
LILA Member Challenges and Initiatives

2016 - 2017

Marga Biller

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** THIS DOCUMENT REFLECTS THE MEMBER INTERVIEWS CONDUCTED TO DATE. IT WILL BE UPDATED AS OTHER INTERVIEWS ARE FINALIZED.*

CISCO – Caroline McCabe

September 2016

Background

The business areas in which Cisco operates are shifting quickly. There are technological innovations such as the Cloud and security breaches, which have disrupted the playing field significantly. In the rush to digitization, 70,000 employees have to reinvent themselves. The organization has been through significant changes including a new CEO and shifting of resources resulting in a 10-year high stock price. This journey has required a relentless transparency, which has gone a long way to supporting the engagement of our people.

Challenges

1. Retooling Human Development.

The Leadership and Team Intelligence group is launching a platform that enables employees and team leaders to have insight into the weekly priorities and individual preferences of team members, including what assignments energize or detract from an employee's work life. The primary objective is to drive outcomes through making more of the best teams, and best team leaders. The solution combines the best of human and digital technologies. The implementation has varied; for some groups, they just gave them the tool and said use it, for others, they "dripped" it in. This focus and the conversations that ensue will require a culture change.

- a. What will the digital technology allow for two-way communication between managers and employees and between teams to teams?
- b. How can they encourage individuals to make the platform a part of their workflow so that they input the information required to make the process work?
- c. Leadership and Team Intelligence system. Now also involves a total redesign of performance management, promotion processes, and team and leader development.

Experimental Initiatives

1. Turning the assessment and promotion process upside down.

There is currently an emphasis away from a deficit model of assessment and promotion and shifting to a foundation based on the ideas from positive psychology, strengths and neuroscience. Rather than being taped for the role of team leader the shift will focus to one of taping those who are wired to be team leaders. They are currently conducting a large organizational study to better understand what the best practices are of the highest performing team leaders. Once this is better understood, they will share the best practices in the team leaders hands and use them to continue to design HR practices for the future. LTI uses agile development processes approach in order to test and learn. The specific questions that come to mind include:

- a. Given these shifts, how well positioned is Cisco as an organization for the future?
- b. What can they learn from others that are in similar transitions regarding the impact of market disruptions on the culture of the organization?
- c. What are some ways to help employees stay in sync with changes?
- d. How can the function enable the workforce to accomplish their outcomes and get obstacles out of the way?

Value from Participating in LILA

- Participate in a community with like-minded learners in a generative experience.
- Absorb as much as possible from thought leaders and connect with colleagues outside of Cisco.

DELOITTE – Nicole Roy-Tobin

September 2016

DRAFT

Background

Deloitte is in a constant race to stay ahead of the curve. The rapid pace of technological changes has been a game changer for them requiring Deloitte to create an adaptive culture. During the last few years, they have been focused on developing new hiring models, understanding what makes for higher performing teams and how they should evaluate people and communicate with them regarding their performance. This process has resulted in a shift in the purpose of development conversations away from what you need to improve to what you do well and how the organization can support you and give you opportunities to utilize your strengths. They are trying to get people use their strength to drive an adaptive culture. To internalize this his requires a culture shift, one that has been a slow process.

Challenges

1. Creating an adaptive culture.

Many of the different initiatives currently underway influence the creation of an adaptive culture yet doesn't necessarily formally call it out. For example, they have been revising the performance management process so that it is more about focusing on strengths and supporting passion and energy rather than about ratings. This presents many different interlocking influences and raises key questions:

- a. How do you deploy people to tap into those strengths on a daily basis?
- b. What are the elements of an adaptive culture that drive engagement, motivation resulting in a sense of purpose?
- c. An adaptive culture is so many things, how do you get key indicators?
- d. How do you know when "you have gotten there"?

Experimental Initiatives

1. Wellbeing for all.

Wellbeing, caring for mind and body, is a key goal for the organization and they have initiatives to drive it. They are communicating the importance of getting in touch with your purpose and the work they do every day. Getting people to think and behave differently and sustain it is a challenge.

- a. What are the next steps that make it a reality for everyone in the organization rather than a push by a particular function within the organization?
- b. How do you speak to the impact on people and on the business?

2. Replicating high performing teams

Nicole and her group have been approaching this initiative for coming at it from both angle; fueling performance, seeing performance and recognizing it in each business through specific work with them and supporting it through shared services for performance management. They recognized early on that work happens locally and they need to focus their energy locally to see the change. Therefore, they have a central place that develops engagement team based learning, discussion guides for team leader and self-service tools.

- a. How do you create and replicate high performing teams and attributes?
- b. How do you deal with the different sub-cultures?
- c. How do you help everyone drive to create a high performing team so that they are pulled towards the culture?
- d. How do they create a talent organization that enables modern learners?

Value from Participating in LILA

- Nicole shared that she always walks away with something she can apply and share with the leadership team in talent organization.
- Take away tools and ways of approaching the challenge of getting leaders to think differently about driving towards adaptive culture, as the survival of the organization requires it. Sharing these ideas with other members of the talent organization.

EDUCATIONAL TESTING SERVICE (ETS) –Jhan Berry and Kirk Messick

September 2016

Background

ETS was founded in 1947 when the American Council on Education, the Carnegie Foundation for the Advancement of Teaching and the College Entrance Examination Board contributed their testing programs, a portion of their assets and a number of key employees to form an independent nonprofit organization under the leadership of Henry Chauncey. Today, more than 3,000 employees work at ETS's offices throughout the United States. Of these, more than 1,100 of the professional staff have training and expertise in education, psychology, statistics, psychometrics, computer sciences, sociology and the humanities. Six hundred have advanced degrees, and 250 hold doctorates. One of the central issues for ETS is that they are not growing in the way they need to grow. Having been successful in the past, it is difficult for innovation to succeed and for new product development to advance. In addition, the long time Chief Learning Officer and member of LILA T.J. Elliott who has been a driver for change and innovation has retired from that role at ETS. The search for the new CLO is currently ongoing.

