entrepreneurial universe is focus. Your time, capital and attention are limited resources. Transforming our operation and then focusing all resources on completing the buyout of Triathlete, as well as growing the brand, paid off.

WHAT TOP THREE SKILLS/ATTRIBUTES SHOULD A GOOD CHANGE LEADER HAVE?

01

ADAPTABILITY

Change leaders need to be able to adapt and to lead by example. As a leader your emotions and reactions to change are highly contagious.

02

COMMUNICATION
SKILLS

The greatest negative force in a changing environment is the unknown. People fear what they don't know. Leaders who manage through change possess the skills and desire to communicate openly with confidence and clarity.

03

STRONG INTEGRITY
&
TRUSTWORTHINESS

Organizational and business change is often chaotic. When confronted with tumultuous change, people will follow a leader whom they trust and who has confidence and, most importantly, who is a paragon of integrity. Leaders who do not lead by truth and integrity will invariably build a blame-others-for-the-bad-and-steal-credit-for-the-good culture, because everyone will be looking over their shoulder. Find the good guys, then work with them.

WHAT'S YOUR ADVICE TO PEOPLE STARTING OUT IN THEIR CAREERS WHO HAVE LEADERSHIP ASPIRATIONS?

Leadership is an endurance sport. People, companies and markets all change. True leaders do not resist change—they stand ready for it. In the sport of triathlon, we have a transition between swimming and biking and between biking and running. In business, focus on getting the transitions right. A good leader knows how and when to change things.

I've learned through investing in, founding and co-founding different companies over the years that some leaders and team members that we hired, who initially seemed to be super heroes, turned out to be villains. People change when money is involved and value is created. As companies grow, and things change, people often forget the contributions of others and overestimate their own contributions at all levels of an organization. Good leaders elevate others and demonstrate appreciation for all contributions as a company grows through changes.

People also show their true colors when times get tough – and things invariably will get tough at some point—so choose who you work with wisely and watch them closely when things get tough. Before you start working with people, do background checks, do personality tests and hire people for trial periods before you bring them on full time. Find people who will support you as you grow your organization through an ever changing landscape.

“In the early days of a start-up, it’s easy for people to become obsessed with creativity, and forget about the most important formula: Value is generated when someone pays for a product or service, and shareholder value is created when a company makes more than it spends.”

MITCH THROWER



TRANSFORM | 4

Digital Transformation Buff Chris Hood on Reducing Shadow IT & Cultivating Customer Experiences



LEADERSHIP SNAPSHOT CHRIS HOOD

- Digital strategist and technology entrepreneur with 20+ years of experience in online entertainment and marketing for TV, Film, Music and Video Games.
- Helps businesses navigate digital transformation while advocating change, educating stakeholders, and creating successful plans with technology teams.

YOU'VE WRITTEN ABOUT SOME OF THE MAIN OBSTACLES OF IT DEPARTMENTS - WHICH ARE SOME OF THE MOST COMMON YOU NOTICE IN LARGE ENTERPRISES?

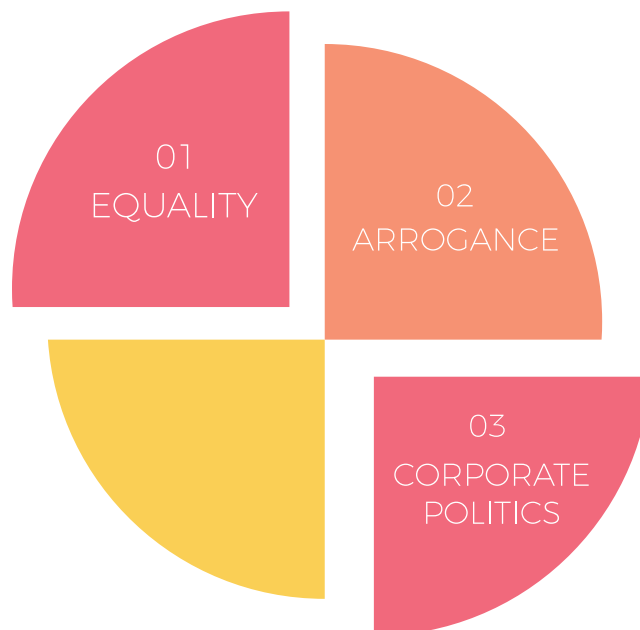
The two biggest obstacles in IT departments today are communication and leadership, both which are firmly integrated. In today's large enterprises and sad corporate cultures, managers feel as if they know as much as the technology experts. A stable message must be communicated throughout the entire organization in order for the business to align with IT. When the direction of the IT department is being managed by individuals with personal agendas, the company will fail.

WHAT CAN LEADERS DO DAILY TO GET EVERYONE TO PARTICIPATE AND SHARE IN BUILDING A GREAT COMPANY?

Leaders must continuously focus on the culture of their company. This goes beyond just saying what your company's culture is, leaders must ensure they are leading by example every day. The culture of the organization should be open, equal, and transparent, allowing individuals to own their roles, grow their skills and help drive success. There are several different ideas around what a winning culture looks like, but the deliberate action of working on a positive culture for success is one of the best things a leader can do.

