

Dealing with disruption



The golden triangle: vision-leadership-culture.
Why behavioural change is so difficult and what
you can do about it.

About digitalisation, innovation and transformation

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Black

White

Creating Commitment For Results

Strategy, Transformation, Leadership & Learning

DISCOVER OUR SERVICES

- Model for strategy implementation, business transformation, leadership and learning
- Working across organisations and country cultures: 300 organisations worldwide
- Profit sector, semi government, government



Just naming a few organisations we work with

INTERNATIONAL



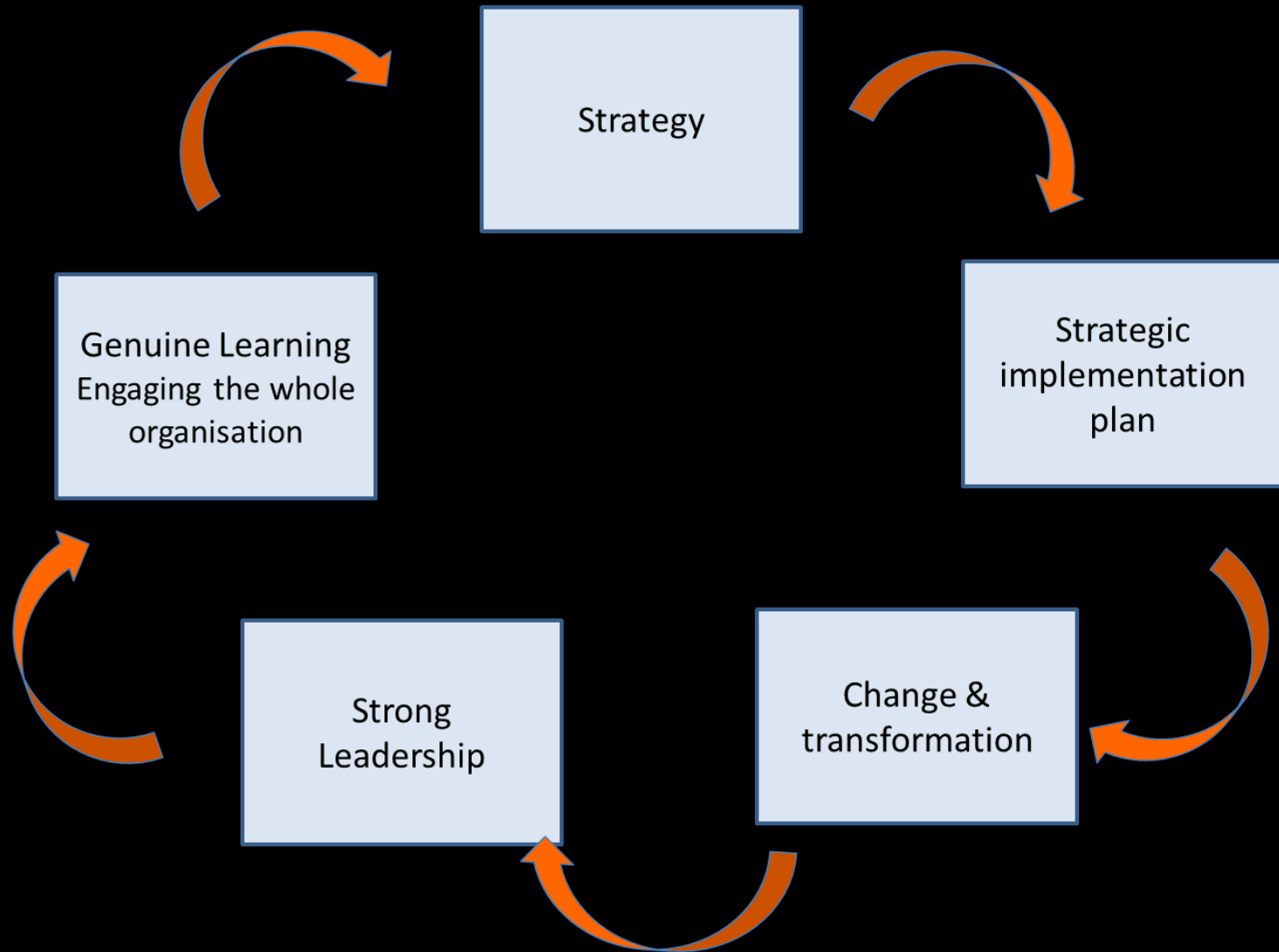
- British American Tobacco (in 65 countries)
- Mozambique Leaf Tobacco Company /Universal Leaf
- University of the Free State , South Africa
- Pick'nPay, South Africa
- William Grant & Sons, UK (Glenfiddich and Hendrick's Gin)
- Solar - Coca Cola, Brazil
- JCC, Brazil (building and managing shopping malls)
- Nationale Nederlanden Poland and The Netherlands
- Izico, The Netherlands (inventors of the Bicky Burger)
- Boehringer-Ingelheim (Pharma) - Taiwan
- General Mills UK (Pastries)
- EMC² (ICT hardware & software)
- Lion Brewery – Sri Lanka
- Sodexo Europe
- Mead Johnson Nutrition Europe
- Ipsen Pharma - France
- Merck, Canada

BELGIUM



- COMPASS GROUP
- Dataflow (Ausy Belux)
- STACI Belgium
- Tobania – IT consultants
- Mydibel
- KBC Bank – ING Bank - BNP Paribas Fortis
- AEXIS – Financial consultants
- Umicore
- Promoplan
- (University) Hospitals of Ghent , Brussels, Vilvoorde, Geel
- University College Leuven Limburg (UCLL) , VIVES, HOWEST
- Instituut voor de Overheid (KULeuven)
- CEVORA/CEFORA
- FAMIFED
- City of Geel, City of Beringen, City of Turnhout, City of Ternat, City of Knokke-Heist
- Home care center Woonzorgnet Dijleland
- Fonds for professional diseases (FOD) – now FEDRIS
- Fonds for accidents at work (FOD) – now FEDRIS
- Psychiatric centre O.L.V. Brugge
- Ministry of Foreign Affairs
- Province of Vlaams-Brabant, West-Vlaanderen & Oost-Vlaanderen

A holistic and hence cross-functional approach



IN SUMMARY



Adapted from The Jacksons – Blame it on the Boogie

TO HELP YOU REMEMBER

Don't blame it on your strategy

Don't blame it on your processes/systems

Don't blame it on your culture

Blame it on your leadership

TO HELP YOU REMEMBER

Don't blame it on your strategy

Don't blame it on your processes/systems

Don't blame it on your culture

Blame it on your leadership

Leadership at all levels !



Politics and politicians =
Hospitals and doctors =
Schools and teachers.
(Family businesses)

The golden triangle: vision-leadership-culture.

Why behavioural change is so difficult and what you can do about it.