Challenges

1. Delivering on current initiatives while CLO search is underway.

There are a lot of unknowns at this stage because the CLO group is not sure who the next CLO will be and what the priorities of this person might be. Given this uncertainty, the team has decided to stay focused on their current roles and deliverables in order to stay on track with their commitments. While trying to stay the course, they are also launching some major initiatives that will require a culture change and a shift. This raises some key challenges for the group:

- a. How to stay focused on the present when initiatives may change with the CLO?
- b. How to use and reinforce existing relationships across the organization to keep the leadership focused on the initiatives without there being a CLO?

Experimental Initiatives

1. Systematic development process.

The organizational engagement survey results were very disheartening in terms of what employees said regarding feedback given to them by managers. Given that ETS needs to develop new talent to take over the roles of the top leaders who will be retiring in the next 5 years, this is a strategic challenge.

- a. How do we encourage and support managers to see feedback as a critical requirement of daily work?
- b. What cultural changes can they make that will nudge managers to develop staff?
- c. What approaches can the group take in the interventions to reach out and engage managers?

2. Full scale talent succession and development.

When a challenge arises, the organization tries to avoid risk by assigning a leader who has faced a problem like it before and having them deal with the problem again. This risk aversion drives senior managers to go with the same person over and over to solve similar problems rather than thinking about how the experience might help a more junior person develop. Additionally, a large and growing base of new employees have joined ETS within the past 5 years and are very talented.

- a. How do you create opportunities for the next generation of leaders to emerge when the current leadership is firmly in place?
- b. What cultural nudges can be put into place by the Chief Learning Officer group to shift the organization towards an intentional succession and talent development mindset?
- c. What could be done to accelerate the development of the next generation of people who possess the kind of wisdom required for leadership positions at ETS?
- d. What might ETS need to change in terms of attitudes, reward structures, etc to get people to accept more risk and provide developmental opportunities?

Value from Participating in LILA

- Having the opportunity to brainstorm ideas about their challenges and how best to implement the large scale learning projects with other colleagues. Jhan is looking for new approaches and strategies that others are implementing and understand the key cultural elements that are required to make them successful in a different organization.

- Having a second ETS representative in Kirk Messick at LILA for all the sessions will increase value because he is leading many of the large-scale projects.

FRESENIUS MEDICAL CARE – Joe Gibbons

August 2016

Background

Fresenius Medical Care is a health care company focused on delivering the highest quality care to people with renal and other chronic conditions. It is a privately held German company that has been around for more than 20 years and was originally started by a pharmacist. Through their industry-leading network of more than 2,400 dialysis facilities, outpatient cardiac and vascular labs, and urgent care centers, as well as the country's largest practice of hospitalist and post-acute providers, Fresenius Medical Care provides coordinated health care services at pivotal care points for hundreds of thousands of chronically ill customers throughout the continent. As the world's only vertically integrated renal company, they also offer specialty pharmacy and laboratory services, as well as manufacturing and distributing the most comprehensive line of dialysis equipment, disposable products and renal pharmaceuticals. Fresenius worldwide has over 200,000 employees and revenues of over \$28 Billion. Its North American headquarters are based in Waltham, MA with 100,000 employees and over \$15 Billion in revenue.

Challenges

1. Siloed organization playing in an ever-changing health care market place.

The company operates 2400 dialysis clinics in North America, which have relatively low profitability per location. Because of the evolving health care system in the US, they face a payer-provider conundrum; what bundles of services are going to be reimbursed in the future. This environment leads to specific challenges around culture including:

- How do they adapt their services and delivery systems fast enough to respond to the changes?
- What type of culture is more conducive to innovations that extend the core products and services?

2. Integrated Care group is acquiring businesses to incubate services and products that provide a care continuum.

They have gone about acquiring business to incubate that give Fresenius the breadth and depth of the care continuum. Now they own pharmacies, groups of hospitalists, health care plan and urgent care clinics. Bought small nimble business and wondering if they can make a go of it. This is an area where adaptive cultures comes into play:

- The cultures in each of these areas are different. How do they integrate the acquisitions?
- How do they make sure that they have a truly integrated strategy for these acquisitions so that they contribute to the entire areas not just one silo?
- How do you come to understand the elements of culture that work in each of these acquisitions, preserve them while at the same time integrating them into the Fresenius culture?

3. Leadership development in a siloed and dispersed organization.

The idea of sharing talent is new across the organization is a new one at Fresenius that has not been historically a place where the lines between the businesses is blurred.

- How do we bring about a more adaptive and flexible organization structure that is required in the current health care environment?
- From organizational structure perspective, each of the regions has own P/L. They are starting to see a pull towards global functional organizations (manufacturing, research and development, QA, finance, IT and HR) that serve all the business. What does this mean for the way in which the organization shares talent and resources?
- Kidney care unit is conducting a large management and leadership development roll out. There is a great appetite for building up leadership but not much thought about what it means. For example, how might they incorporate a structured way to measure a return on this investment? How will effectiveness be measured? How can they get a shift out of the classroom only delivery to a diverse delivery portfolio?

Experimental Initiatives

1. Develop a resilient and adaptive culture.

Everything that Joe's group is doing around an initiative called "leading with values" is about changing the culture, making it more empowering for clinic managers and employees, encouraging them to fail forward and fail fast. There is a strong desire to build a resilient culture where people want to stay.

- How do we build a culture where people want to stay, especially in the RN group?
- What would an onboarding experience be like?
- How do they prioritize and take action on the engagement survey data?

2. Measure performance objectively.

Performance management systems are all over the place, different rating scales and processes. – one of the They don't have a system enabled performance process. At end of this year the goal is to have something that helps the North America unit system.

