



Leadership in the Digital Era

Charlene Li, Founder and CEO
@charleneli #engagedleader

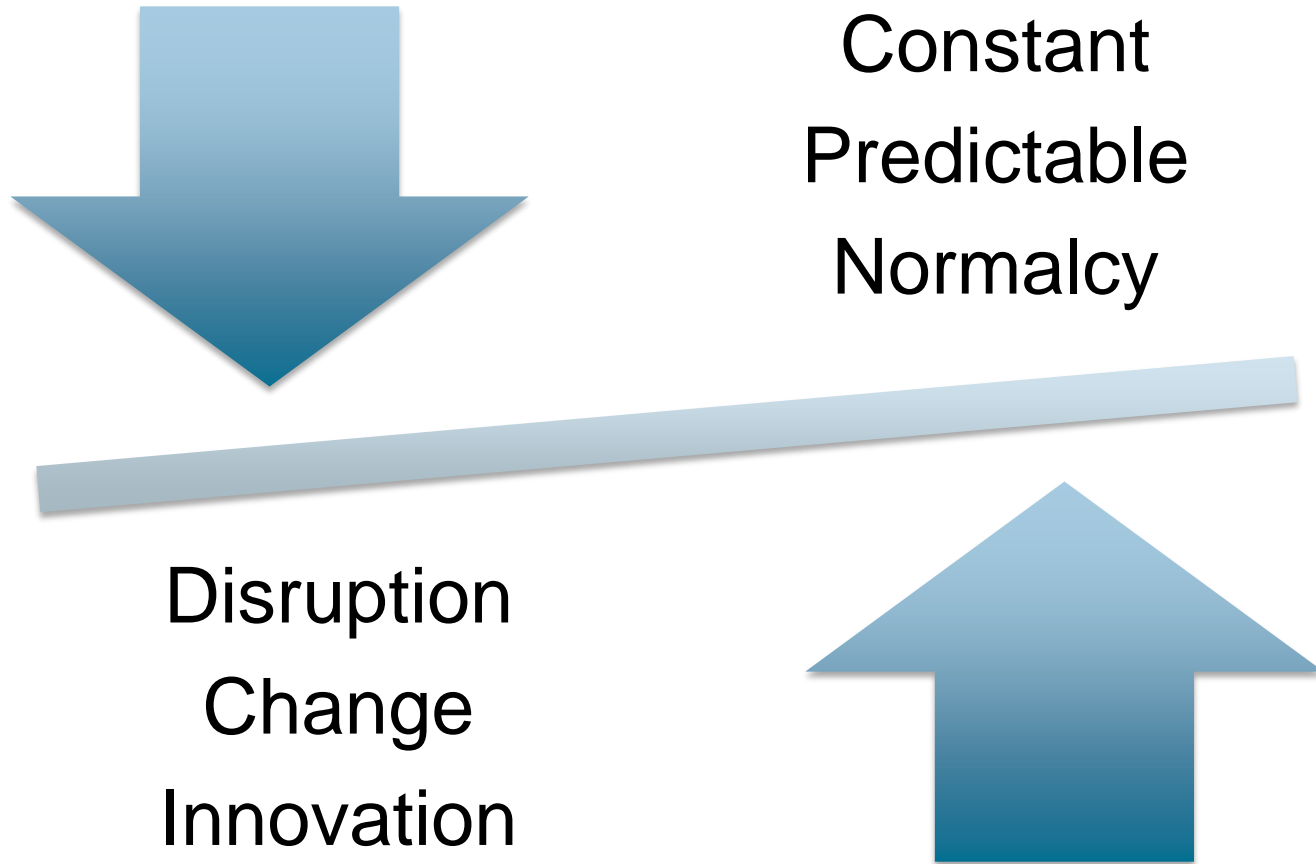
ALTIMETER®



How Will You Lead Change?