- The world we live
- Macro level: Societal level
- Meso Level: Organisational level
- Micro level: Leadership

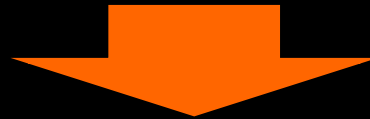


Customer Journey and the effect on our people

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Customer Journey and the effect on our people

The world we live in

The 4th industrial revolution

(Industry 4.0)



Sociological-Societal (R)evolution

Peer-to-Peer Society

Collaboration
Co-creation
Horizontal approach

Genuine Learning - Agility – innovation

The world we live in

The (R)evolution of technology

1951



2017



Sociological-Societal (R)evolution

Peer-to-Peer Society

Collaboration
Co-creation
Horizontal approach

Democratisation

Old Power vs New Power

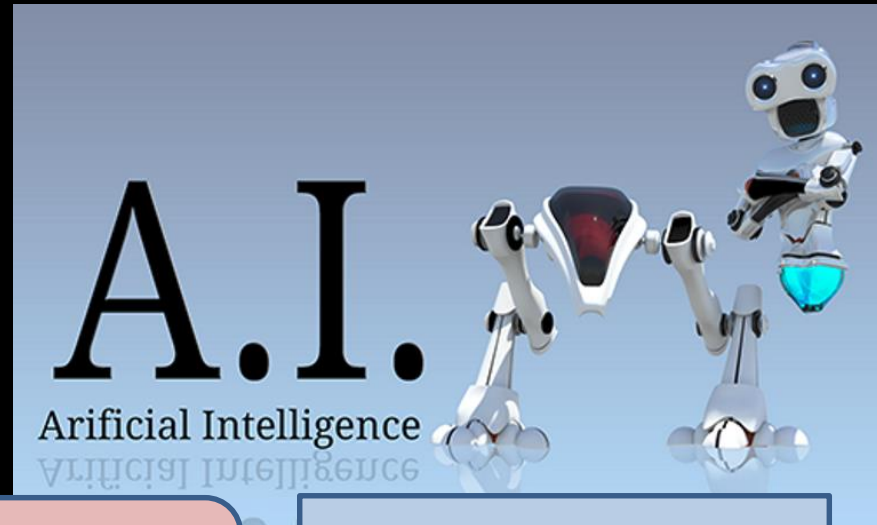


Knowlegde and
expertise

Knowledge and
expertise



The (R)evolution of technology



Opportunities

FANG
technologies

S

SOCIAL

76%

of business are using social media for business objectives and to increase ROI this year.

M

MOBILE

72%

of enterprises cited improved productivity as a driving factor in adoption of smart mobile devices.

A

ANALYTICS

75%

of executives at large companies said they are working to increase their company's use of analytics.

C

CLOUD

92%

of businesses are completely satisfied with their cloud based services and planning to increase their usage in 2016.

Key Concepts of/Conditions for digitalization.



Key Concepts of/Conditions for Digitalization

- Customer Experience
- Digital technology
- Connectivity
- Big data
- An agile organisation
- Customer/partner/employee co-creation
- New business model(s)

Digitalisering – technological definition

Nearly instant, free, and flawless ability to connect people, devices, and physical objects anywhere.

Digitalization

In general:

"In an efficient way making use of the technology available to increase customer convenience and customer experience."

In organisations:

"In an efficient way making use of the technology available to transform your organisation in such a way that it increases customer convenience/experience."

Rational

Genuine Learning - Agility – innovation

Digitalization

In general:

"In an efficient way making use of the technology available to increase customer convenience and customer experience."

In organisations:

"In an efficient way making use of the technology available to transform your organisation in such a way that it increases employee engagement and customer convenience/ customer experience."

Relational

Digitalization

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Relational



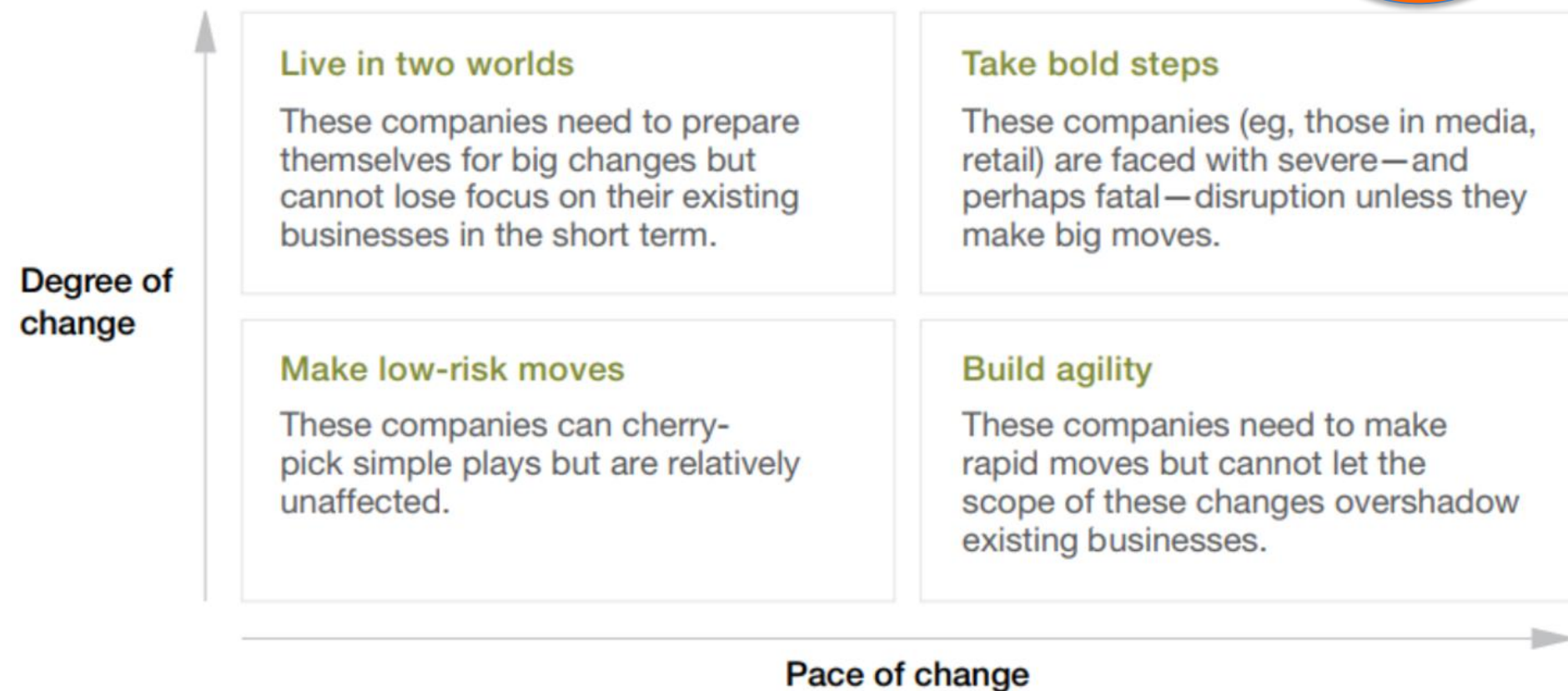
“Want happy customers? Focus on happy employees.”

Genuine Learning - Agility – innovation

Digitalisation - Industry 4.0

Where do you situate your organisation?