- What are the cultural implications of this change?
- How can the new process be used to integrate some of the talent management processes rather than reflect the siloed nature of the business?
- How much of the change in performance improvement and lowering of attrition can be attributed to learning interventions?
- What cultural elements need to be in place organizationally so that they can establishing a discipline for reviews and a regular feedback cadence?
- What does collaboration look like in a matrix organization and based on that, what are the implications for rewards?

3. Talent management and succession planning

- How do they get to a common definition of high potential in a global organization that has such a strong regional backbone? What part of the definition can be adaptive to each part of the organization?
- Who owns the talent in an adaptive global company? Should they think of the high potential individual as global citizen first or playing at the regional level and “tossing a bone” to the global entity? How might we go about creating global managers that know the business across the board?
- How do you calibrate across cultural differences? What types of discussions within your culture are acceptable? What cultural normative practices need to be in place to make have these types of conversations?

Value from Participating in LILA

- Looking forward to learning from peers and how they are addressing the identified challenges. What hasn't he thought about?
- What are some key ideas from the guest faculty that set off light bulbs, what are some potential mind fields and opportunities regarding creating an adaptive global culture?

GEMS EDUCATION – Christine Nasserghodsi

September 2016September 2016

Background

GEMS Education, a Dubai-based company is one of the world's biggest operators of K-12 private schools. Through schools, consulting practice and charitable foundation GEMS is advancing education for all. GEMS works with governments, donor agencies and private clients to improve education systems, and provide vital training for young people in an increasingly competitive world. Their aim is to grow the American business and continue its growth in Europe, Africa, and Asia.

Challenges

1. Capturing impact of culture both positive and negative in schools.

GEMS has global offices in Singapore, Dubai, London and NY, each one operates with a different organizational culture. Each of the schools has a different culture. Within each school, they have pockets of sub-cultures and each has a different idea of what it would be to be high performing team. Most of Christine's work is in United Arab Emirates and Qatar. In her work, she confronts different realms of culture – personal, national culture (30 different countries), regional and professional. Capturing the impact of culture in such a diverse and multicultural setting has not been done before. Christine is trying to get a baseline level now to better understand how culture can be leveraged to affect change on a wide scale.

- How can we capture data on teachers as effective agents of change in their environment?
- How might we find out how are we doing and what support they need given cultural differences regarding disclosing needs?

Experimental Initiatives

1. Creating communities of innovation.

They have spent a few years looking at innovation, what are the innovations from the outside that can be brought into GEMS and what is already inside that can spread. Seeing the fruits of a change in these schools can require a 5 year timeframe especially if they continue to do things like they do them today. It is Christine's vision that by creating communities of innovation, they can achieve the changes much faster than that.

- a. How does change happens on a personal level and how does can that individual change spread across the network?
- b. How do you move from an individual level to a large organizational level, which could be a school with 10K students and faculty to 150K students and faculty to 290K students and staff?
- c. How can they bring success to large numbers?
- d. How do they take this from an initiative to an organizational transformation?
- e. Is there a moment or action that is contagious so that change that will help the school can spread in amore timely manner?

2. Performance Management

Different schools approach performance management differently reflecting their own cultural attributes. Each has its own distinct cultural norms around discussing weaknesses and can be wary of when asked for information. Schools are typically informed in advance when senior management will visit so they can prepare. Cultural attitudes towards vulnerability and transparency make navigating performance management a challenge. Often, they end up hiding weaknesses and not seeking help. As an organization, they look at performance management as something that each leader does and therefore, it doesn't necessarily link to the priorities of organization.

- How can we support schools to be transparent about strengths and development areas so that they can become excellent and stay excellent?
- How do you shift people's mindset to being on a journey of change and improvement and feeling safe to do it?
- How can we encourage the schools to look at performance management as a way to drive change even at incremental levels?
- How can we get schools to share more openly with each other?

Value from Participating in LILA

- Want to be able to create school communities that teachers want to participate in where they are fulfilled with their work because that is invariably valuable for the students.
- To better connect cultures across GEMS so that effect practice can be developed, shared, and scaled more efficiently.
- Christine is interested in learning from others and sharing ideas about how they can take the lessons learned from the pilot initiatives and programs, so that they become entrenched within the organization.

HYSTER YALE– Kelly Brown and Clae Reynolds

September 2015

Background

Since 1989, Hyster-Yale Group has provided the strategic leadership and global support behind Hyster® and Yale® lift trucks, two of the most successful lift truck brands in the industry. Hyster-Yale designs, engineers, manufacture, sells, and services a portfolio of materials handling equipment that is among the most comprehensive in the industry. They cover hundreds of end-user applications in more than 700 industries. Their products include a full range of electric and internal combustion engine lift trucks for nearly all indoor and outdoor applications, which continue to drive the industry forward.. Our partnerships with experts in areas such as hydrogen fuel cell and advanced battery technologies are helping bring more sustainable and greener technologies to the market while increasing productivity and decreasing operational costs.

Challenges

1. Implementing a 5 year plan

A new VP for HR Americas was hired 6 months ago and that has created a bit of a change for the organization. Additionally, for Kelly, this introduces an expanded area of global focus. Part of the challenge is going to be the restructuring required and learning to navigate the new world as she will report to two leaders; one from the Americas and one from Europe. By February she will have more context organizationally as she transitions in her global role and will be responsible for working directly with executives in all theaters, especially around understanding their strategies, 5-year plan and the impact on talent. As a collective organization, and as the culture evolves they are working to support a plan of continued growth. As she thinks of the organizational changes required she wonders:

- a. When Senior Leaders talk about culture change, what do they really mean?
- b. How can you help individuals think of culture as a development journey, working to be more of who you truly are? If that happens largely through learning and adapting, what can they do to support employees through the transition?
- c. How might they think and talk about culture not as change but rather as bringing the organization into contemporary times, – pulling forward the good elements that were seeded in the formation and history of the organization and adding those that are missing?
- d. How do you weave the dominant cultures and the micro cultures together to meet the needs and expectations of a particular leader with their own vision and tie it together so an employee doesn't experience it as schizophrenic?
- e. How can you pay attention to dominant factors of the culture, understand where the flexibility lies, and “manipulate” the system in such a way that it embraces what you are bringing about?
- f. When you introduce a new person or idea into culture, will the dominant culture allow for this new infusion or will it spit it out?
- g. How might we use the unlearning ideas in helping culture evolve?