WHAT DO YOU CONSIDER BROKEN IN TODAY'S BUSINESS WORLD?

Oh so many things, but here are the top 3.



WHAT MAKES A GOOD CHANGE LEADER?

Vision. Employees want to feel they are a part of something greater than themselves. Leaders who are able to generate an inspiring environment, with an enterprise wide picture of what is possible, will be able to drive change. Change is obtained through recognizing emerging trends, and going “all in” with a strategy that encompasses the vision and culture of the organization.

WHAT SKILLS WILL BE OF UTMOST IMPORTANCE IN THE FUTURE WORKPLACE?

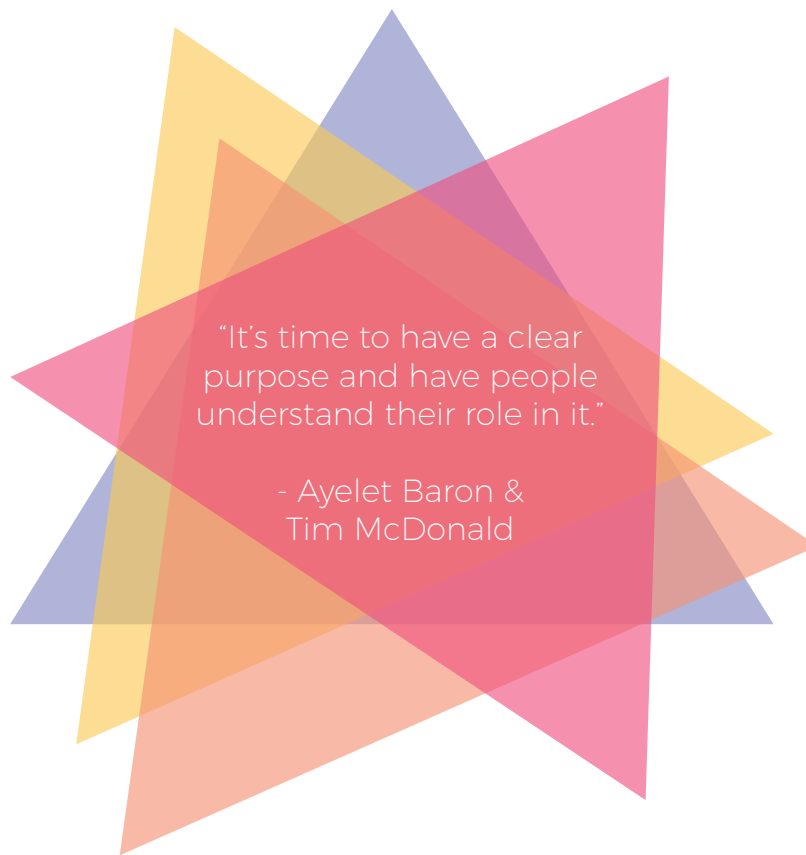
Diversity. Business and technology is converging. I encourage all of my technology students to take a business class, and I encourage all of the executives I meet to take a technology class. Individuals who understand both will be extremely successful.

HOW CAN COMPANIES NURTURE LEADERS, NOT MANAGERS?

One of the biggest issues in corporate America is the lack of quality leaders, and influx of arrogant, power-hungry managers. Today's managers spend too much time dictating and grading what their employees do instead of allowing the employees to define how they can help bring value to the business. Every individual in an organization should feel they are a part of the company. Like great leaders, managers should be empowered to create value, mentor a culture to bring people together, and help their team realize the company's vision.

“...the deliberate action of working on a positive culture for success is one of the best things a leader can do.”

CHRIS HOOD



TRANSFORM | 5

Manage Stuff, Lead People & Other Practical
Advice For Stimulating Company Change



LEADERSHIP SNAPSHOT AYELET BARON

- Former chief strategy and innovation officer for Cisco Canada and helped take Canada from the 6th revenue generating country to #2 in two years
- A global executive at Cisco for over 13 years and worked around the globe



LEADERSHIP SNAPSHOT TIM MCDONALD

- Former director of community at the Huffington Post
- Ran the No Kid Hungry campaign with amazing results and transformation

WHAT ARE THE SEVEN SIGN POSTS OF THE 21ST CENTURY THAT YOU BELIEVE SHOULD BE GUIDING OUR ORGANIZATIONS?

01

Conscious 21st Century Society and Business Leadership: The 21st century leader sees business as the most powerful man-made force yet created. It is a bridge to a more shared doable prosperity for everyone; not for the few that control the shares. Everyone is a leader in the 21st century. We know how to bring people together around shared purpose and work without constant supervision and control. A 21st century leader works out loud and builds community around the world. We value two-way conversations and spend more time connecting people than managing them.