ALTIMETER®

The Disruption Dilemma



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



ALTIMETER®

Agenda

Strategy

Leadership

Culture

Agenda

Strategy

Leadership

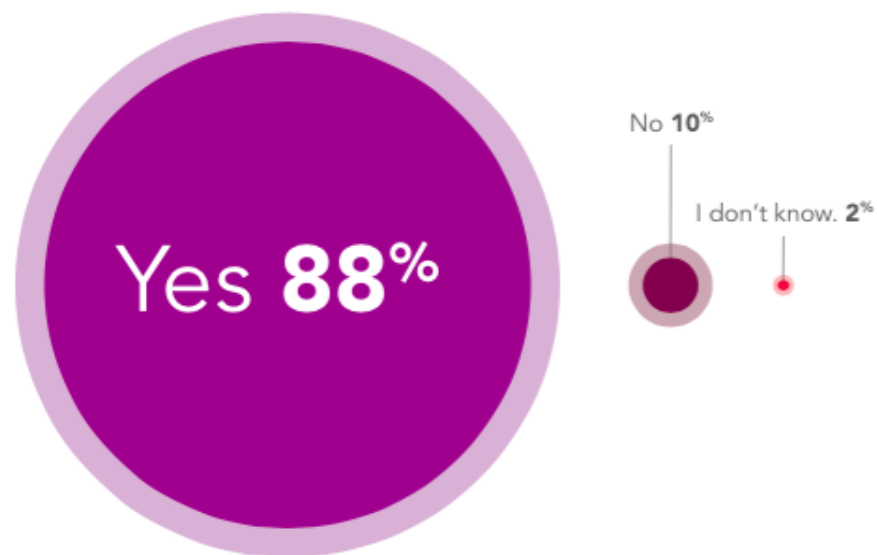
Culture



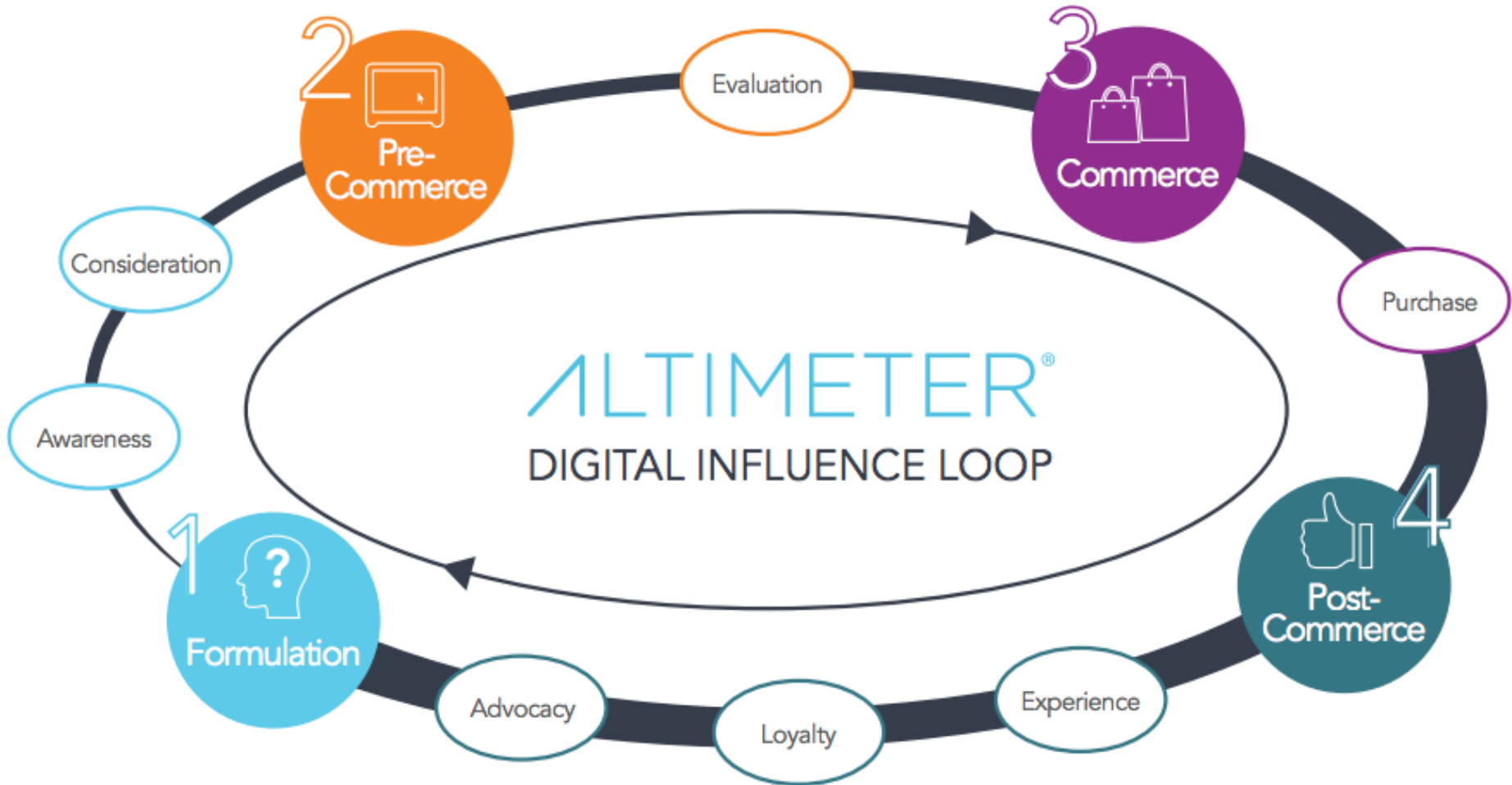