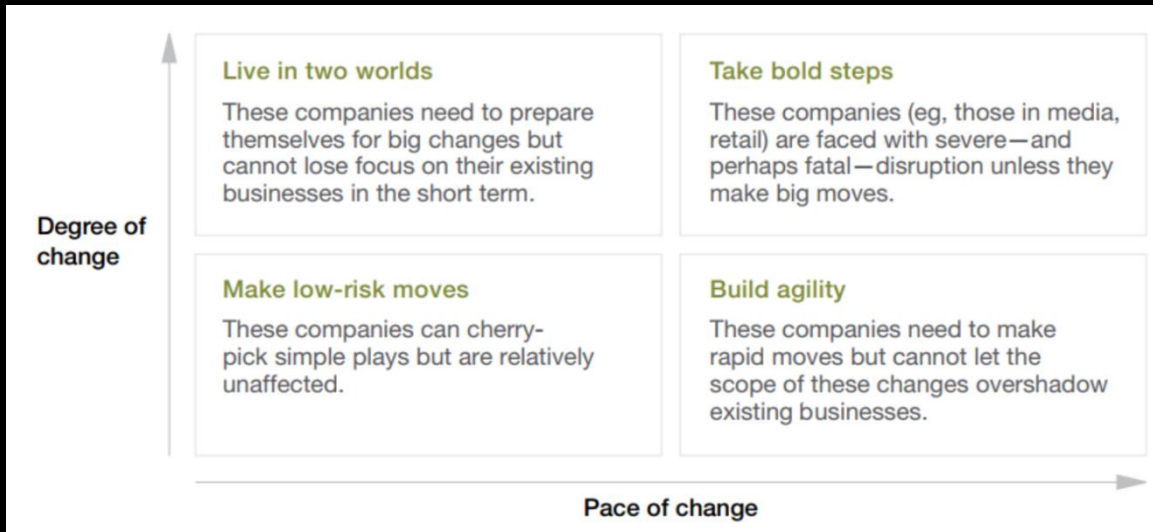
Strategy!



Digitalisation - Industry 4.0

Where do you situate your organisation?

Strategy!



Impact on vision, leadership and culture

➡ customer Journey thinking

➡ Employee profile

World we live in to bring bang in Power shift

The world we live in

The 4th industrial revolution

(Industry 4.0)

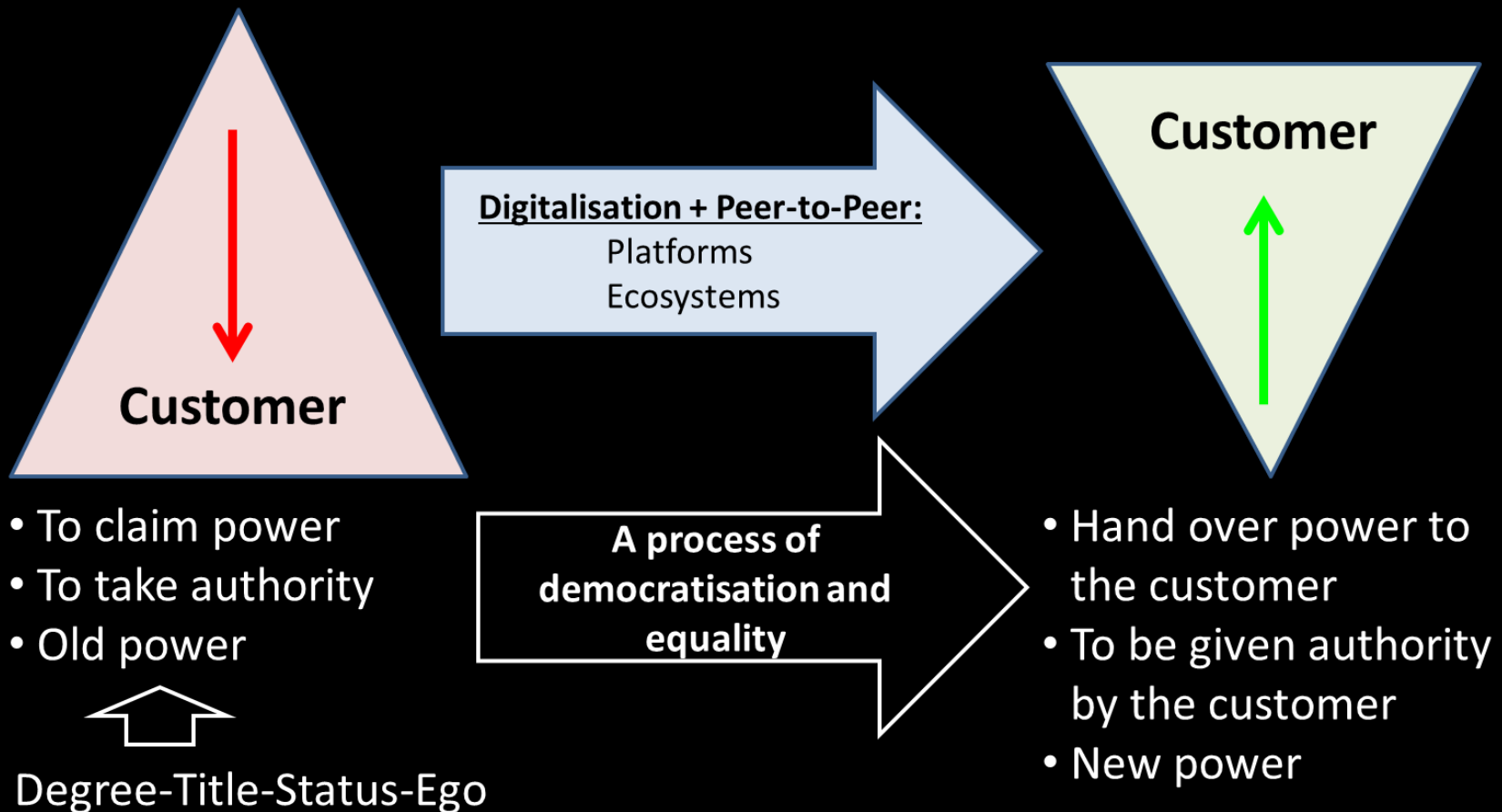


Genuine Learning - Agility - innovation



An unprecedented
shift in power

An unprecedented shift in power



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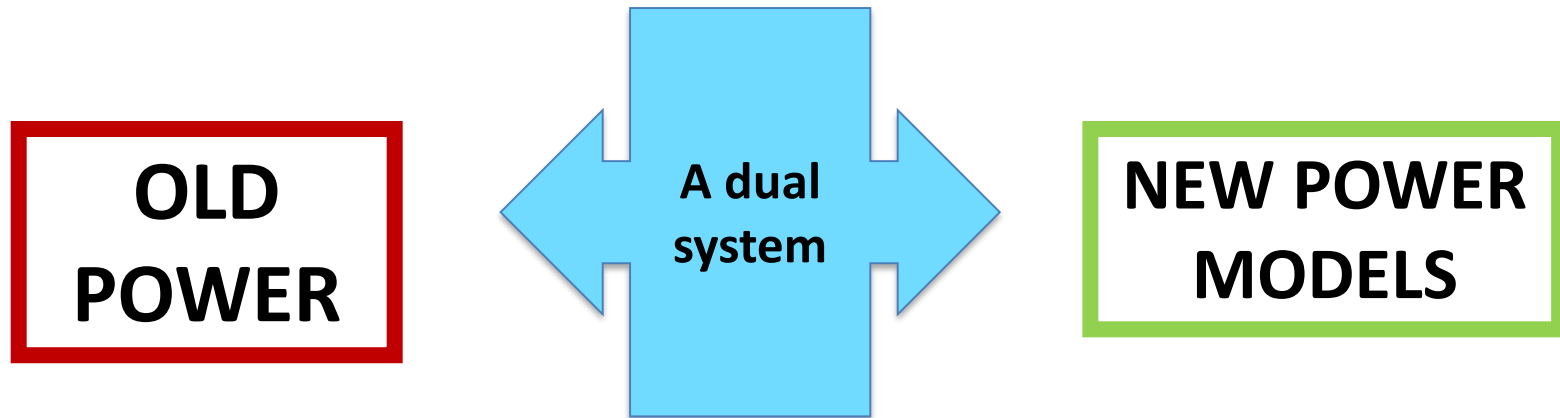
Customer Journey and the effect on our people

Macro level



Society at large

Old and new power models



The golden triangle: vision-leadership-culture.