2. Innovation as Cultural Evolution

Clarae has been helping the Product Development group at the Portland Product Development Center improve their innovation practices. They are striving to transition to being an innovation leader rather than a quick follower

as they have been in the past. Clarae is wondering how they can approach this next phase purposefully rather than just letting it happen which could take longer.

- a. How are they going to be the “David” that can take down or humble the larger successful organizations?
- b. How might they take a more holistic view of culture?
- c. How might they extend the idea behind the “Blue Zones” so people are stronger, more engaged and happier with their work life and bring the concepts into the workforce?
 - I. How should they frame it to appeal to existing workforce?
 - II. How should they announce it?
 - III. How to get them on the path of the greater good?
 - IV. How do you get the senior leaders to agree that it is the right way to do it and what the “do” means? The CEO has once a year full staff meeting where all leaders are together to talk. Not a tight bonded group?

Experimental Initiatives

1. Polarity Thinking

In the past year, they have been working with Barry Johnson and his group to expose the leadership group to polarity thinking. This has had an impact in how they interact with each other and the decisions they take

- What are the next steps beyond the leadership group?
- What level of engagement and support is needed to move forward?
- How might they use the process to map the 7 organizational competencies so they make sure that there is an understanding of the polarities within the competencies

Value from Participating in LILA

Kelly

- Kelly sees LILA as a continual opportunity to learn and be challenged. It allows her to step outside current mental models and be challenged to look at the situations differently and hear from others.
- High degree of expectations this year from an organizational level of how to engage with the ideas from LILA. The theme is resonating with leadership and Kelly wants to focus on what they can bring back and apply within the organization at a global level.

Clarae

- Strong engagement with other organizations to understand how they are approaching the similar challenges. Clarae looks forward to the culture conversations that take place at LILA to share the inspiration back with senior leaders.
- Obtain new language to explain culture to the organization.
- This is a continued learning opportunity on how to work at global and local levels.

MARKETO – Wendy Miller

September 2016

Background

Marketo provides the leading engagement marketing software and solutions designed to help marketers develop long-term relationships with their customers - from acquisition to advocacy. Marketo is built for marketers, by marketers and is setting the innovation agenda for marketing technology. They are headquartered in San Mateo, CA, with offices around the world. Marketo serves as a strategic partner to large enterprise and fast-growing small companies across a wide variety of industries. Six months ago, Wendy Miller was hired to create a new role for the company as Sr. Director of Talent Development. In this role, her primary responsibility is to take a more strategic view of talent development for a 1000 person company that just hit ten years in digital marketing world. As Marketo grows quickly into the enterprise space, they are going up against such competitors as Oracle, Salesforce and HP, which requires new selling strategies and skill-sets across the company. In ten years, the culture has evolved from startup phase, to pre IPO, to post IPO 3 years ago and they have just been purchased by Vista Equity Partners where they are one of thirty-plus companies in Vista's equity portfolio. Often when there is an acquisition, the acquiring company's culture is assimilated into the purchasing organization's culture. In this case however, the intention is to leave Marketo as a standalone entity, and provide an incubator environment so that in a period of years, the larger, more mature Marketo can either go public again or be acquired. That however, does not mean that the company's culture will stay the same. There is a heightened awareness of the need for an adaptive culture given all of these conditions. Additionally, there will be a new CEO coming on board who will bring their own approach and zeal, the board members are now comprised of those on the Vista board, relationships will have to be established between Marketo and the holding company, and relationships opportunities exist with the 30-plus portfolio companies, some whom will come and go as they are bought and sold. That means sharing and seeking best practices while also remaining focused on their own business.

Challenges

1. Change Resilience.

Having been with the company for six months, Wendy has developed solid relationship with the leadership team and thought leaders within the organization and has the advantage that she has not been around so long that she necessarily has attachment so the way things have been done. This will be important as Wendy focuses on developing change resilience within the organization. Specifically, she wonders about

- a. Looking across different levels of analysis – the individual, team and organization. how is resilience and adaptively linked at all levels? And at the same time, what does resilience and adaptability look like from the organization to holding company and then to the portfolio partners?
- b. Since speed is critical if they are to continue to grow, how do they come to understand what has a disproportionate impact in building a resilient culture?
- c. How can they identify experiments they can try that provide them with information about what contributed to the positive changes at Marketo and translate that into cultural attributes?
- d. In an adaptive culture, relationships will need to be rebuilt as structures and roles evolve. How do you re-establish the contract of trust that gets breached when there are changes?

2. HR Practices that encourage growth and cultural adaptation

- a. What are the HR implications of growing the business into a different market space which requires re-tooling of skills and mindset?
- b. Engagement has been very high at Marketo and as with most start-ups and pre,post IPO's, a large part of compensation is equity. Now that they are a private company, the average employee will no longer receive equity. How will our conversation with candidate and existing employees have to change? How will our employment competitors respond?
- c. As Marketo matures as an organization, how will we shift from more of a multi-national to a global presence?
- d. As a 10-year old technology company, working on the platform and tools are less "greenfield" and maintenance and migration become important. For engineers, it can mean getting to work on the cool new technologies or having to maintain more "legacy" products. In this situation, the question is, How do you help individuals adapt their mindset while they go through that change and still be engaged in their work?
- e. How do you assess impact initiatives are having when you are changing so many parts? Look for patterns, have control group.