Strategy is What You Do – And Don't Do

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.



The Dynamic Customer Journey



It's About
Relationships



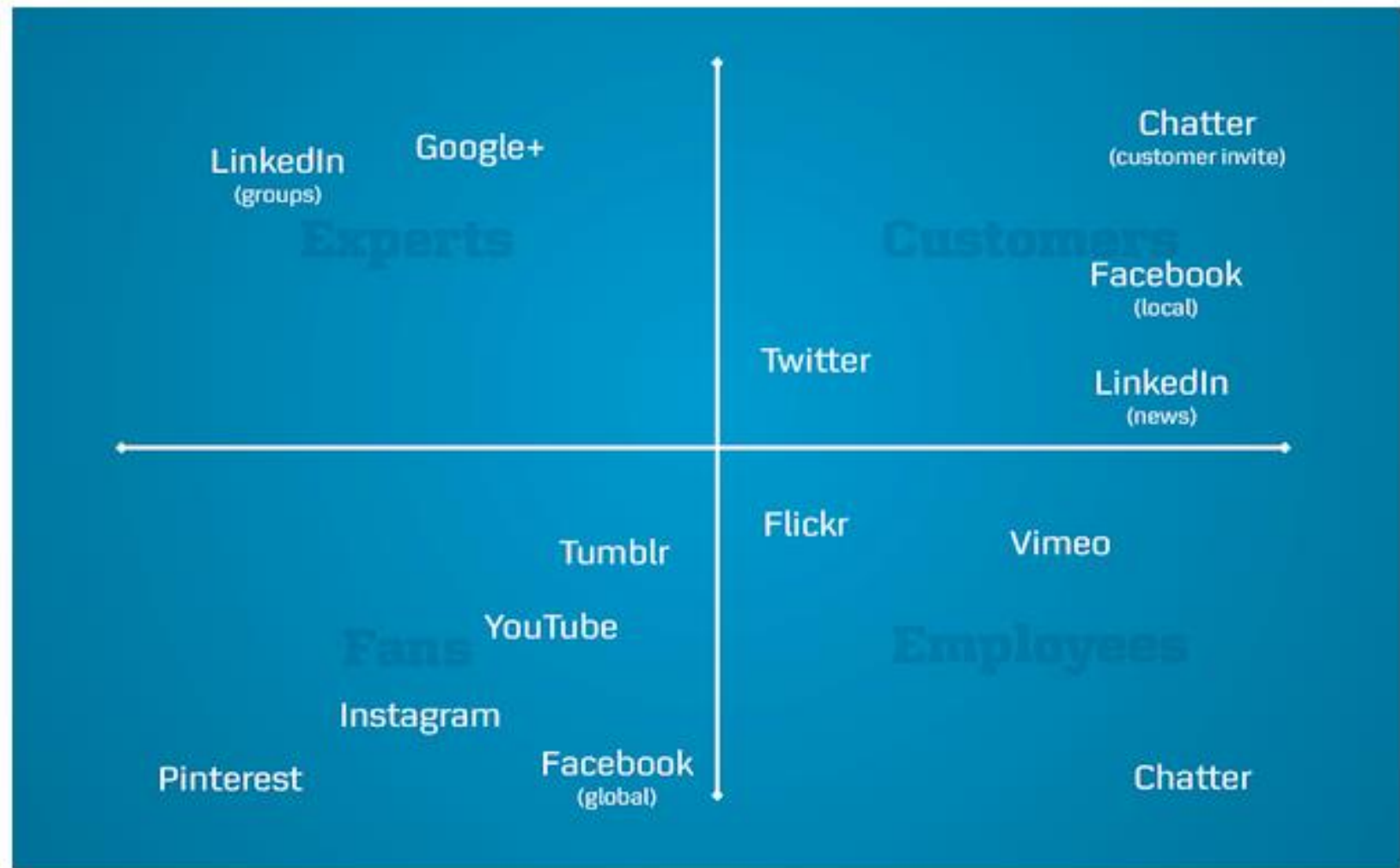
What kind of relationship do you want?