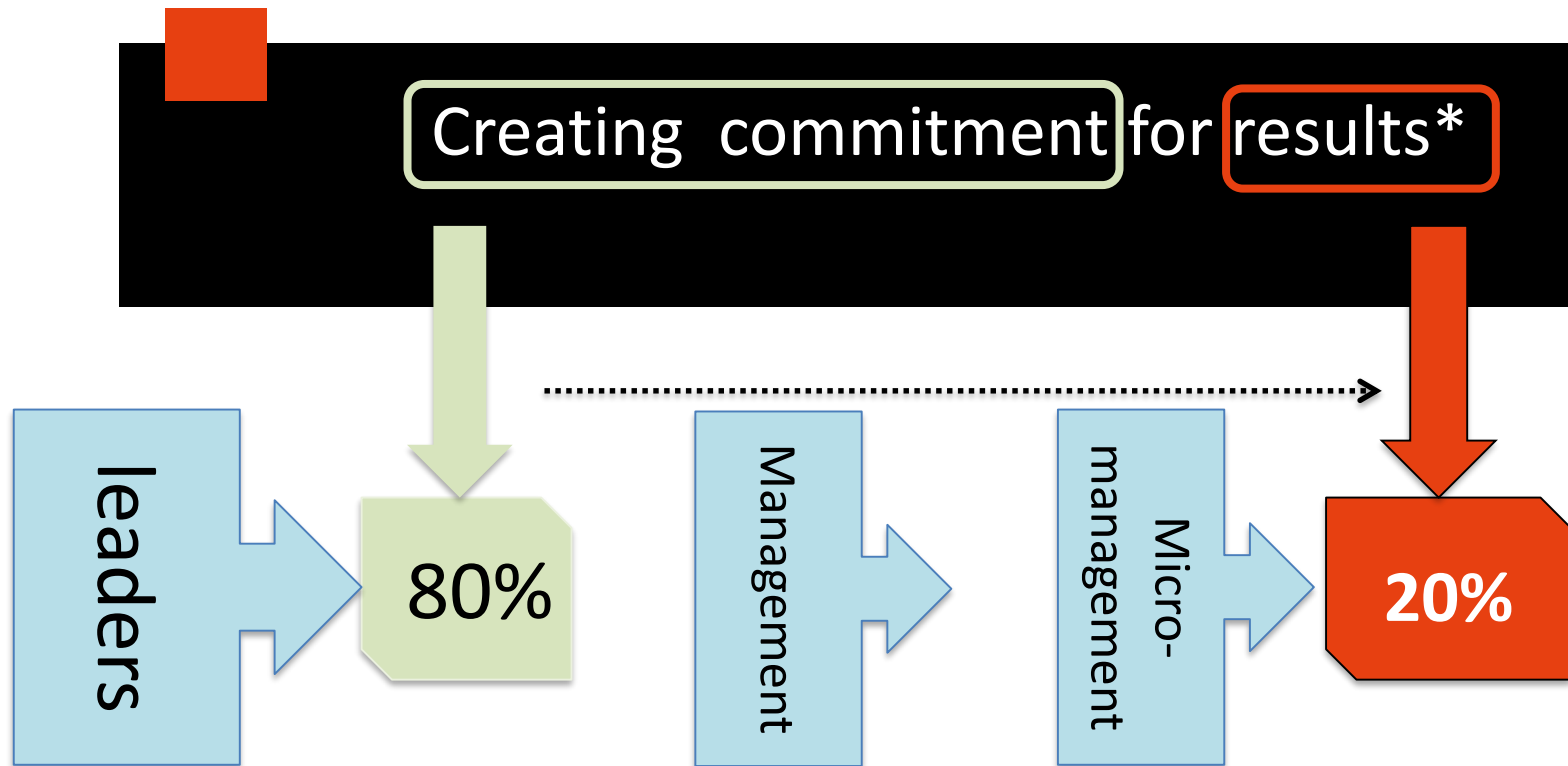
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Customer Journey and the effect on our people

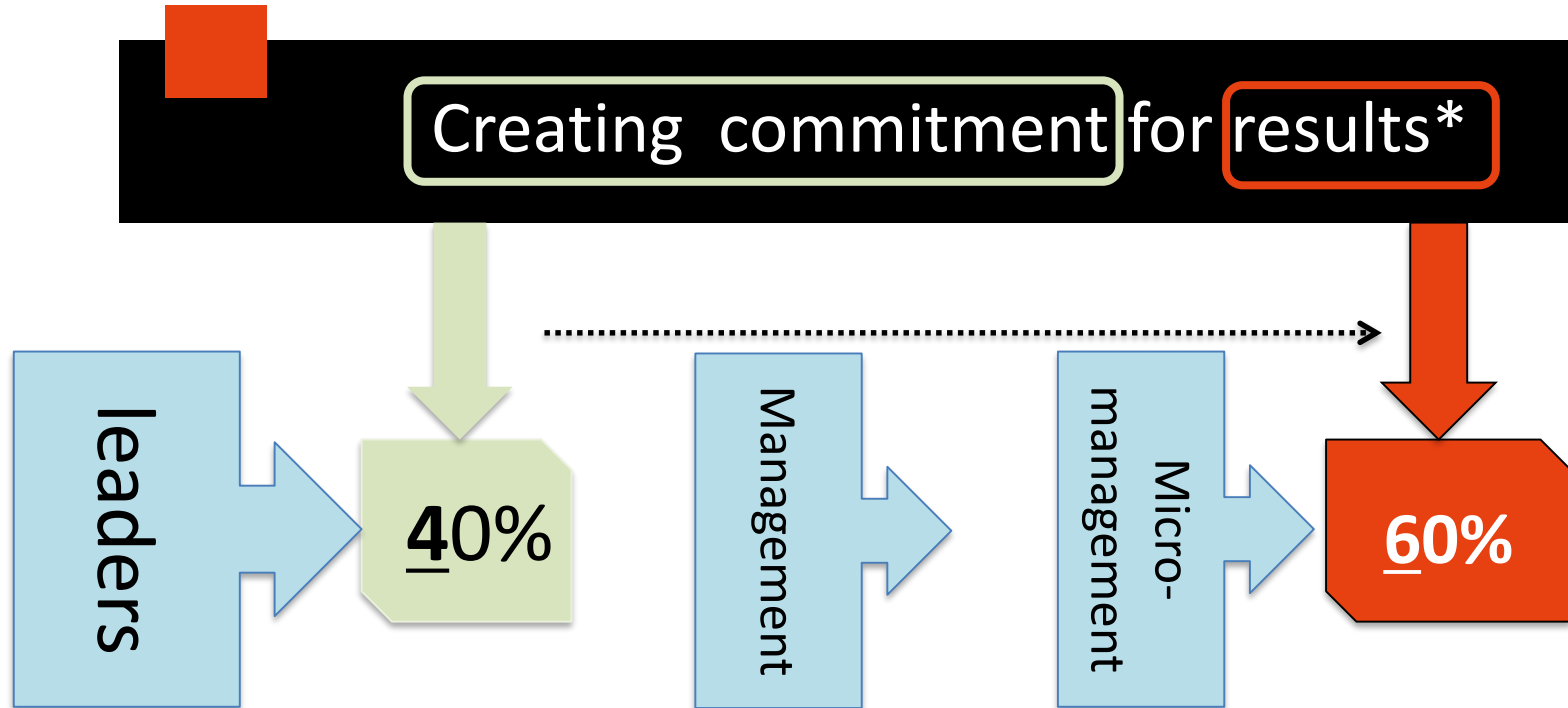
Main objective of any organisation...