Experimental Initiatives

1. Grown the culture of learning.

Wendy's strategy has three elements: Build management and leadership excellence (with leadership skills encouraged at all levels for all employees), engagement (meet employee's expectations for growth and development) and creating processes and tools that support finding, consuming and sharing knowledge across the company. There may be a 4th for 2017, which involves shaping and nurturing the culture to help people weather the changes. To implement this initiative, Wendy is thinking about the following questions:

- a. How do you distinguish and focus in on those best practices that have a disproportionate impact and how do you know it?
- b. What can they expect from an evolutionary perspective when you build a leadership capability of all and create an explicit message? What do the pitfalls and milestones look like in the journey?
- c. How do you look at your whole workforce and keep touching people and growing every year in a cost effective way?
- d. How do you develop consistency in the skill set and capabilities so you can move people around as they grow to increase flexibility?

Value from Participating in LILA

- Expanding her network of smart people with whom she can dialogue, challenge and learn from to get new ideas and ways of thinking.
- Be able to get to a point where she comes considered concepts she hadn't thought of, be aware of them, and experiment with them to have an immediate impact on the business. In turn that will make her a better asset to the company for having spent time at LILA.
- Her old paradigms will be challenged and some shattered, her mental models stretched and LILA helped to do that.

3M ELECTRONICS AND ENERGY DIVISION – John Nesheim

September 2016

Background

Over the past year 3M has been trying to figure out how to grow their business. Historically, growth in their electronics division is tied to growth of the consumer electronics industry, to which many of 3M's clients belong. When that industry is depressed, as it currently is (partially due to the saturation of commoditization in its largest market, China), 3M needs to reinvent itself. With such a necessarily diversified portfolio (45), it can be hard to get momentum around the most important projects. It is not always clear which projects should be prioritized. In addition, the atomization of automobiles brings both challenges and opportunities for 3M. In the energy industry they need to find ways to work around scenarios where contracts always go exclusively to local bidders (eg. China for China policy), such as using distributors and other channels. In the meanwhile, they need to continue investing in the future of the energy industry, which is smart grid and energy storage. In both the electronics and energy world, it's not business as usual going forward.

Challenges

1. Adaptive Culture that Enables Change at Lightning Speed

Need to be more adaptive in terms of getting faster at and more insightful about identifying what the up and coming trends are. Their clients don't consult with them during product development, so sometimes they are playing catch-up to design the products that clients need for their products.

- a. What does a culture look like that allows for a more fluid model for handling accounts and building a trusting relationship with clients when there isn't transparency on either side?
- b. How do you organize for nimbleness in order to respond to market shifts?
- c. What capabilities need to be put in place that allows for the group to reinvent themselves every few years in order to be well positioned for emerging opportunities without growing employee count so that it doesn't affect bottom line?

Experimental Initiatives

1. Redeploy people resources

When the company is not growing it has to find ways to restructuring its operating costs. As they head into new ventures, 3M needs to redeploy talent in new directions, and replace people who leave with people who have different skill sets. They have been seeding teams with new talent creating a germinating process whereby the new talent help others see where they are going.

- a. How do they create more openness to learning new skills so that employees take initiative to upgrade their knowledge and create impact on the businesses?
- b. What practices can be put in place so that teams learn together and understand how to have the relevant conversations about new products and technologies with customers in new areas?
- c. How to have employees envision application for current technologies in new markets and identify future technologies that create new opportunities for 3M?

2. Organizational redesign

3M needs to become a more “fungible” organization. Resources need to be more fluid to move where they are needed without so much structure. But some structure is also essential; too much fluidity can lead to chaos; in general, however, the organization needs more adaptability that leads to fluidity.

- a. What might some organizational interventions look like that create more timely customer insights – market sensing to understanding what the trends are and get in on the ground floor so they don’t have to play catch up?
- b. What does a culture look like that is fungible, more nimble and adaptable?

Value from Participating in LILA

- This is an opportunity for John and his team to develop more thought leadership in their roles. LILA provides the freedom to think differently and shakes you out of comfort zone to think more creatively.
- Participating in LILA will help us prepare for the complexity and change that is coming by developing agility about the change.
- How can we help people’s hearts and minds get to a place where they can adapt, prepare and be a part of the change rather than run over by it?

PUBLICIS-SAPIENT - Josh Alwitt

August 2016

Background

In February 2015, Sapient was fully acquired by the Publicis Groupe, creating a new "digital platform" called Publicis.Sapient. This deal positioned Publicis Groupe for helping clients with Business Transformation. In addition, Publicis gained Sapient's substantial presence in India with 7000 employees working in technology and creative.

Challenges

1. Infecting the Host: A clash of cultures

Eighteen months after the merger, what is becoming apparent to many leaders at Sapient is what it is like to work for a French conglomerate. This has created a clash at the macro scale, between the two pre-existing cultures – that of Sapient, and that of "Paris", where the senior executives of Publicis are headquartered. It's not clear whether the culture clash is more about the hierarchical nature of the Paris based headquarters, a culture of command and control, or simply the cultural aspects of operating as a typically French company. The Publicis.Sapient culture is much more modern, formed by a combination of different companies that were acquired by Publicis including SapientNitro, Razorfish, Rosetta and DigitasLBI. Outside of Publicis.Sapient, other companies, or "brands" as they are known internally, such as Saatchi, Leo Burnett and Starcom, are becoming interested in the Publicis.Sapient model of apolitical, collaborative work. As the tension between the Publicis.Sapient and Paris styles heighten, those outside of Paris harbor visions of "infecting the host" by bringing a more modern culture to the Groupe overall.