02

Meaning Making and Shared Purpose: We have been given a safe box that we were conditioned to live in and many people today of all ages are seeking meaning and purpose beyond the confines of the box by either asking new questions or remembering our voices. Instead of creating a brand message, we can simply start by doing the work of understanding who we are, why we are here and who we can create and co-create with purpose and meaning. It's so simple that it gets lost in translation as we are enamored by shiny new objects and complexity

03

Becoming Whole, Again, as Individuals and Organizations: What is possible in our world is natural and becoming whole connects us to the rhythm of nature. It is time for us to become whole as individuals and organizations by remembering how connected every being on the planet is. For the first time in the history of humanity, any person with a device, connectivity and power can connect with billions of people who are online. It allows us to see beyond geographies and do great work in a way that makes an impact. It is time for harmony and wholeness as 21st century leaders bring people together around shared purpose to create something bigger than themselves.

04

It's All About People: It's Time to Integrate the Team: It is time to break down the walls of separation. In the 21st century, work is organized around small autonomous teams that come together as needed. As you have access to the best people in the world, you can build a team that will help achieve your purpose. And remember that an increasing number of people, who pick themselves, see their working life structured around short-term, project based teams rather than long-term jobs. There is greater demand for open, two-way conversations in lieu of hierarchy or dogmatism

05

New Ways of Working: The journey allows us to be present to experience life in new ways. Living in an open and connected world is a privilege that many are just starting to recognize. It involves self-reflection and a new definition of vulnerability as we share more openly and connect more easily. The era of the expert and the knowledge are transforming into the human-to-human purpose and experience driven era, where people matter. The less we talk about technology and the more we focus on its value in driving our purpose, the more we will be able to live and work in greater harmony and actualize its potential for business. We will recognize that by turning on our video camera, for example, there is a person on the other side of the screen that we can connect with deeply. We will get a bit confused about what "in person" means as we will spend more time connecting with people from around the world virtually and create deep lasting relationships.

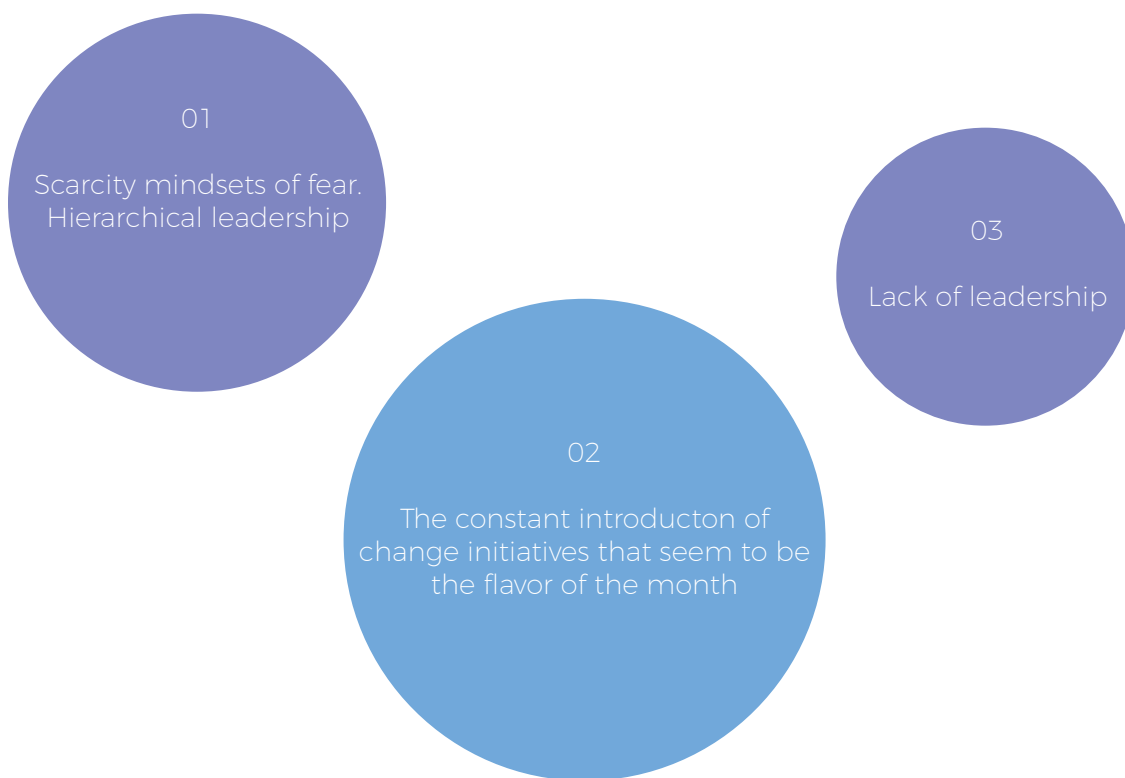
06

Co-creating in Abundance; Connected Networks, Trusted Communities and Unlikely Partnerships: The path to the 21st century is through people who can connect deeply. Information will flow through trusted communities where everyone is a leader with a bold voice. We treat each other with respect and dignity as we no longer look to the top for approval and recognition in our post-hero society. This new way of co-creating allows us to find unlikely partners to go to market with and create something bigger than ourselves. When we focus on purpose, we will connect with people who will help us enter new markets.

07

Becoming A Lifeaholic in a World of LIFEworking: it's time to free ourselves from old ways of thinking that no longer serve us. Imagine that life is one big adventure where work is just a part of it. We are whole people wanting whole lives, with passion, meaning and purpose. We were not born to pursue the mythical work-life balance. There is only life. More people of all ages are starting to make different choices and walk away from a stressful way of life.