*shareholder value is the consequence of this.


Main objective of any organisation...

! Culture change !



*shareholder value is the consequence of this.

Creating commitment for results



Leaders
and
managers

1. Inform

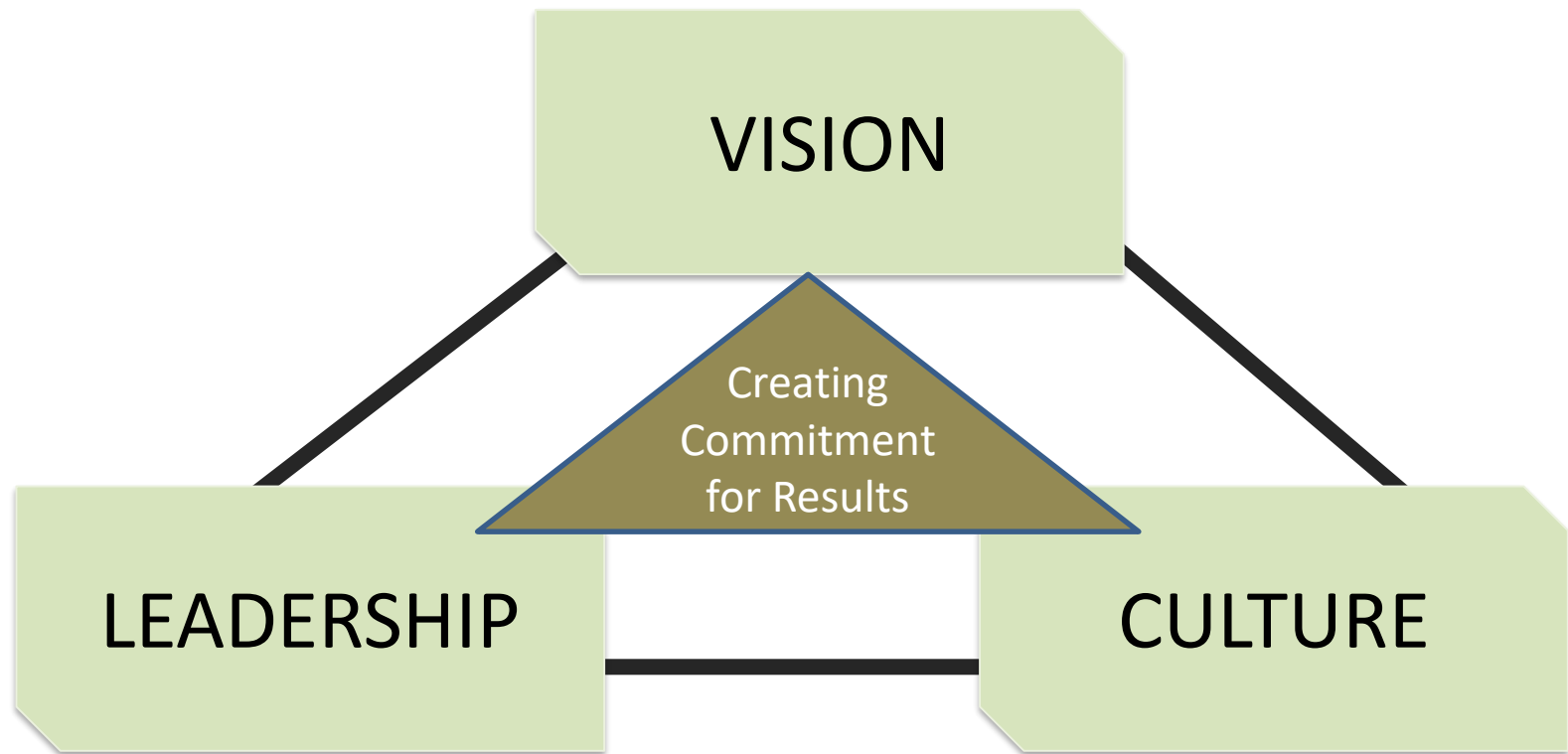
2. Engage

3. Empower

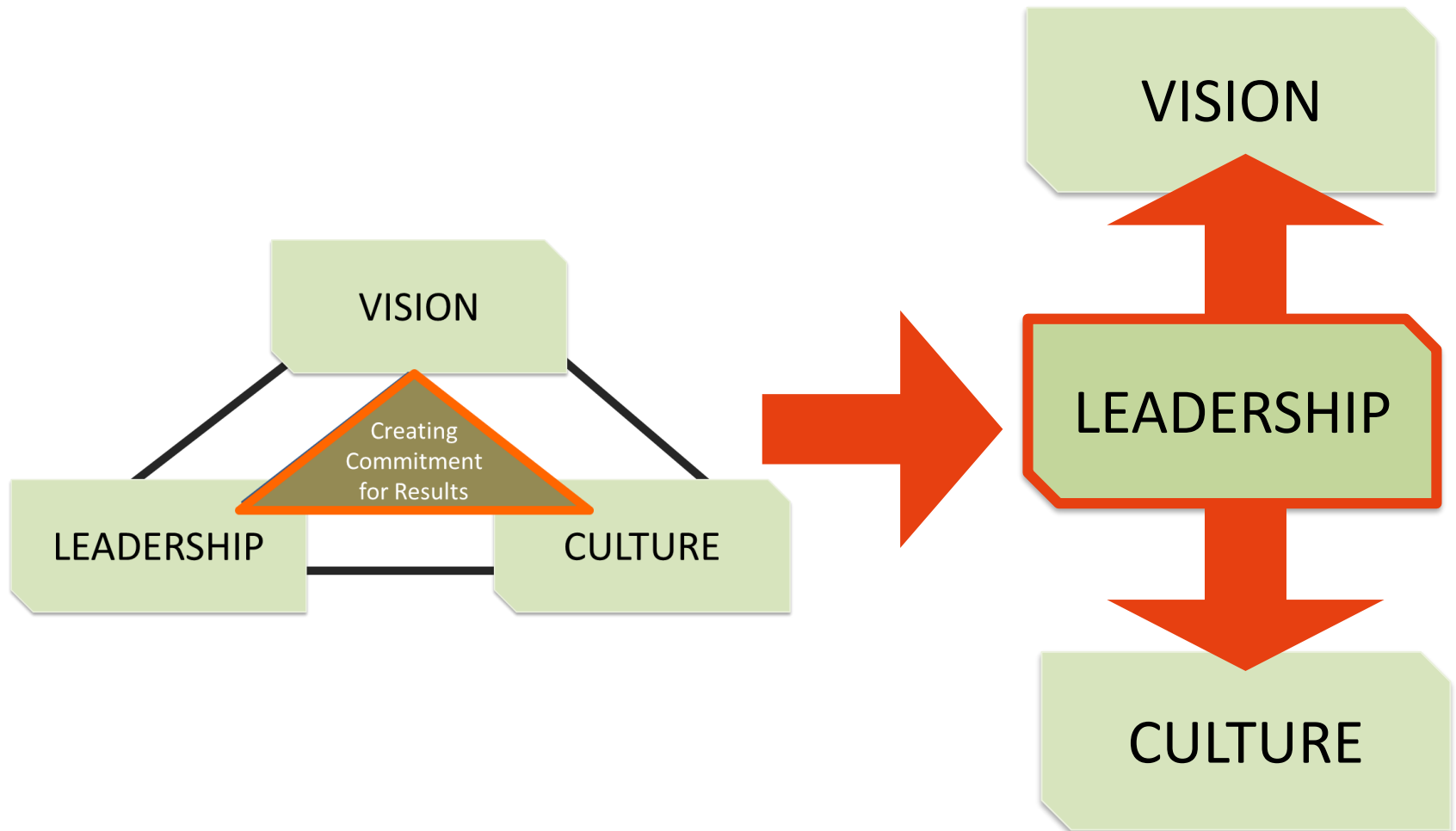
4. Change (behaviour)