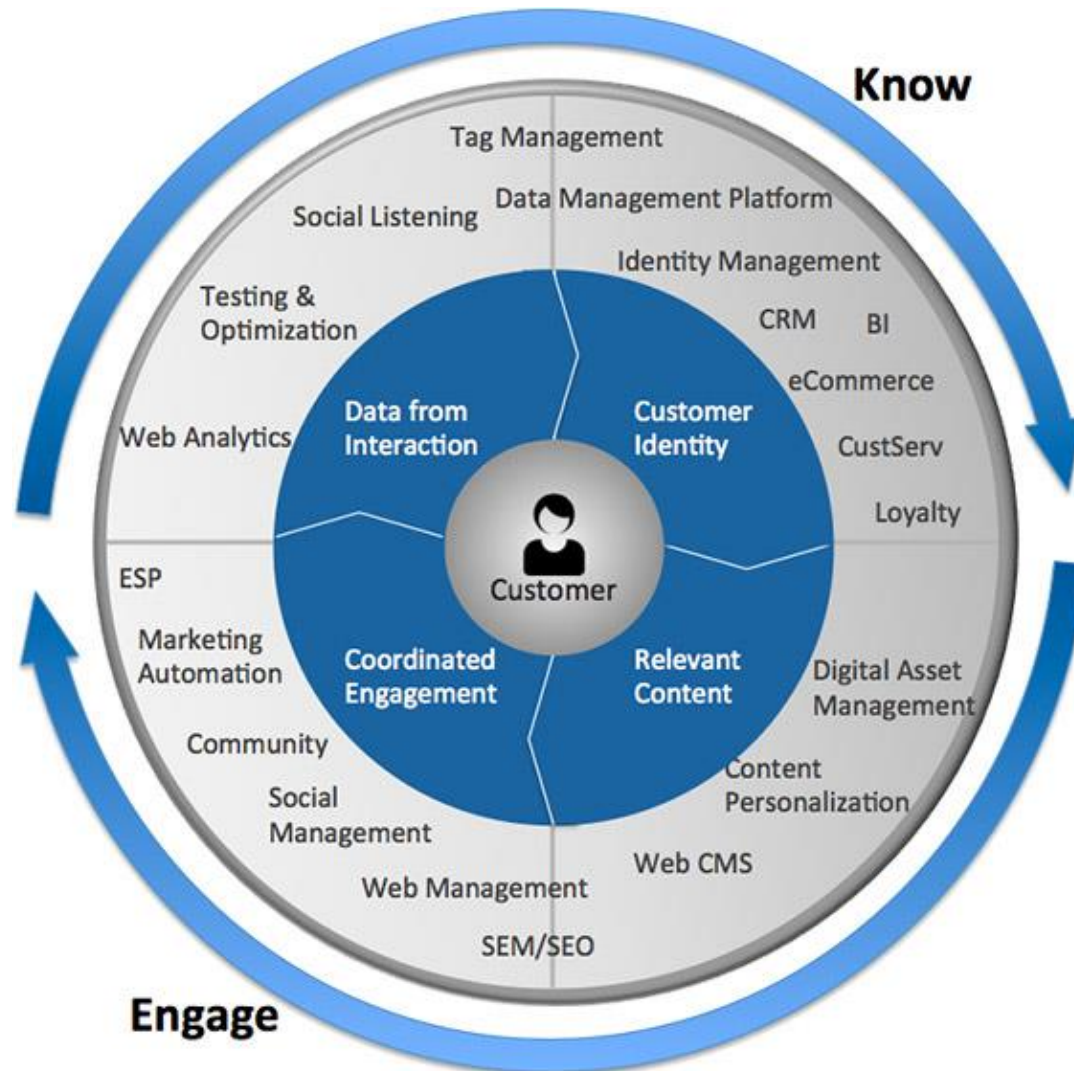
Transactional
Occasional
Impersonal

Two-way
Constant
Authentic

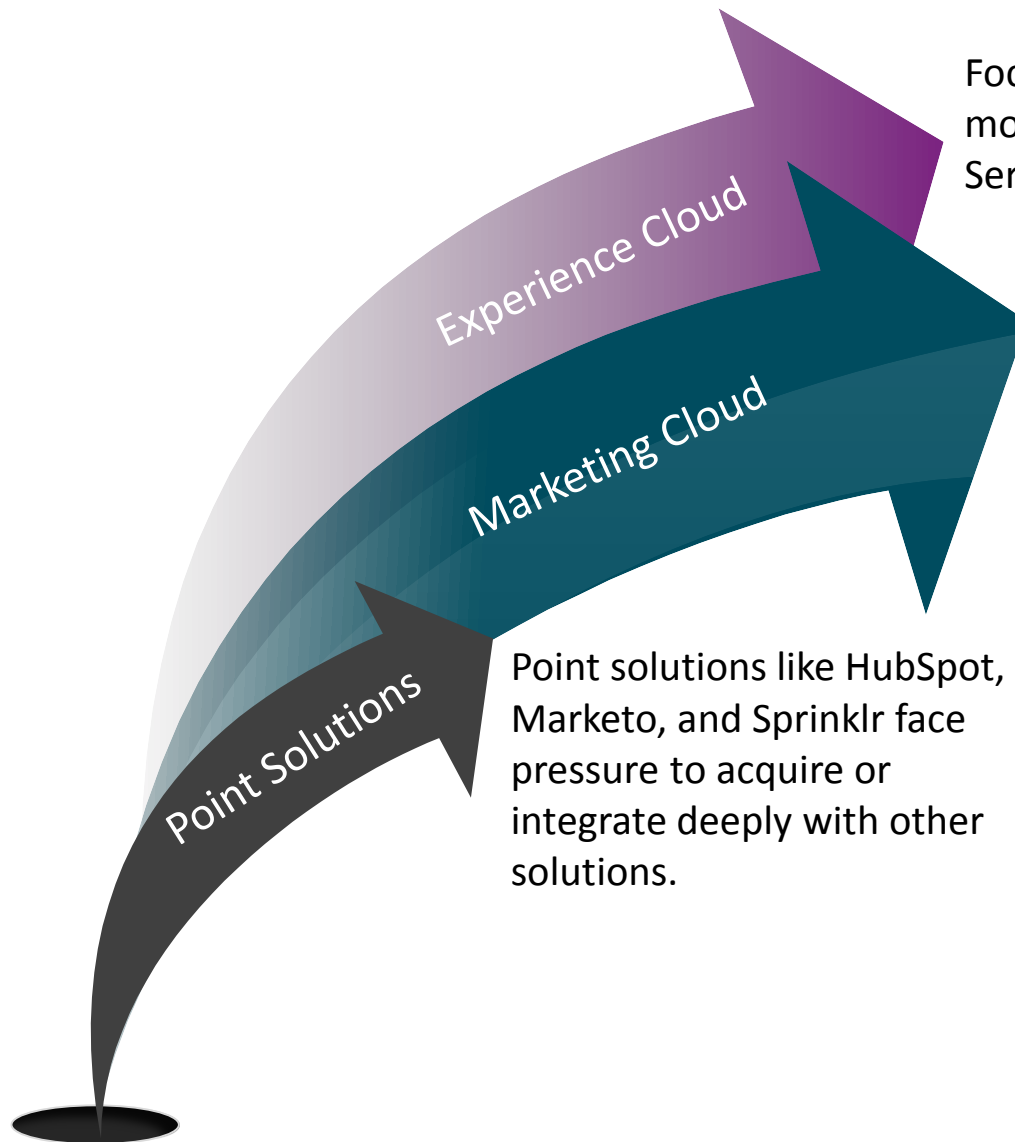
Maersk Line maps and plans engagement by type of relationship



Technologies Need Integration



Tech Landscape Evolution



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

Today's Marketing Cloud promises built-in integration, catering to established base rather than acquisitions. Actual integration is often lacking.

Point solutions like HubSpot, Marketo, and Sprinklr face pressure to acquire or integrate deeply with other solutions.