- a. How do cultures get combined successfully so the best elements of both survive?
- b. How do you influence culture in this type of a system?
- c. Can micro-cultures co-exist? If so how?
- d. Does there have to be a core culture or can you function successfully with micro-cultures that are not connected?

2. What we talk about when we talk about culture.

Putting aside the differences between the Publicis Groupe and Sapient, Josh is also puzzling over questions regarding the culture of Sapient itself. Over the twenty-five years since it's founding, Sapient has grown in size and scope. At the beginning they were able to explicitly define their values and hire managers who agreed with and would model those values. Now, however, it is more the case that it is the leaders who influence the culture rather than vice versa. Further, there's the question of what do people mean when they talk about "culture" at Sapient. People have a vague idea of culture as something that they once had and now miss/yearn for, but when different leaders talk about "culture" it's not at all clear that they're even talking about the same thing or the same underlying values.

- a. How do multiple cultures affect each other? What experience does a multi-cultural environment create?
- b. How can leaders impact the culture without knowing what the current culture really is?
- c. How can a culture be maintained without being explicitly named?
- d. What is the data we should collect on how their culture impacts the outcome or impact on their clients?

Experimental Initiatives

3. Using cultural drivers to intentionally affect change

Another, related, challenge is how to influence culture at the individual behavioral level. Josh is leading a team at Sapient (Culture Team), which focuses, among other things, on recognizing employee contributions via “Impact Awards”. He hopes to use the Impact Awards not only to recognize, but also to reinforce behavior that promotes specific cultural values. The Culture Team is being renamed “People Experience” to focus on understanding the holistic the day-to-day experience of Sapient employees in order to understand and influence the culture.

- a. What is it really like for Sapient employees on a day to day level?
- b. How does that experience form their mindset, how do they adopt implicit beliefs that affect their behavior?
- c. When the day-to-day experience is so full of “noise”, how do leaders get above the emails, administrative tasks and unforeseen requests to influence culture?
- d. What is the role of leadership in defining and influencing culture, especially in a non-hierarchical organization?
- e. What are the mechanisms through which culture is influenced?
- f. What is the relationship of culture to individual experiences and behaviors?
- g. What have we learned about the link between culture and performance?

Value from Participating in LILA

- Get ideas from others on how to try something that might work a little differently.
- What are some nuggets from the research that might resonate with the initiatives at Sapient.

SINGAPORE TRAINING AND DEVELOPMENT ASSOCIATION (STADA)– Robert Yeo

September 2016

Background

The Singapore Training and Development Association (STADA) was established in 1972 by a group of training professionals from diverse industries who are passionate to learn and share best practices.

Building on last year's theme of challenging the present, building the future, we have embarked on the journey focusing on building the Learning & Development community as our core value with serving a sub-set value of building thus sowing before harvesting which is a sustainable model. Translated it means assisting individuals build capabilities and organizations build capacities. To do this connectivity we had started working on building a technology platform to serve L&D professionals and Learning organizations in reaching out to each other and the marketplace.

Challenges

1. **Transforming STADA to a virtual township within which the community sits.**
 - a. What are the skills set required to do this?
 - b. How do we know if the “architectural plans” are correct?
 - c. How can we support a mindset change for community?
 - d. How do we stay open to trial and error?
 - e. What are the features required?

2. **Who should be the resident in the township?**
 - a. Academic Universities and Institutions
 - b. Membership organizations
 - c. Multi-National Companies (MNCs) – Learning Organizations
 - d. Small and Medium Enterprises (SMEs)
 - e. Learning Individuals

Experimental Initiatives

1. Moving to an L&D technology platform

This platform must be the connector to our members, practitioners, vendors, organizations and learning institutions providing resources thus the “community”. STADA should be facilitating the space within which the activities take place. Now we will be able to unleash our full potential for meaningful contributions of building and serving the community instead of training per se. The key here is:

- a. How do we connect locally, regionally and globally in order to facilitate L&D activities within this space?
 - b. Whilst we are working on the building of this technology how do we provide for the transition into the future of the digital world?
2. Supporting the township that houses this learning community.

The township will be built on four key foundations: 1. **DNA – Learning & Development Community** - enable the community to have access to resources, research, blogs, materials, webinars, etc. to allow them to continue their development and growth journey. 2. **Unique Marketplace** – allow providers and buyers to navigate and find each other. 3. **Talent Management Engine** - talent harvesting and talent nurturing and spotting for organizations and for the individuals to use it as talent marketing for themselves to potential employers. 4. **Ideas Incubator** – to change trainer’s mindset of being an expert in a particular field of knowledge to have a training entrepreneurial mindset – “how can I grow my business and myself”.

- a. How can we support and teach training providers how to navigate to find buyers and customers to find providers?
- b. How can we enable them to use the technology to identify providers by quality references for buyers?
- c. How do we support their change of mindset from expert to entrepreneurs?

3. Human Capital Perspective

Recognizing our individual potential and pursuing to leash our potential in not capping or limiting ourselves in what we having been doing well in the past.

- a. Are we too deep into our areas of expertise the “I” and not developing the “T”?
- b. How would paradoxical thinking help us manage the conflicting and limited resources of time and ability to prepare for an ever-changing world. The question - Should we give our members who are into training the fish or teach them how to fish? The solution therefore is that STADA needs to prepare them for the challenges that we are facing today yet preparing for what is ahead.
- c. How can we help the community to grow self and organization by incubating their ideas and businesses? Attract venture capitalists to come and create a “Silicon Valley” in a virtual space.
- d. How can we assist the community to embrace Lifelong learning not as descriptive words of a journey but as an ideology which is a purposeful driven intention of preparing for what is now and what is ahead?