**GET
YOUR
HOUSE
IN ORDER**

What really matters



What really matters

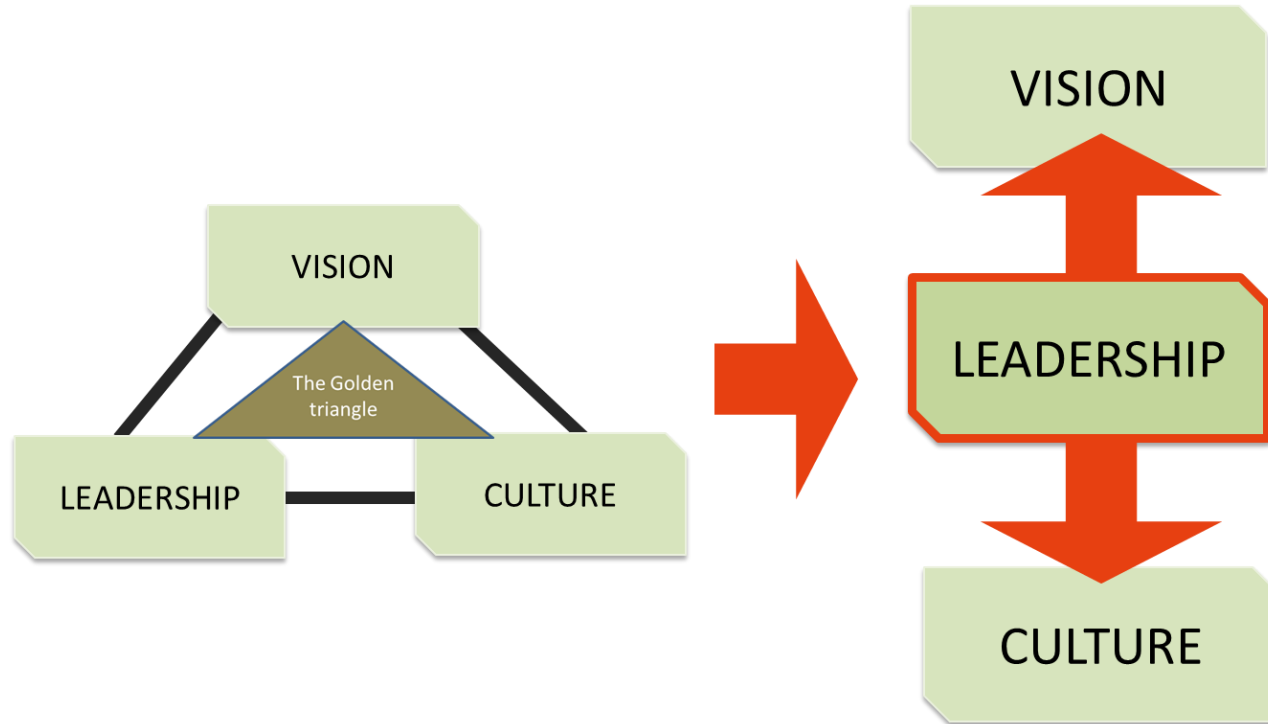




70% of change
and transformation
effort fail.

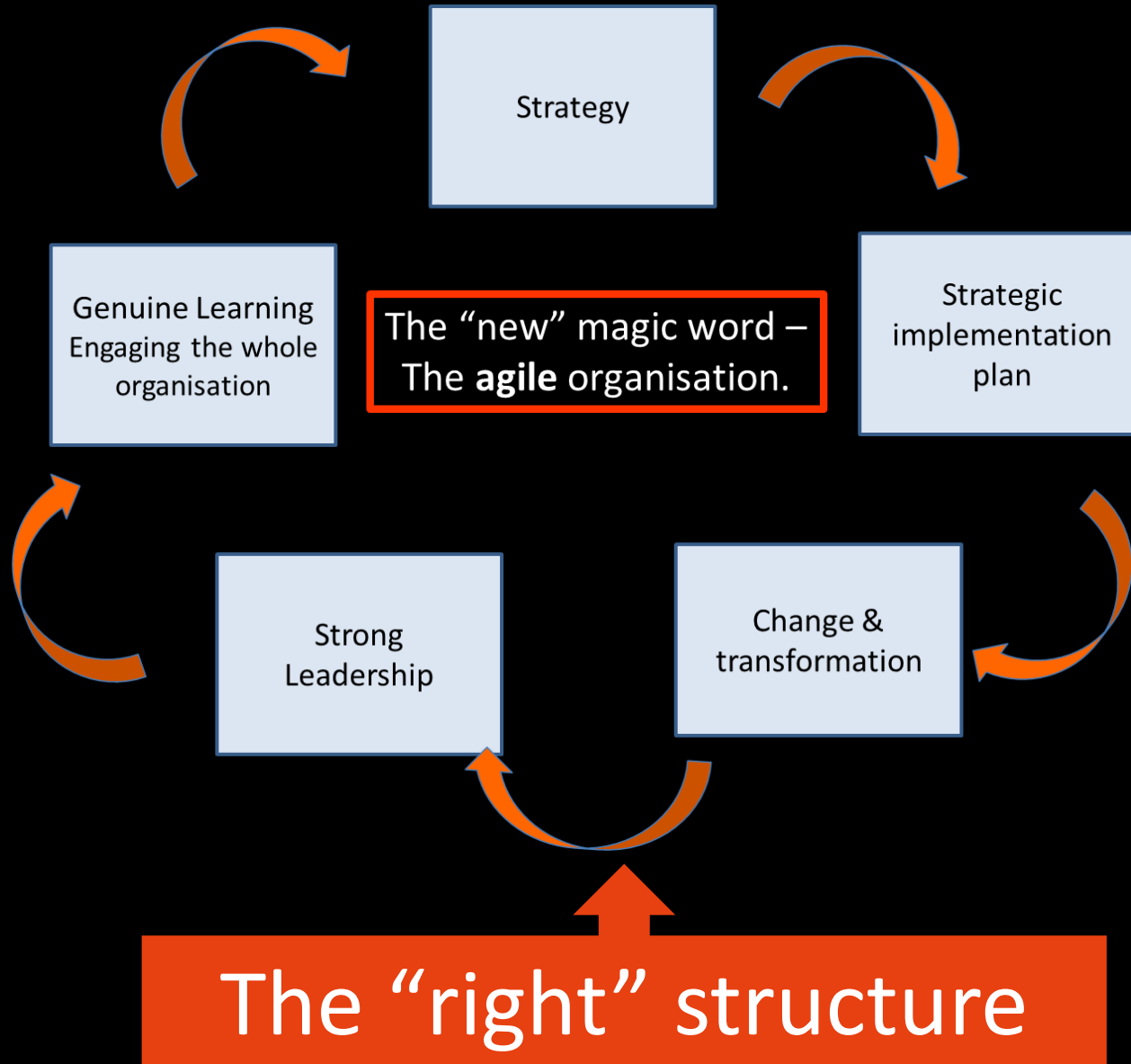
Why is this and
how to tackle the
issues?