WHAT ARE SOME OF THE BIGGEST BARRIERS TO CHANGE IN AN ORGANIZATION?



WHAT SKILLS DO YOU THINK WILL BE OF UTMOST IMPORTANCE IN THE FUTURE WORKPLACE?

Trust, empathy, relationships and community.

The easiest way to approach community is to stop talking and start listening. It's that simple. It's about listening to people around you; not just the ones sitting right next to you. We need to be listening to people that are in different departments internally. We need to be listening to people in different offices. We need to be listening to our customers and not just our top customers who are on all the advisory boards. But also the ones who might buy your product once and never buy it again. We need to be talking to the ones that are maybe not your highest volume customers but the ones who are the most passionate about your brand.

When you start looking at all these people and listen to what they're saying, that's how you start to begin to build community. And why is that important? Because we're not living in a world where you can run a focus group and then develop a product based on the research because by the time you do that, it's obsolete.

We are in a world where we can let the community tell us instead of us guessing what we think they want. The biggest problem today is that we're too busy and too concerned thinking we have all the answers, instead of just admitting that we don't, and listen to what people are responding to us with, and then building on top of that together, instead of just having it be us pushing out a product. It's now a two-way communication where we're both creating it together.'

**“We need to shift from leading with a
mindset of fear and scarcity to one of
abundance of opportunities and
possibilities.”**

AYELET BARON
TIM MCDONALD



TRANSFORM | 6

Manage Stuff, Lead People & Other Practical Advice For
Stimulating Company Change & Innovation



LEADERSHIP SNAPSHOT CHUCK BLAKEMEN

- Author of “Making Money is Killing Your Business,” and “Why Employees are ALWAYS a Bad Idea” has been named one of the “Top Ten Business Books of the Year.” Textbook in undergraduate and MBA college course.
- Built ten businesses in 25 years in the U.S. and internationally
- Helps business owners and executives create success through his company, Crankset. Clients include Microsoft, Apple, Eli Lilly, TAP Pharmaceuticals, Sun Microsystems, Tyco Healthcare, Johns Manville and many more Fortune 5000s and smaller businesses

WHAT CAN LEADERS DO DAILY TO GET EVERYONE TO PARTICIPATE AND SHARE IN BUILDING A GREAT COMPANY?

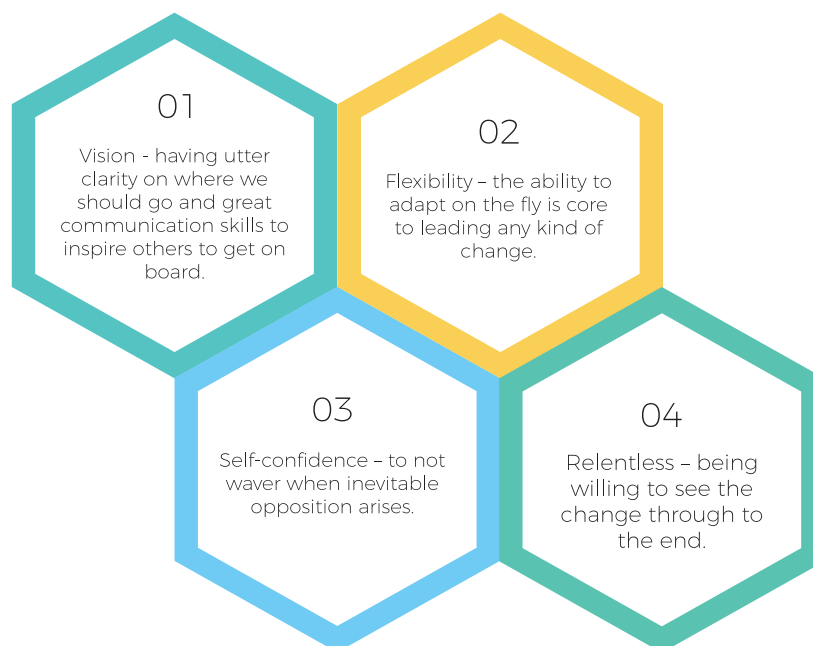
First, those leaders need to change the way they view their people – it's about fundamental beliefs. Frederick Taylor, in his 1911 paper, Scientific Management, defined the modern employee as 1) stupid and 2) lazy. Managers wouldn't use those terms, they would just say that they are more smart and more motivated, a backhanded way to say the same thing. If you believe people are even remotely less motivated and less smart than you, then you must manage them in order to force them to be the most productive. If however, you believe people are equally as smart and motivated as you are, then you can stop managing them altogether, and simply lead them – very different things.

Machines, processes, buildings, computers – any inanimate object needs to be managed, because they are all truly stupid and lazy. Unless they are managed, they will only sit there. People, however are not machines and do not need to be managed, they need to be led. Here's the difference. Managers solve problems and make decisions, then tell other people what to do. Leaders resist the temptation to be the smartest guy in the room – they don't solve and decide, but instead allow and require those who will have to carry out the decision to solve and decide.

