Leadership in the Digital Era

Charlene Li, Founder and CEO
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How Will You Lead Change?
The Disruption Dilemma

Disruption
Change
Innovation

Constant
Predictable
Normalcy
Relentless Innovation at TaylorMade

“The only way you are going to innovate is if you build chaos into the system.”
- Mark King, Chairman of TaylorMade
Agenda

Strategy

Leadership

Culture
Strategy is What You Do – And Don’t Do
ORGANIZATIONS UNDERGOING DIGITAL TRANSFORMATION EFFORTS

Is your organization undergoing a formal digital transformation effort in 2014? Altimeter defines digital transformation as: the re-alignment of, or new investment in, technology and business models to more effectively engage digital consumers at every touchpoint in the customer experience lifecycle.

Yes 88%
The Dynamic Customer Journey
It’s About Relationships
What kind of relationship do you want?

Short -term

Transactional
Occasional
Impersonal

Long-term

Two-way
Constant
Authentic
Maersk Line maps and plans engagement by type of relationship
Technologies Need Integration
Today’s Marketing Cloud promises built-in integration, catering to established base rather than acquisitions. Actual integration is often lacking.

Focus will evolve to Experience, and move beyond Marketing to include Sales, Service, and even Supply Chain and HR.

Point solutions like HubSpot, Marketo, and Sprinklr face pressure to acquire or integrate deeply with other solutions.
Biggest Challenges of Digital/Social

- **63%** see changing company culture as a challenge
- **59%** think beyond a "campaign mentality"
- **56%** find cross-department collaboration difficult
- **51%** somewhat feel lack of data represents a challenge

**Culture eats strategy for breakfast**

**Stop confusing customer experience with hit and run campaigns**

**It takes a team to change but team dynamics work against working together**

**Improving customer experiences starts with knowing the customer**
Agenda

- Strategy
- Leadership
- Culture
Digital Will Require New Ways of Working

Rigid Organizations

Dynamic Organizations
The ability to give up the need to be in control and still be in command
Open Leadership

Having the confidence and humility to give up the need to be in control, while inspiring commitment from people to accomplish goals.
“Landing at night – it just fills you with terror…Every flight is almost as if you die a little death.”

- Lt. Luis Delgado
  “Top Gun”
An engaged leader is someone who uses digital, mobile, and social tools strategically to achieve established goals as they relate to leading people and managing organizations.

Book available March 17th
Bit.ly/whr.tn/1D2su1y
The Engaged Leader Framework

- Listen at Scale
- Share to Shape
- Engage to Transform
Listen to Break Down Power Distance
Red Robin Enables Enterprise Listening of Customers via Employees
Practice the Art of Followership
Telstra CEO David Thodey Engages Frequently
Define the Relationship With Followers Via Engagement

To All Company

All I want for Xmas.........is for SOMEONE TO FIX THESE DAMN LIFTS AT 320 PITT ST. How nice it would be if Santa brought some nice new lifts that actually worked so that when we come back after Xmas we won’t need to fear getting stuck in a lift, waiting 10 min for a lift to appear or getting in a lift and not having it change direction on us and actually stopping at the floor we need...one can dream I suppose :)

Merry Christmas everyone!

David Thodey

Personally I would like nothing more than to move everyone out of Pitt Street into a better office...let me ask Janine for permission to see what she can do to help...David

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Purpose Drives Personal Engagement

“I jump into customer issues because it’s dear to my heart.”
- David Thodey, CEO of Telstra
Thodey Mastered the Language of Engagement Internally First

- Have a clear point of view
- Express empathy
- Understand limits
The Engaged Leader Framework

Listen at Scale

Share to Shape

Engage to Transform
Agenda

Strategy

Leadership

Culture
1. Create a Culture of Sharing
What stories could you share that would inspire action?
2. Build Trust with Engagement

Source: Edelman Trust Barometer, 2015
3. Use Digital to Make Meaningful Decisions
The Impact of Follow-through

David Thodey
To All Company,

Top10 Time Wasting and Unnecessary Approvals or Processes

Team, please post or add your top time wasting and unnecessary approval or process and we will either fix it or explain why it exists...look forward to your thoughts...we must reduce unproductive work....David

Unlike · Reply · Share · More · August 28, 2013 at 1:35pm

Assurancecares · T solveshoutout
Top10 Time Wasting and Unnecessary... · T-Solve · Valuesandpurpose
CYOD · Mops · Wins

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4. Ask the Right Questions About Value

“We tend to overvalue the things we can measure, and undervalue the things we cannot.”

- John Hayes, CMO of American Express
It’s About Relationships
Thank You

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Altimeter Group provides research and advisory for companies challenged by business disruptions, enabling them to pursue new opportunities and business models.
I forget why I walked over here.

Were you planning to spew empty jargon in my direction to create the illusion of leadership?

Oh, right. But now it feels as if the moment has passed.