What really matters



The “right” structure

A holistic and hence cross-functional approach



Digitalization, innovation, Customer experience: people and organisational structure

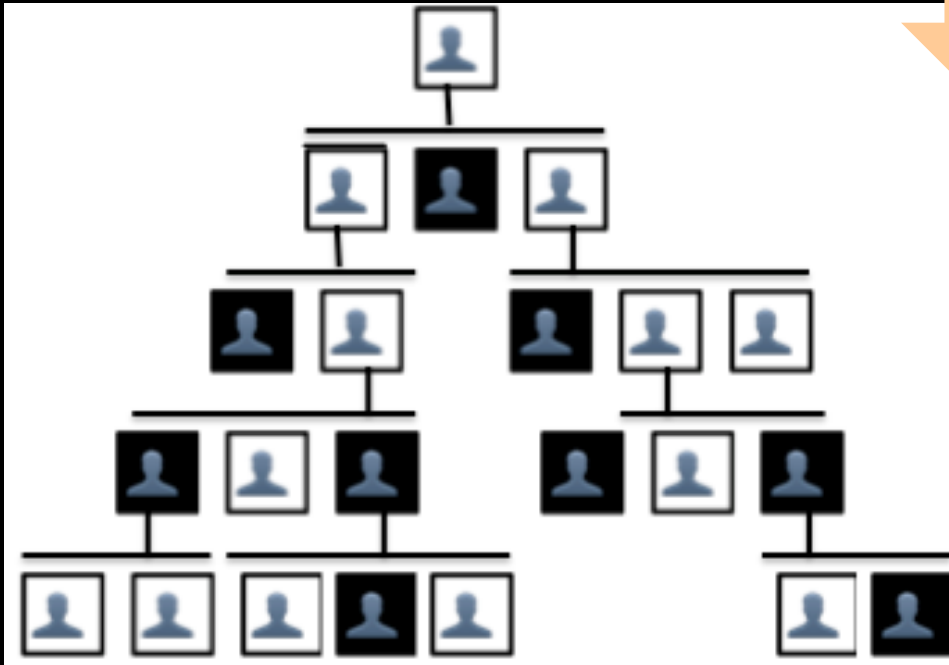
*“The extend to which people have control over the situation, determines their well-being and hence their willingness and ability to **innovate** and **change**.”*



How to structure our organisations for
engagement?

(Digital) innovation, people and organisational structure

A DUAL MODEL



Hierarchical operating model



Network operating model

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Customer Journey and the effect on our people

Strong leadership

Courageous Leadership

Creating trust horizontally & vertically

Ignite the passion for learning

Leadership for innovation

CREATING COMMITMENT FOR RESULTS



Creating conceptual conflict

Leadership for innovation

CREATING COMMITMENT FOR RESULTS

'Negotiation of meaning'

**Rational
process**

Make an informed
business decision

Understand



Agree



Commit



Act

**Relational
process**

To get to know the
other so that trust
is created and
commitment to act
is guaranteed