Leaders train, guide, give vision, connect people with resources and with other people, and generally live to serve those they are leading. Then they get out of the way. Managers solve and decide, and generally live to find people who will serve them and their fiefdom. Managers never get out of the way.

So in simple terms, the first thing a leader needs to do is address their own belief system: do they truly believe everyone is smart and motivated? **Then they need to adopt this mantra: manage stuff. Lead people.**

WHAT MAKES A GOOD CHANGE LEADER?



HOW CAN LEADERS EFFECTIVELY MANAGE RESISTANCE TO CHANGE?

01 Willingness

Start the change in the smallest area possible with the most willing people. Make it easy – don't make it hard. Get the willing on board and the unwilling will follow.

02 Inspire

Don't fight about what can't happen – inspire about what can happen.

03 Celebrate

Celebrate the small victories and make sure everyone hears about them.

04 Advocate

Find others who can advocate for the change and get them to talk with the naysayers – if it's all coming from one person, it doesn't work.

WHAT ARE SOME OF THE BIGGEST BARRIERS TO CHANGE IN AN ORGANIZATION?

The seven last words of a dying business – “We’ve never done it that way before.” Or “We’ve always done it this way before.” Either sentence is death to change.

Ego/Power – some people will be more committed to keeping the status quo because change might mean less power for them. Get the ego out of the way.

Thinking – planning doesn't create movement; movement creates the plan. Stop thinking and get moving; you can finish the plan as you go, and you actually won't be able to finish it without the feedback of “movement.”



TRANSFORM | 7

Innovation Guru Shares Best Techniques
Every Leader Needs For Creating Breakthrough Ideas



LEADERSHIP SNAPSHOT BRYAN MATTIMORE

- Cofounder and “Chief Idea Guy” of the Growth Engine Company, a 16-year old innovation agency based in Connecticut
- Facilitated over a 1,000 brainstorming sessions and creative focus groups for a wide variety of Fortune 500 clients.
- “21 Days to a Big Idea: Creating Breakthrough Business Concepts,” “Idea Stormers: How to Lead and Inspire Creative Breakthroughs” and “99% Inspiration: A Real World Guide to Business Creativity

YOU TALK ABOUT IDEATION A LOT IN YOUR BOOK. WHAT'S THE DIFFERENCE BETWEEN THAT AND BRAINSTORMING?

Brainstorming is considered the generic of, "Let's get together and come up with ideas." The basic two rules are withhold judgment, sometimes said as, "There are no bad ideas," and of course, there are. Most of the ideas are bad. **But rule number one is: withhold judgment; and quantity will equal quality. So, generate a lot of ideas, and from those, you'll get some that are really good or okay.**

That's basic brainstorming, but since the late 1930s, there have been hundreds and hundreds of techniques that have been invented and even our company, Growth Engine, and myself and Gary Fraser, we've invented some of these new techniques to help people and teams generate new ideas. The generic description of all these individual and group creative thinking and idea generation techniques are now called ideation, appropriately.

There have been studies that have shown that brainstorming isn't particularly effective, and that's true because if you've been working on an Oreo cookie for 100 years, to go into a room and say, "Who's got some Oreo cookie ideas?" isn't particularly helpful. What you need to do is use stimuli and stimulus to trigger those new ideas. We actually worked on Oreo cookies and also Chips Ahoy, and we would bring in all kinds of stimuli. It could be dessert menus or dessert books. It could be names of exotic cocktails. We researched menus from the turn of the century and used those to trigger ideas. The whole idea is that with this extra stimulus, that's the way to trigger very new ideas.

Generally, when you're doing ideation, you've got about 10% to maybe 15% of the ideas that you generate in a day are going to be any good. So, if you generate 200 new Oreo ideas, you're going to get maybe 20 to 30 that are really quite good. So, it's about a 10% ratio of really good ideas, or said another way, 90% of the ideas are not good. Those are the numbers you have to deal with when you're doing this work, and that's just the way it works. You have to be open to all those bad ideas, or not useful ideas.

WHAT IS YOUR GO-TO TECHNIQUE WHEN YOU'RE IN NEED OF INSPIRATION?

It's important to have cross-functional teams. **It's important to have people with different talents. Same old, same old, you're going to get the same old, same old, right?** And sometimes clients will say, "Who should we bring into an ideation or brainstorming session?" and I usually say, well, bring your most creative people! And they say, "What do you mean?" For example, your admin. over there writes poetry. Bring her in.