Value from Participating in LILA

- Intrigued by the theme Adaptive Culture. Attending LILA will also open up my mind to a broader understanding of the word culture and not just to provide a working knowledge but also to set aside space for adapting to changing needs. The challenge is that time is never on our side and we have to address both short and long-term dimension embracing culture and adapting to changing circumstances as the company evolves. You have to be flexible, sense and seize opportunity and have the courage to change perspective.
- Deeper understanding of myself and how to grow people from the different generations and cultures so they can build themselves and interface with the next generation coming after them in preparation of passing the baton from one generation to another.

STEELCASE – Laurent Bernard

August 2016

Background

Although no one knows for sure what the emerging work environment will end up looking like, Steelcase has decided to revisit our value proposition -change the purpose of the office from a place where individuals go to execute tasks, to a place where people go to collaborate, form social communities, share information, and co-create. The challenge with this value proposition is not just one of product and sales offerings. It is also an internal one - to transform an organization that was primarily a manufacturer of office furniture to a company that provides solutions for tomorrow's creative workers. Steelcase must learn to thrive in a world and market where stability and predictability is a thing of the past. We are in a position to become our own test kitchen as we envision how to create spaces that foster and inspire collaboration and collective creativity.

Challenges

1. Moving from modernization to bold moves to grow.

In the past it was possible to modernize the business in order to make it profitable, reliable, and predictable. Today that isn't enough. Steelcase needs not to stay *in* the game but be *ahead* of the game. Currently, the leadership team has some rough ideas but if they want to achieve real growth (12% every year), it will require bold moves. And in turn, growing will require that the leadership team demonstrate courage to make choices. The leadership team identified two bold moves:

- a. Look for opportunities in mergers and acquisitions. Steelcase hasn't been good at this before. How can we do it this time and be successful? What are the cultural issues that we might need to identify ahead of time in order to influence the strategic selection process so that the targets have the right culture fit?
- b. Redeployment of focus to the activities so that create growth an innovation. How do we redeploy to the activities that create breakthrough and growth opportunities? What are the cultural implications of this especially on the way they view learning agility, predictability, how you plan and select workforces, how you select employees, etc.?

2. Maturity of Globally Integrated Enterprise (GIE).

In the past Steelcase focused on building platforms that could be shared providing scale and thereby saving money and hoping to make them more efficient. They built networks around the world of people with communities around the platforms and products. Scaling business to platforms reduced their agility and that is a limiting factor for growth. It presented a paradox to be managed - the value of globalization, scaling resources and the agility you need at the local level to respond to customer needs on time and in the right way. In order to achieve growth, new questions arise:

- a. How might they adapt/modify/redesign the GIE structures and processes (in Asia Pacific first) and the relevant global functions to make the organization more agile/effective/profitable and customer oriented without jeopardizing the opportunity to leverage their global scale and global brand/customer experience?
- b. How do they apply the feedback they are collecting from partners, employees, customers in order to learn more about how to manage the paradox?

Experimental Initiatives

1. The new work place: Our Culture (the way we think and act) in the era of complexity.

At Steelcase they are positioning culture less as a “national” culture and more about understanding what is culture in era of complexity. Sometimes, you only understand the problem when you try to implement a solution. And in a world where the only certain thing is uncertainty, this can be even more difficult. Now they talk about culture and engage employees in a conversation that starts with “How can you be part of the solution.” Steelcase believes that they can grow faster thanks to the culture that promotes being self-governed, that clients will buy their solution because of their culture. Their aspiration is to “unlock human promise.

They set up a set of principles that enable employees to make choices and be safe. Between the freedom that comes with autonomy there is also accountability and that brings out the fears and downsides to both. By being part of the solution the focus is on the higher purpose of freedom, responsibility and accountability. The principles are not about what to do and not do. Rather they think of them as an algorithm that you apply. This moves away from being right or wrong but instead, you will apply the right formula to make your choices. Focusing on:

- a. What does a culture look like if the goal is agility? Is a stronger culture a roadblock to agility?
- b. What does a culture look like that is less about a series of norms that stop people from thinking and acting and more oriented around a set of principles that help people make choices?
- c. How do we create a culture where the leadership role is one of gardener? How do we encourage leaders to engage in a dialogue rather than provide the answers so that ask they help employees think about whether their assumptions worked or not?
- d. What does a culture look like where everyone is learning from anyplace, all time and from multiple sources – we are all learners and teachers?
- e. How might they incorporate some of the principles behind holocracy to run workplace experience? Do they need general managers in all locations? Can they have employees manage at the local level?

2. HR practices and capabilities centered on the user experience.

- a. What does performance management look like in an agile culture?
- b. Is merit a practice that addresses cultural needs in an era of complexity?
- c. Career development as a personal value proposition. Employees are saying, “I don’t care about career, I have a problem, how can you help me now?” How can culture address this issue?
- d. How might we reinvent the operating model of HR so that it is less about a mindset towards managing human resources and more about creating the human experience?

Value from Participating in LILA

- Understand a problem we haven’t recognized yet. Culture for them: as they are on the journey, there are a lot of things I have to relearn. How might this year recalibrate, refocus or boost some of the choices that we make.
- Get ideas from others how to try something that might work a little differently. Nuggets that might resonate with initiatives. Those nuggets will be particularly relevant as they have culture conversation this year.

SWANEE HUNT ALTERNATIVES – Elizabeth McWhorter

September 2016

Background

Formerly known as “Hunt Alternatives Fund”, Swanee Hunt Alternatives has undergone a rebranding designed to minimize the public’s confusion as to what the organization does, by foregrounding its three specific programs and the mission and identity of its founder, and backgrounding the overarching structure of the foundation that provides much of the funding. This rebranding effort has also meant a restructuring of the organization with a focus on only 3 programs and prompting a move of the corporate headquarters from Cambridge, MA to Washington DC. The remaining programs are Inclusive Security (the largest with a budget of \$8-9M doing work in NY, DC, and globally to increase the role of women as leaders in peace and security efforts), Prime Movers (which supports 64 social movement leaders in the US, working on a variety of issues) and Demand Abolition (an effort to combat sex trafficking and exploitation in the US by getting people to stop buying).