Biggest Challenges of Digital/Social



Agenda

Strategy

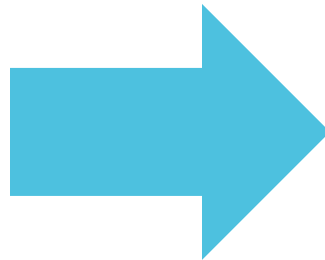
Leadership

Culture

Digital Will Require New Ways of Working



Rigid Organizations



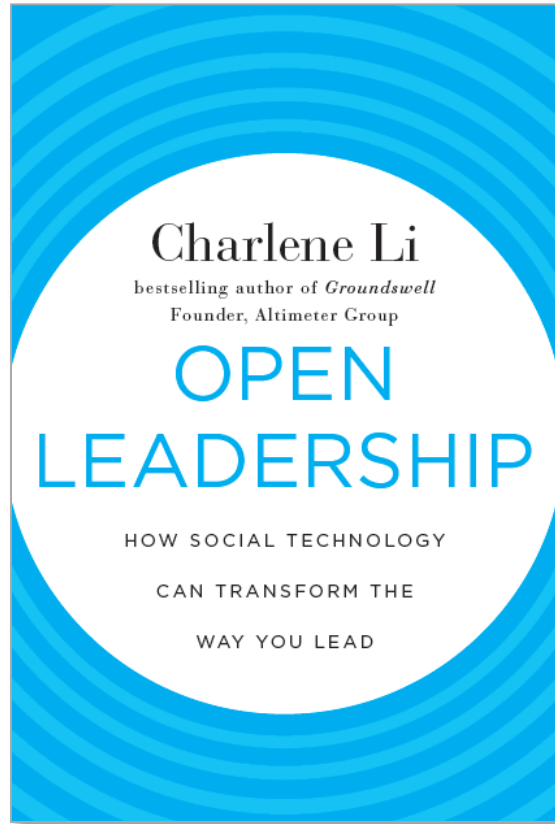
Dynamic Organizations

The ability to
give up the need to
be in control
and still be in
command



ALTIMETER®

Open Leadership



Having the confidence and humility to give up the need to be in control, while inspiring commitment from people to accomplish goals









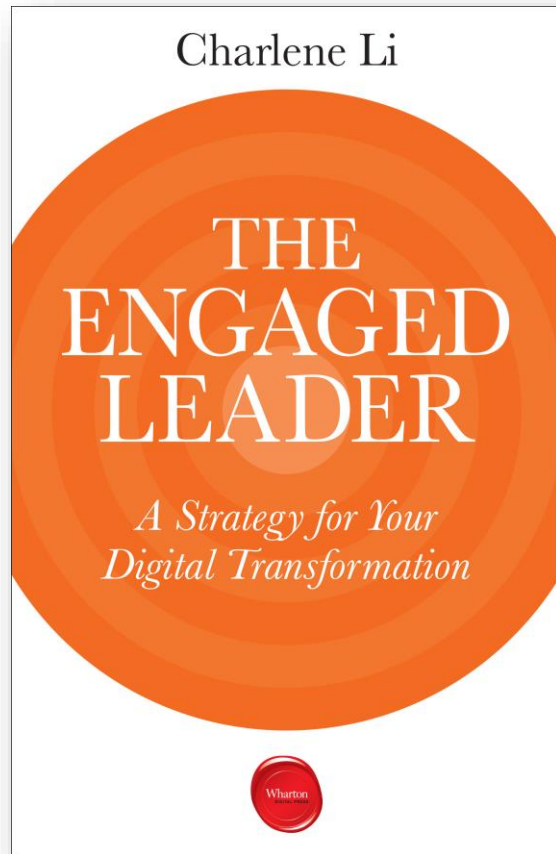


“Landing at night – it just fills you with terror...Every flight is almost as if you die a little death.”

- Lt. Luis Delgado
“Top Gun”