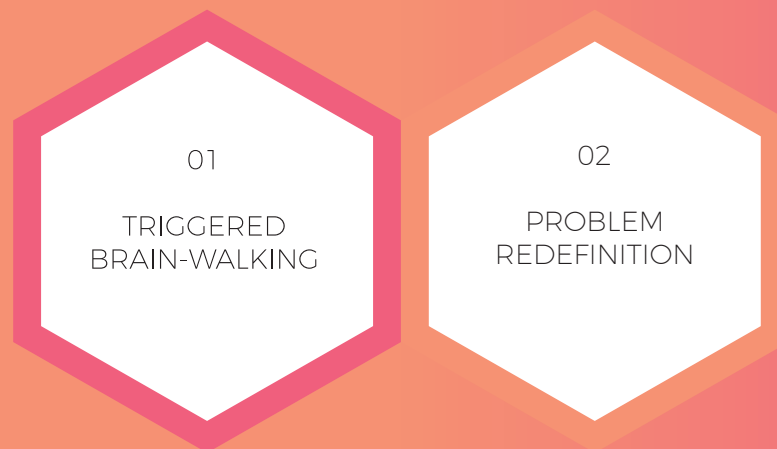
Cross-functionality is important, but the other thing, too, is that sometimes you can go beyond just an internal focus. You can get people from other departments, you can get suppliers to come in, you can get your agencies to come in. We've had creative consumers come in. We've had trend experts and so on. **The whole idea is you want to get people who have different perspectives than you do, who have different life experiences, who have different subject areas of expertise.** All of that is critical for getting breakthrough ideas.

WHAT'S YOUR FAVORITE TECHNIQUE FOR GENERATING IDEAS IN A SHORT AMOUNT OF TIME?

My two favorite techniques -- one we invented is called **"triggered brain-walking,"** where you set up ideation stations around the room, and it's a better way to do brainstorming because when you have all the people at ideation stations and they're and building on each other's ideas, you have the advantage of brainstorming but everybody is working at the same time. And you don't have one person talking and 20 people listening. It's a much more productive technique than just conventional brainstorming, and the trigger part of that is we trigger them with stimulus.

We could trigger ideas with target market wishing, or pictures, or keywords, or interesting expressions, all related to the task we're working on. That's one of my favorite techniques because it's incredibly productive, and everybody gets involved. It gets over the challenge of introverts versus extroverts.

And the other one is either **semantic intuition or problem redefinition** and that one's basically about redefining your challenge in thousands or tens of thousands of different ways to get new ideas.



“You want to get people who have different perspectives than you do, who have different life experiences, who have different subject areas of expertise. All of that is critical for getting breakthrough ideas.”

BRYAN MATTIMORE



TRANSFORM | 8

A Manager's Guide To Holding Your Team Accountable



LEADERSHIP SNAPSHOT ALAN DOBZINSKI

- Accountability coach to industry owners and executives for 25+ years
- Author of **The Buck Starts Here**
- Alan has helped hundreds of clients over his 25 years of experience.
- He works with executives, managers, and business owners who want to increase sales, productivity, and profitability worldwide by creating a culture of Motivational Accountability™.
- Recognized as a Master Certified Coach, the highest credential by the International Coach Federation (ICF)

WHAT ARE SOME EFFECTIVE METHODS FOR BUILDING ORGANIZATIONAL-WIDE ACCOUNTABILITY?

At the root of all people problems is miscommunication about who is supposed to be doing what. There is either no accountability, inconsistent accountability, or hard-hitting accountability that leads to disengagement and high turnover.



Regularly Scheduled
Accountability Meetings



Upfront Agreements



Goals: Destination Goals and
Journey Goals

Your accountability RUG is the soft, supportive and protective bottom layer on which everything else rests. Build on it with whichever strategies appeal to you, but don't neglect any of these essential components.

WHAT ARE SOME THINGS THAT LEADERS CAN DO IMMEDIATELY TO START CREATING A CULTURE OF ACCOUNTABILITY?

First of all, I encourage them to go to chapter 15 of my book “The Buck Starts Here” and read about upfront agreements to create a closer relationship with the people that they lead and or manage.

The second thing is how they treat people. It's a huge thing. And fresh in my mind is a workshop I did recently called “All About Them.” I had eight different techniques on how to make it more about the person that you're managing as opposed to making it about themselves, the leader. As leaders, we should help others get what they want. Do the leaders even know what the person they're managing wants? Do they even care about it? If a person can approach their people in that regard they're going to get what they want as well.

WHAT MAKES A GOOD CHANGE LEADER?

Number one, I would say is understanding, and truthfully, it sounds so easy. The second thing is to find out what they really want and help them get that. The third is to stop making it all about themselves and shifting to make it all about the other person. That's what's going to drive results. Fourth is to meet with them on a regular basis. My clients have told me, if you're not meeting on a regular basis, you're not managing. If people are meeting on a regular basis, which I encourage every two weeks, then it's hard for things to get out of line. You got to be there for them on a regular basis. Because truthfully, people need a leader.

HOW CAN COMPANIES NURTURE LEADERS?

Stop trying to control them. Instead, define the desired outcome together, ask how you can support them, get the heck out of their way, check in, give them a timeline and then follow up.

Then there's also the distinction between approaching and attacking. When people attack somebody and places blame to make them look bad, that's not going to get you anywhere. We need more understanding leaders who are using neutral language so their employees know they are being cared for. When they see that they'll do almost anything for you. And most of the time, as we've read, money is not at the top of reasons why people leave companies – it's supervisors.

“Most of the time, as we’ve read, money is not at the top of reasons why people leave companies – it’s supervisors.”