Challenges

1. Three cultures under one roof.

The move to DC, where the Inclusive Security(IS) program is already based, will be a challenge as it creates an upheaval for all, in particular the Cambridge-based office. It also creates a cultural challenge, as each program has its own unique culture, and IS has a particularly strong culture that is different from the rest of the organization. The move to DC provides an opportunity to develop an adaptive culture raising these questions:

- a. How will they consolidate the different cultures in a way that allows for the uniqueness of each with minimal abrasion between them?
- b. How do you define, and then build, and adaptive culture?
- c. Is an adaptive culture a constant entity that facilitates ongoing change in an organization, or is an adaptive culture an entity that itself is constantly changing and adapting to new organizational variables?
- d. Is the culture itself adapting, or is it simply enabling other kinds of adaptation? Is it the culture, the people, both?
- e. When is it desirable to initiate culture change and when does it go too far? As in the Lego example from last year, how do you move away from aspects that have held you back, without moving too far from your core culture that has made you successful?
- f. How do you, as a leader, get people to the edge so they experiment creating some discomfort without having them want to leave?

Experimental Initiatives

1. Building a shared culture that reflects both our roots and our branches

In about two weeks they will start up working group to better define what the shared culture should be. This will be rolling through the next 9 months, and they will be figuring out how to narrow it down.

- a. How do we find the right balance between maintaining a culture that allows us to do what we need to be doing in order to be successful and at the same time incorporate the strong voice and interests of the founder?
- b. How do we stay just slightly ahead of what needs to be done but not so far outside of the founders comfort zone so that the culture is a shared culture?

Value from Participating in LILA

- This year LILA is a place for Nancy Routh and Elizabeth to be in an outside brain trust to help them navigate the cultural challenges and make sure they are doing it in a way that is on the edge.
- A chance for them to model adaptive changeful behavior as a way of creating an adaptive culture. At LILA we model the “norms” of adaptive culture.

U.S. ARMY COMMAND AND GENERAL STAFF COLLEGE – Jim Martin

DRAFT

September 2016

Background

Jim became Dean of the College over the summer. The institution is well positioned with ample resources, great facilities and an experienced faculty base. They have recently received their third accreditation (regional). The recent restructuring of all the Army’s colleges into one entity called Army University requires a substantial shift in the culture, from individual schools setting their own curriculum and outcomes to an enterprise level headquarters that is responsible for all the training and education for the Army, setting policy and resources. This will enable the College to grant a bachelor degree in the near future so that when the soldiers leave the service, they leave not only with their military experience and skills but a marketable degree as well. Long term may see the University as an accredited entity.

Challenges

1. Expand outreach to assist in professionalizing military education around the globe.

In the last 3 years CGSC has started to grow their outreach efforts to professionalize military education around the globe including Botswana, South Africa, Mozambique, Ivory Coast and Rwanda, Saudi Arabia, Latvia, Estonia and Uzbekistan. They work with professional military education partners to help them create a more efficient education faculty within their country. In addition they are currently working with commandants of 12 countries in the Pacific Rim to initiate work there as well. This requires the College to organize in a way that allows them to provide that support broadly across the globe. For example, the College might develop a curriculum in disaster relief for Southeast Asia so there is a common curriculum across all the staff colleges of countries that might work together during a relief effort. Some people within the college don’t see this work as part of the mission.

Department heads say I don’t have enough faculty (4:1 ratio). Leverage the intense resource that is there to help the operational force. How does the institutional part of the Army make itself visible to the operational part of the

Army? What makes it worthwhile? Improving the partners that they will work with through military education. Intellectual forces that help them be better at what they do.

2. Army University

The creation of one entity as the Army University is a gross departure from where all the educational institutions for the Army have been. It will require them to modify the culture substantially. The Army is a tribal organization; each branch has its own culture so each school has distinct culture and tradition. We have to try to connect them through higher level of tradition. As an enterprise, they are trying to level out the amount of time they spend in training rather than education. They have focused more on training and as a strategic direction they know they to do both. The University was created in part because the 64 different schools were going in different directions. For example, the Sergeant Major Academy have run their own schools for decades with very little input from the College. The objective is to find commonality in what they teach, how they deliver the education and how they assess student learning so that ultimately they can agree on the necessary improvements. This effort will also enable them to upgrade the quality of the faculty and turn out a better sergeant major. Jim wonders:

- How can they best try to subtly create a change in the culture?
- How do you create an organizational identity when you are bringing lots of smaller groups into a single entity?
- What's the right kind of positive message?
- How do you give each of the schools enough maneuver space for themselves to have impact and have a common way of approaching education?

Experimental Initiatives

1. Credentialing
2. Improve the quality of the faculty: conduct research on what is effective through the learning sciences team.
3. Create a 5-year strategic plan as the Dean.

The College is good at what it does but not everything that it could be for the Army. Next stage of cultural life: Giving broader support to the Army.

- a. How can they better use resources, do a better job for the Army and Army education, maintaining the quality?

Value from Participating in LILA

- Participate in a community that actively takes the ideas from thought leaders, combines it with their own expertise and is able to provide ideas for a diverse set of challenges represented by all organizations.
- Gain from the perspectives of all LILA members regarding the cultural transformation that is required by Army University.



INFORMATION TO BE ADDED LATER

- **BEAVER – Peter Hutton**
- **BECHTEL– Lucy Dinwiddie**
- **CIA – Gayle Jackson and Trisha Aquintey**
- **CIGNA – Karen Kocher**
- **EBAY – Marianna Jackson**
- **HOME TEAM ACADEMY – Raja Kumar**
- **INDEPENDENT SCHOOLS OF VICTORIA – Michelle Green, Peter Roberts, Kerri Knopp**