L
t
.
L
H

ALTIMETER®



The Engaged Leader: A Strategy for Your Digital Transformation

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

ALTIMETER®

The Engaged Leader Framework



Listen at
Scale



Share to
Shape



Engage to
Transform

Listen to Break Down Power Distance

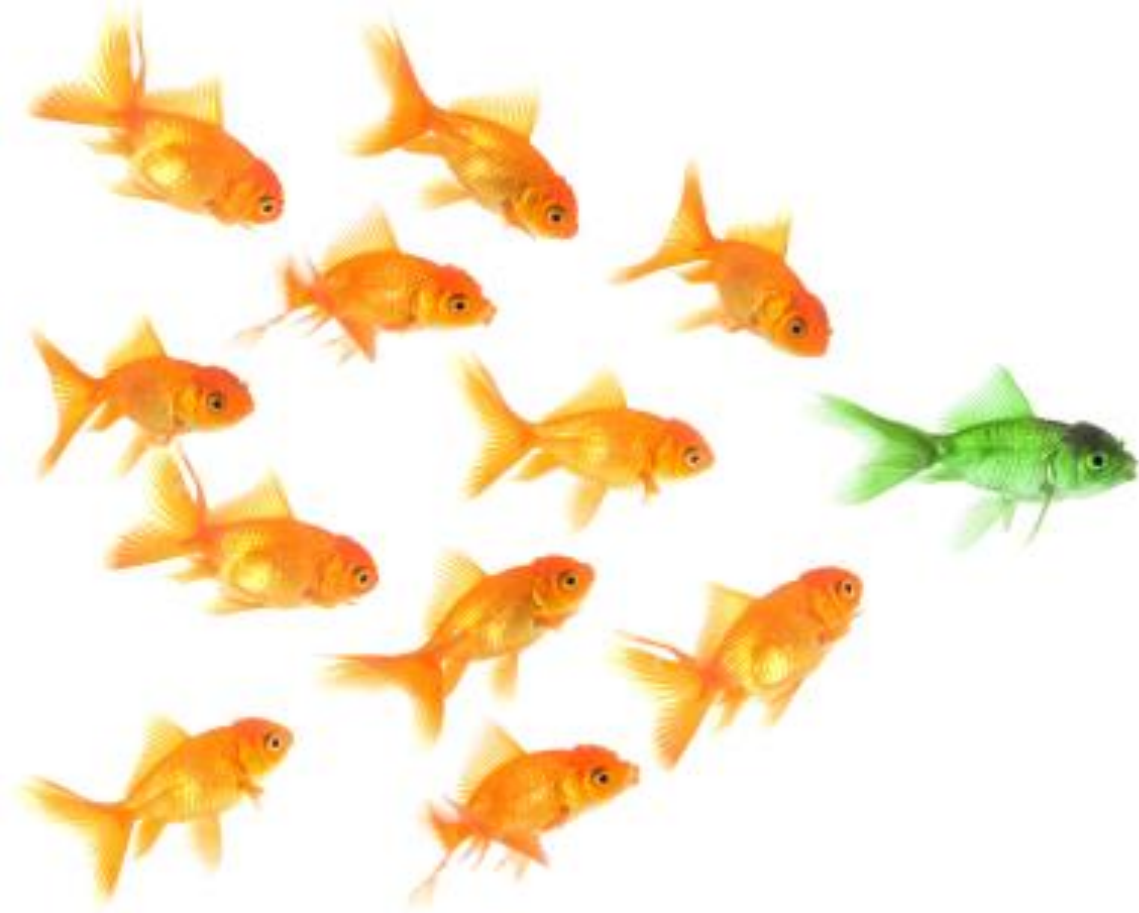


ALTIMETER®

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



A screenshot of a LinkedIn post and a comment. The post is from a user with initials 'AH' and is addressed 'To All Company'. The text of the post expresses frustration about elevator problems at 320 Pitt St. and wishes for better lifts for Christmas. Below the post are engagement options: Like, Reply, Share, More, and 9 hours ago. A redacted user has liked the post. Below the post is a comment from David Thodey, who suggests moving everyone out of Pitt Street and asks for help. This comment also has engagement options and a redacted user has liked it.

AH
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!

Like · Reply · Share · More · 9 hours ago

like this.