ALAN DOBZINSKI



TRANSFORM | 9

Lessons From the Amazon Jungle
For Overcoming Business Challenges



LEADERSHIP SNAPSHOT CHAS KILVANS

- Executive coach who takes his survival lessons from the Amazon jungle and an Afghanistan prison into billion-dollar boardrooms.
- Serves as a founder, turnaround expert and psychotherapist.
- Chas is a turnaround specialist, CEO coach, and corporate advisor for leadership teams.
- In his career spanning nearly 3 decades, he's become an expert in business failure and what triggers need to be pulled to achieve financial success

TELL US ABOUT AN INTERESTING BUSINESS TRANSFORMATION LESSON.

Six of us are crowded into the dugout canoe, bobbing in the waters of the Rio Madre de Dios in the Peruvian Amazon jungle. Our last connection to the outside world, a grey beat-up Land Rover, growled back up the gravel road and disappeared. We were alone on the river, floating downstream to Manu National Park to see wild animals and to meet people from the Mashco-Piro tribe, one of the last uncontacted tribes in South America.

I realized that everything I knew to be true didn't work here. It sunk in, you could take several steps away from camp into this thick rainforest jungle, get turned around, and never be seen again!

We had chosen our jungle survival guides carefully and made a conscious decision to relax and trust them, which allowed us to approach this alien environment with the acceptance and curiosity it deserved.

What happened to me is happening to you, it just does not look the same on the surface... but it's the same. The new business climate is uncharted territory to corporate leaders in the same way the Peruvian rainforest was new to me. However, in the new business jungle many company leaders still use the familiar tactics they have always used.

When I got into companies, likewise I learned having seasoned business jungle guides helpful and I coined the term "Kitchen Cabinet". I recall working with a subsidiary of a 230 year old European luxury crystal china company. They had a \$20 million dollar subsidiary that was failing. The President of the subsidiary was going to be fired by corporate unless he turned it around in 12 months, and he had tried everything he knew.

I said, why don't we build a Kitchen Cabinet of two CEOs who have built a similar company twice as large as your \$20 million dollar business? We're also going to find two Chief Financial Officers, and lastly, two Chief Sales Officers, and the criteria is they will have built -- that's the operative word: built -- similar companies two to three times larger than your division and with financial results in the highest 25% quadrant. They're going to tell us, just like real guides in the jungle - where to go, where not to go, and they're going to help all of us stay out of the human frailty of denial. That's exactly what the President did.

This subsidiary was going to be sold -- the President was going to lose his job, and since this was a family business, even more humiliating his uncles were going to terminate him. But he kept his job and a robust salary of \$480,000 for two more years with the growth roadmap this Kitchen Cabinet helped build to take Sales from \$20M to \$50M, to reduce the Cost of Goods Sold from 50.4% to 30% of Revenue, and increase After-Tax Profit from 2% to 17.5%.

The lesson I've learned is: when no one is going to save you, when there is no safety net... you need to trust someone sometimes.

YOU TALK ABOUT INCREASING HARD FINANCIAL RESULTS USING A SOFT UNIVERSAL LAW OF HUMAN BEHAVIOR. CAN YOU GO INTO DEPTH A LITTLE MORE ABOUT WHAT THAT CONCEPT MEANS?

Back in the jungle, around 2:00 in the morning I hear this sniffing sound outside my tent, and I was so exhausted, I really thought, it's just a dog. I went back to sleep. Half a second later, I'm thinking, I'm in the freaking jungle! There're no dogs here. My god! This is a man-eating jaguar. Now, a jaguar has the 4th strongest bite of any animal on earth and at 2,000 psi it can easily crush a human skull with a bite. I happen to be alone in the last tent on the river bank. And I've watched these Disney movies where the jaguar picks off this lone animal in the herd, right?

Our chief guide Lucho had a shotgun broken down in his waterproof bag, but he's five tents away, I tried to scream but I could not make a noise, I was petrified. I grabbed in one hand my sheath knife with its six-inch blade and grabbed my flashlight in the other. Okay, this is it. I'm ready. I'm up all night ready to fight. Then I must have fallen asleep from exhaustion.

Around 7:00 am, I hear a knock on my tent post, and they are saying, "Chas, wake up! There's paw prints around your tent." I'm still dazed from a night without sleep. I drag myself out of the tent, and oh gosh there's prints! Well, these prints are the size of a quarter. It was a baby jaguar, the size of a little, cute house cat! That was all it was.

Let's roll back what happened to me underneath it all. First, I change my "thinking" from predator to cute baby cub. That enabled me, then to change how I "felt", from terror to embarrassment. Going further to the right, that change propelled me to have a change in "action": I put down my knife, and I laughed. We all have experiences like this.

What happened to me uncovers a universal law of human behavior for you. From cognitive research we know there is a hidden dynamic at work underneath that makes this so powerful, and it is:

We Think > We Feel > We Act

In business for some reason we don't leverage this hidden law of human behavior. We focus in business on actions/results, the far right end of the continuum. However if you meet an employee who just did something stupid, wouldn't you say as their manager, "What in the world were you thinking?" Intuitively we know old thinking gives old actions and new thinking gives new results.