Leadership for innovation

CREATING COMMITMENT FOR RESULTS



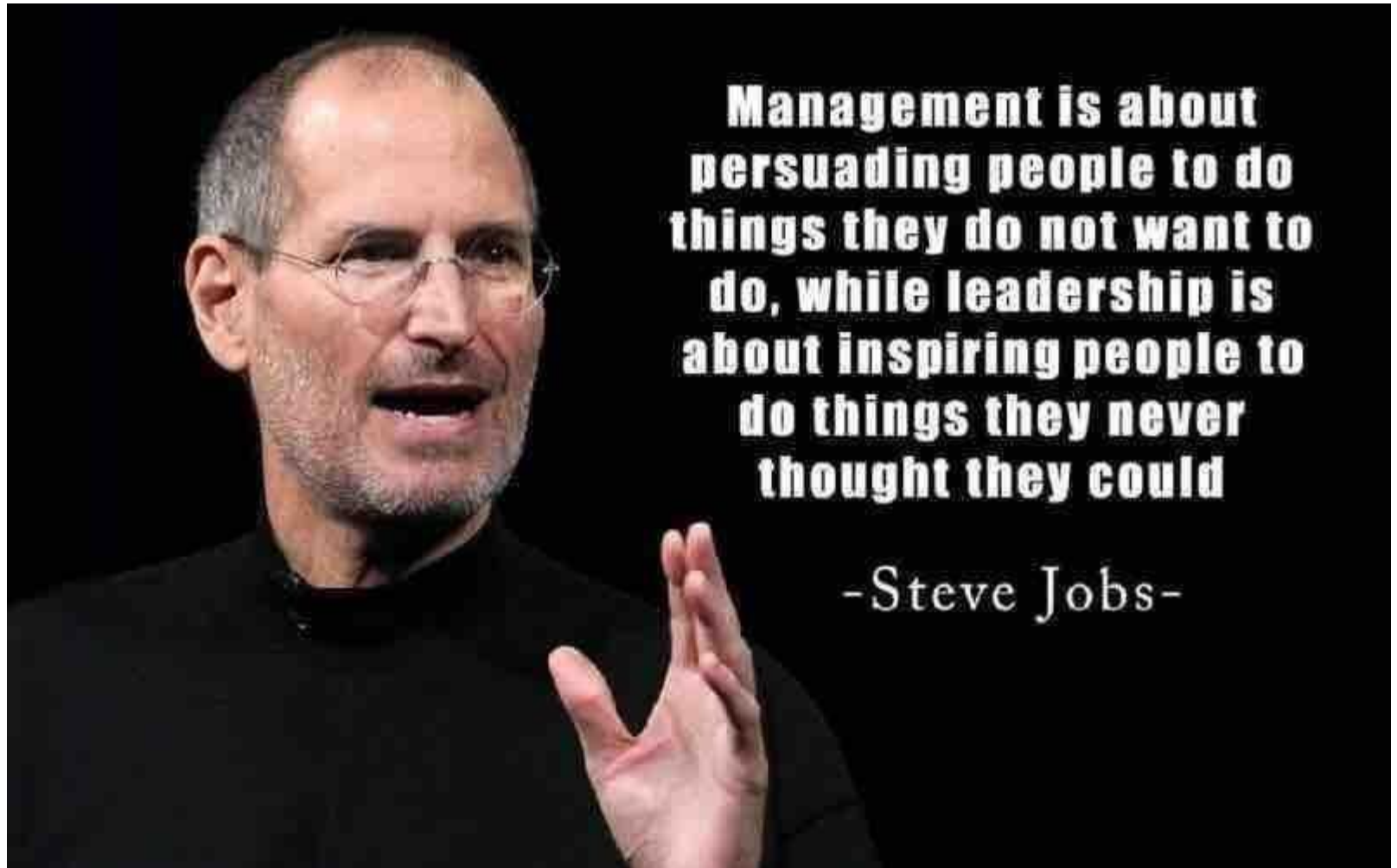
3 basic needs of every human being

- Feeling of competence
- Feeling of autonomy
- Feeling of relatedness

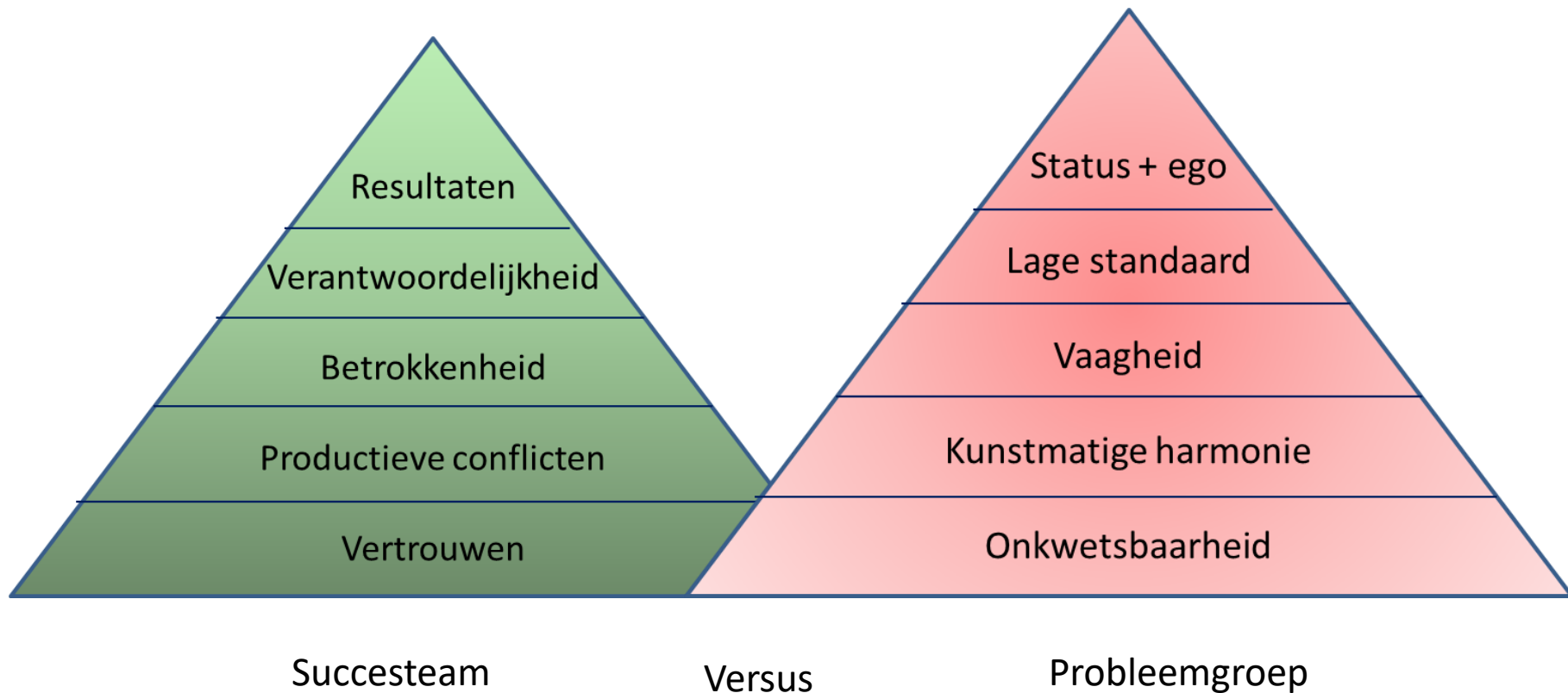
Deci & Ryan, 1988, 2001

LEADERSHIP

MANAGING CHANGE OR TRANSFORMATION



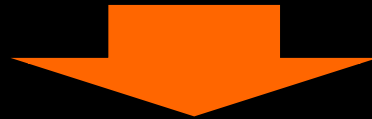
Teamwork and leadership



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Customer Journey and the effect on
our people

Point of view of the [care] customer



EMPOWER
EFFECT THEIR EVERYDAY
LIFE

04
LEVEL



ENGAGE
TRIBAL SENSE OF
BELONGING

03
LEVEL



DELIGHT
GET MORE THAN I EXPECT

02
LEVEL



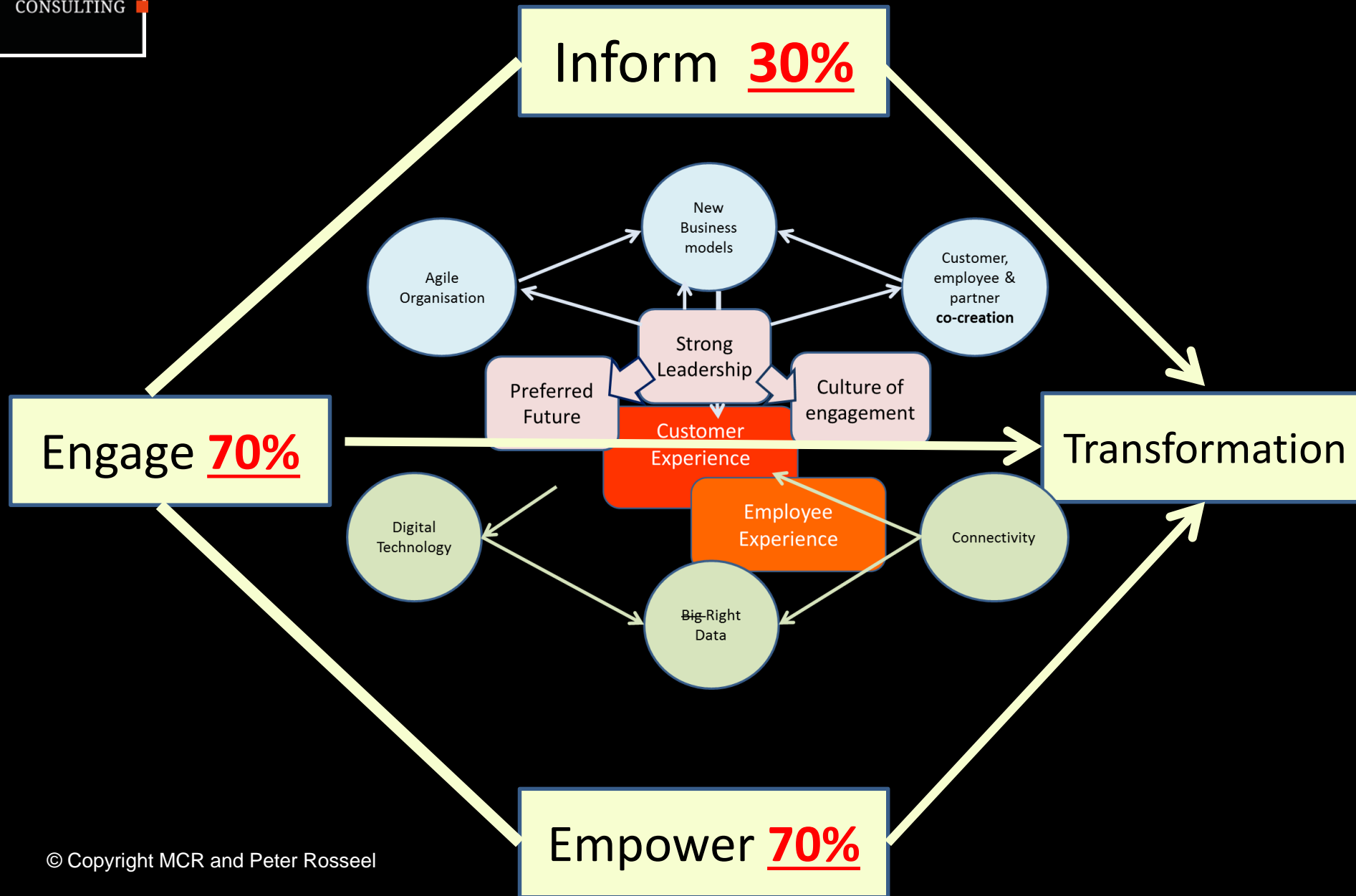
SATISFY
I GET WHAT I EXPECT

01
LEVEL



How can we ahead of disruption?

Building Blocks of digital transformation and learning



Thank you for your attention



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