1 share

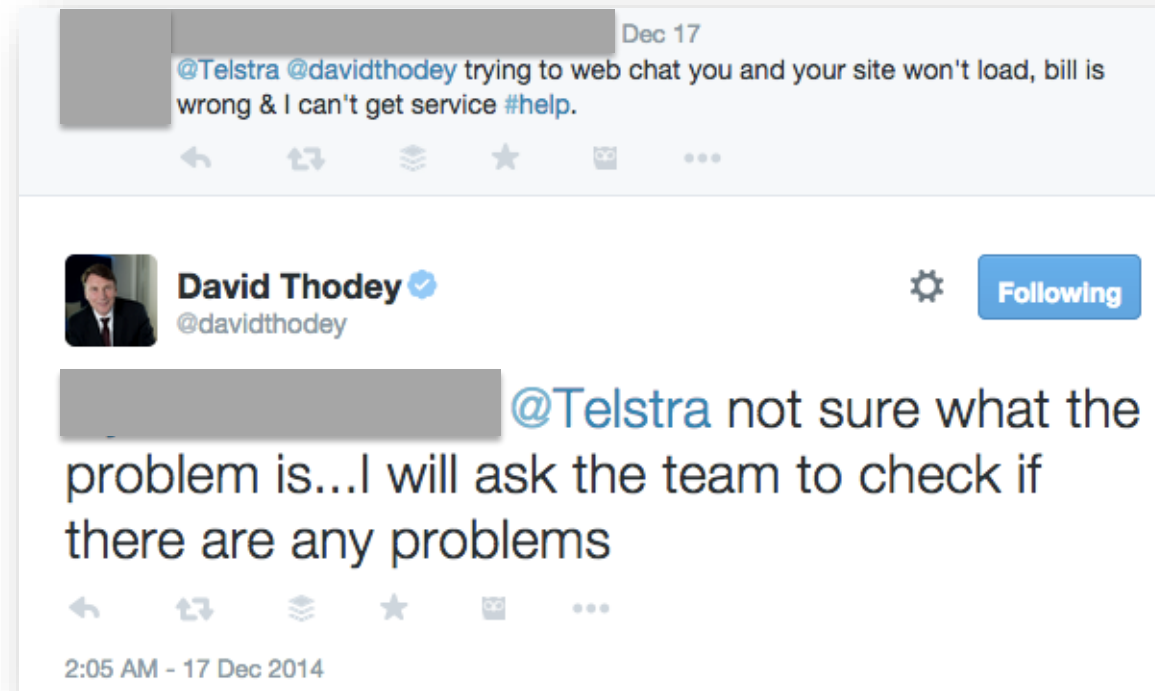
David Thodey
c [redacted]

[redacted] personally I would like nothing more than to move everyone out of Pitt Street into a better office...let me ask J [redacted] [redacted] r p [redacted] to see what she can do to help...David

Like · Reply · Share · More · 5 hours ago

like this.

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

It is fair to say that Telstra do none of the three things you ask well, and I must question your choices of employees chosen to address this task.

Like(1) · Reply(1) · 2 months ago

 Kynan Crotty



David Thodey

CEO & Executive Director, Telstra

Barry, the Telstra engineering community are very capable and are well respected throughout the world...a great credit to Australia! I understand your cynicism towards my article...however, while I know we aren't perfect it won't stop us trying or talking about it as this is part of the journey. If I can help with your specific problems in any way, please let me know and we will get someone to follow up...at least we are willing to try! David

Like · 2 months ago

- 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?

IN



WE TRUST

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, [Redacted]

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

Tsolveshoutout

Top10 Time Wasting and U...

T. Solve

Valuesandpurpose

CYOD

Mops

Wins




and 248 others like this.

Show 832 older replies »

57 shares

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

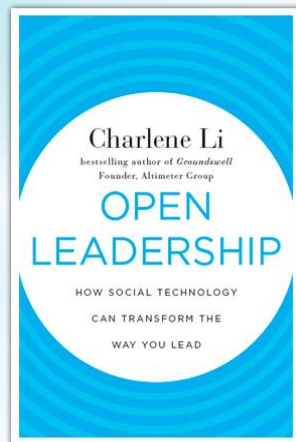
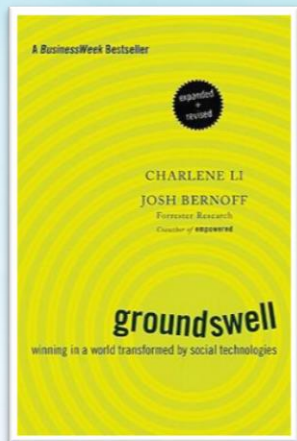


Thank You



Charlene Li
charlene@altimetergroup.com
charleneli.com
@charleneli

For slides, email
slides@altimetergroup.com



Altimeter Group provides research and advisory for companies challenged by business disruptions, enabling them to pursue new opportunities and business models.

ALTIMETER®

I FORGET
WHY I
WALKED
OVER HERE.



Dilbert.com DilbertCartoonist@gmail.com

WERE YOU PLANNING
TO SPEW EMPTY JARGON
IN MY DIRECTION TO
CREATE THE ILLUSION
OF LEADERSHIP?



1-13-15 © 2015 Scott Adams, Inc. /Dist. by Universal Uclick

OH, RIGHT.
|
BUT NOW IT FEELS
AS IF THE MOMENT
HAS PASSED.



ALTIMETER®