This lesson can be summed up by the axiom commonly spoken by psychotherapists, "The map is not the territory!" Mental maps operate behind the scenes like in the Jaguar story. We trust them like family, but they contain some truth and some made up stuff, we just don't know how much of each.

The lesson is: we have more power to change financial results in a company than we exercise. The order of events for employees is first we help them change their thinking, which changes how they feel...and then they are ready to change their behavior for the long term.

“We have more power to change financial results in a company than we exercise.”

CHAS KILVANS



TRANSFORM | 10

How Pepperidge Farm's Leadership & Employee Engagement Is Driving Operational Excellence



LEADERSHIP SNAPSHOT JENNIFER LANNOM

- High Performance Organization (HPO) and Operational Excellence Manager for Pepperidge Farm
- Extensive operational excellence and high performance systems development and implementation experience.
- Visionary with a theoretical and practical understanding of strategy execution.
- Skilled in rapid turn-around situations and entrenched cultures.

WHAT'S SOME ADVICE YOU'D GIVE TO PEOPLE TRANSITIONING FROM A PREDOMINATELY TOP-DOWN HIERARCHICAL ORGANIZATION TO ONE WITH MORE ENGAGED, SELF-DIRECTED TEAMS?

Start by having a vision that people can get excited about – something that gets people out of bed and want to work extra hard for. It's got to be something bigger than ourselves. As a leader, you have to be very committed and excited about a vision that you're going after with a team. **We may not have all the answers, and we may not know how to get there, but we're going to get there, and we're going to do that as a team.**

When I was working at the Aiken plant, I helped people understand and get excited about that vision, because it was so different from what we were currently doing. It wasn't easy. There's nothing like having people go and see what it looks like in action. So, we sent everyone in that plant on a benchmarking trip to other companies to talk to operators who were going through a similar transformation. Our people would come back and say they're excited and to me, that made the biggest impact as far as helping people see what was possible and that this wasn't just something crazy that we came up with.

WHAT SKILLS DOES SOMEONE WHO'S LEADING A CHANGE INITIATIVE NEED?

A good change leader is somebody who can show that they're in it, that they're connected, they're committed and that they can work to fight ambiguity.

It's not about somebody creating a big plan and having everything already figured out already. It should be the other way around and having people part of the decision-making to help things move forward. But that change leader just being there to support, being a servant to the team, providing them what they need, the emotional support and the resources, whatever it is that they need to make that happen is most important. were going through a similar transformation. Our people would come back and say they're excited and to me, that made the biggest impact as far as helping people see what was possible and that this wasn't just something crazy that we came up with.

WHAT CAN LEADERS DO TO MANAGE RESISTANCE TO CHANGE?

Well, I made this mistake, I'll tell you, more than one time. When I see people who aren't excited about a change initiative, I would go spend my time with these people and convince them it was a good thing. But it may not always be a good use of time.

When you're trying to convince these people, it's like the Pareto rule (the 80/20 rule). It's been shown that if you can get 20% of your population on board and excited about what you're doing, the other 80% is going to make decisions on their own. The majority are going to jump on board as well when they see you've got 20% going in this direction. Then you're going to have a few who might fall out, but the thing is, if you focus on that top 20% who are super excited about what's going on and give them the resources, then the rest of the group will start to come on board. The bottom few may just have to make some decisions around what they want to do -- if they want to be part of this or if they prefer not to be.



80%

20%

So I've learned, if you focus on the ones who don't want to do it, and meanwhile, you've got the 20% sitting around waiting. "Okay, we're excited. What do we do next?" then you're not capitalizing on that spirit and that energy. It's really important to focus on the people who are also excited and committed. The rest will start to work itself out.

Sometimes there can be people who are detrimental to the change. Even giving them ownership of something that's happening with the change can help turn them around which really helps those other resisters say, "Oh, my goodness, if this person jumps on board, there must be something worthwhile with this."

WHAT SKILLS WOULD BE OF UTMOST IMPORTANCE IN THE AGILE WORKPLACE?

The ability to coach others. Creating learning organizations is important today and will continue to be important. Learning organizations are agile. They're able to pick up things very quickly and move nimbly.

But you have to be able to coach well. You have to be able to make decisions quickly and have decision-making processes and skills to work with ambiguity. The stronger a leader is able to do that, the stronger an organization you're going to have because if everyone is doing that, your people continually grow and continue to be more capable.

It helps when there's less and less structures of hierarchy to make room for grouping people around the work that needs to be accomplished. It reduces the number of silos and it makes things much more fluid.

“We may not have all the answers, and we may not know how to get there, but we’re going to get there, and we’re going to do that as a team.”

JENNIFER LANNOM

San Francisco-based Kintone is making teamwork better with an agile, cloud-based, no-coding required business application development and deployment platform. Named in Gartner 2018 Enterprise application Platform as a Service (aPaaS), Kintone empowers teams of all sizes to collaborate and solve business process inefficiencies by rapidly creating custom database and work flow-driven applications with robust analytics. Custom applications built with Kintone range from CRM, project management, asset management, SCM, and much more.

Learn more and build your first business application for free at kintone.com/trial

