Driving Disruption
Stacking the Deck in Your Favor

CORP/U

SMARTER GROWTH SERIES
LEADERSHIP INSIGHTS ROOTED IN MANAGEMENT SCIENCE
Guest Speaker

Dave Pottruck
Adjunct Faculty, Wharton
Best Selling Author, Stacking the Deck and Clicks and Mortar
Former CEO, Charles Schwab

Host

Alan Todd
Founder and CEO, Corp/U
Are You Being Disrupted?

**Time to $1 Billion Valuation**

Tech companies are hitting $1 billion much faster.

**Average company lifespan on S&P 500 index (in years)**

Projections based on current data.
Is Your Culture Stuck in the 80s?

“The founders of modern management were born before the end of the Civil War”

“Equipping organizations to tackle the future would require a management revolution no less momentous than the one that spawned modern industry.”
Change Initiatives Fall Short 70% of The Time

Source: McKinsey & Co. 2017

KEY
- Change execution shortfall
- Change execution success

70%
30%
Organizations and Work are More Complex

Employees must now collaborate with 10 people who don’t report to them to get their job done.

Organizations and Work are More Complex

But 7 out of 10 Cannot Name the Organization’s Strategy

Source: The Secrets to Successful Strategy Execution, Harvard Business Review
WE DEVELOP LEADERS WHO MAKE A DIFFERENCE

STRATEGIC LEARNING PLATFORM

CUSTOM-TAILORED EXPERIENCE

PROBLEM SOLVING + INTEGRATED WITH WORK

WORLD-CLASS BLENDED PROGRAMS

AI-DRIVEN ANALYTICS / EVIDENCE-BASED OUTCOMES

GOAL ENGAGEMENT UNDERSTANDING ADVOCACY

BARRIERS SOLUTIONS COMMITMENT FOLLOW-THROUGH

CORP/U
LEADING BREAKTHROUGH CHANGE
ONLINE 3-WEEK PROGRAM

Align three groups

- **Change Sponsors**
  Accountable for business results

- **Change Champions**
  Leaders of teams driving change initiatives

- **Change Implementers**
  All employees who will have a role in implementing the change

- **Share the Change Vision and Make the Case**
  “Communicating to Inspire Change”

- **Plan, Communicate and Implement Change Plans**
  “Leading Breakthrough Change”

- **Drive Change Plans**
  “Making Change Happen”
David Pottruck

Adjunct Faculty, Wharton

Best Selling Author, Stacking the Deck and Clicks and Mortar

Former CEO, Charles Schwab
# Essentials for Disruptive Change

<table>
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<tr>
<th><strong>THE RIGHT TALENT</strong></th>
<th><strong>LEADERSHIP SKILLS</strong></th>
<th><strong>A PROCESS</strong></th>
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<tbody>
<tr>
<td>• Draw together a team of the right talent – beginning with the right leaders and then broadening to the wider team</td>
<td>• Develop skills to be authentic, trustworthy and inspirational</td>
<td>• That builds momentum</td>
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<td>• Strengthen your resolve and tenacity</td>
<td>• That’s iterative</td>
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<td>• Where you attend to all steps – often simultaneously</td>
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Leading Disruptive Change: Step-by-Step

**STEP 1:** Establish the need and sense of urgency

- Link the purpose and mission
- Anticipate fear and understand its impact
- Underscore the urgency and prepare for resistance

**STEP 2:** Recruit and unify your inner team

- Find and nurture the pioneers
- Build trust
- Face and resolve conflict
Leading Disruptive Change: Step-by-Step

STEP 3: Develop and communicate a clear compelling vision
- Describe the future in a vivid and irresistible way
- Leave the status quo to create the future
- Show your passion

STEP 4: Plan to overcome potential barriers
- Anticipate and confront problems
- Identify and build the skills you need
- Use outside experts to sharpen your focus
Leading Disruptive Change: Step-by-Step

**STEP 5:**
Develop a clear executable plan

- Assess the path from present to future
- Set goals, deliverables, tasks and deadlines
- Prepare to manage risks and questions

**STEP 6:**
Break the change initiative into manageable pieces

- Plan for interim successes
- Identify what you will measure
- Build celebrations into your journey
Leading Disruptive Change: Step-by-Step

STEP 7:
Test with pilots to increase success

- Manage pilots, stacked pilots, and scalable pilots
- Test assumptions and minimize risks
- Gain advocates

STEP 8:
Roll out the steps that bring your change to the world

- Lead with conviction
- Negotiate terms
- Balance the risk of failure
Questions
OPEN-ENROLLMENT COURSES FOR CORP/U CUSTOMERS AND GUESTS

Making Change Happen
September 24th-28th
Expert Faculty: David Pottruck, New York Times Best Selling Author, former CEO of Charles Schwab, and Wharton Faculty

Leading Deep Change
October 22nd- 26th
Expert Faculty: Bob Quinn, Best Selling Author, Professor Emeritus of Management and Organizations at University of Michigan Ross School of Business

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CORP/U WEBINARS
TOP EXPERTS AND SCHOLARS SHARE THEIR KNOWLEDGE

Practicing Strategic Persuasion
Gain Support for Your Winning Ideas
October 16th at 11:00 AM ET

With Mario Moussa, Best Selling Author,
The Art of Woo: Using Strategic Persuasion to Sell Your Ideas

Faculty member at Thunderbird International, Duke, and U of Pennsylvania.
Questions