

# 01

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## People Breakout

***Building leadership for next generation  
agile organisations***

*Lisa Lyons*

# CASE STUDY: NEW DIGITAL DIRECTION FOR A TRADITIONAL HEALTHCARE COMPANY



01

New CEO with a strategy to transform healthcare with Science and Technology

02

Desire to increase agility in the organisation to continuously flex to market conditions and course correct

03

Promotion of curiosity and breakthrough thinking to shape new propositions for their customers

04

The organisation identified leadership as a key driver for change



Multiply the Impact of Leadership within the Business

“We don’t want to throw the baby out with the bathwater. The things that are key to being a good leader, such as being able to build trust, to influence and motivate people, to be courageous and so on; those haven’t changed”

*Professor Jennifer Jordan, IMD*



Grounded in new  
Mega Trends

Constant evolution  
and reskilling

Permission to  
experiment,  
innovate and  
execute

Empathy

Master digital tools  
for leadership  
effectiveness

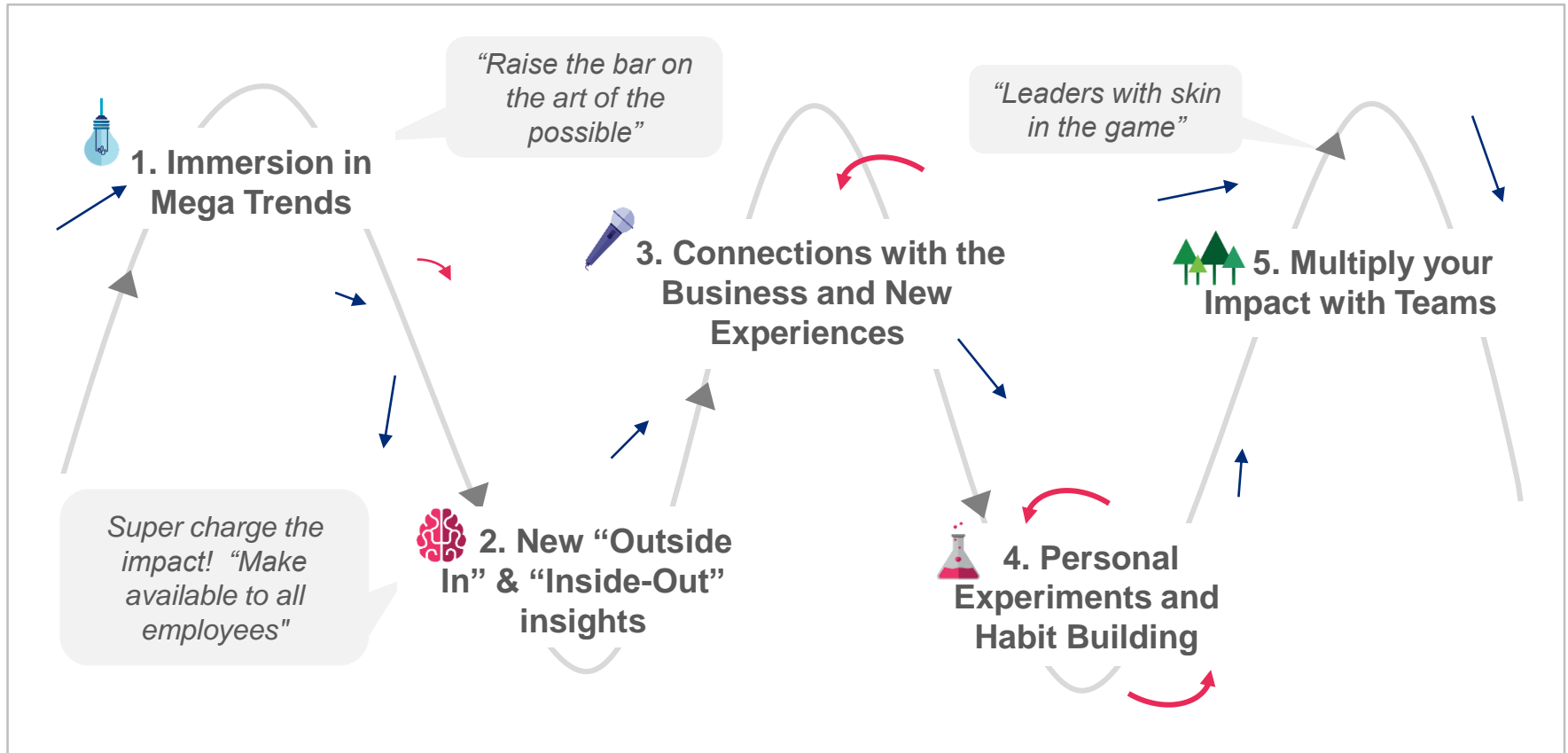
Culture of real  
empowerment &  
accountability



Leadership is no longer a  
function of being an SME but  
rather a catalyst to enable others  
to deliver

# MAKING IT EASY FOR LEADERS TO EXPERIMENT AND TRY OUT NEW WAYS OF WORKING

## Participant Leadership Journey



# 02

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## Purpose Breakout

*Evolving performance culture to  
accelerate agility*

*Sara Nilsson DeHanas*

# AGILE PROCESSES: PERFORMANCE MANAGEMENT IS A HUGE LEVER OF ORGANISATIONAL AGILITY

**1**



**Goal clarity matters most, and is needed at all levels**

**2**



**Effective coaching requires empathetic and action-oriented managers**

**3**



**Dropping ratings doesn't necessarily mean richer feedback**

**4**



**Integrated people strategy is the way forward, and it takes commitment**



# CASE STUDY: REIMAGING PERFORMANCE MANAGEMENT AT A GLOBAL MINING FIRM



## Extraordinary Business & Social Ambition

3+ dominant regions



Significant producer of copper, iron, platinum and other precious metals

## CHALLENGES AND OPPORTUNITIES

Aspiring towards a future-focused culture of collaboration and development

Past culture and incentives were focused heavily on individual performance

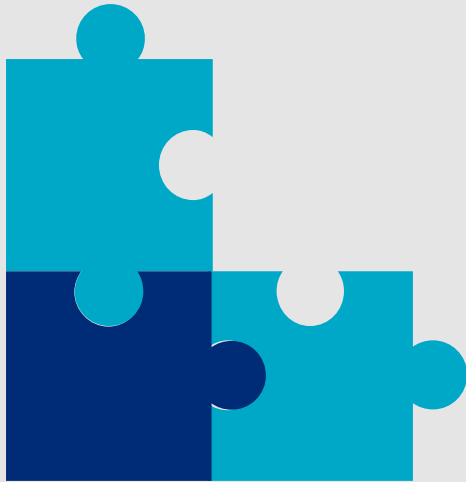
Once-a-year feedback and goals lacked agility for fast-paced change and growth



# MOVING TO AGILE TEAM-BASED PERFORMANCE REQUIRED MANY MINDSET SHIFTS

## Together We Achieve More

- **From Individual to Team Performance**
- Redefining performance management and reward towards a team focus



## Strong Focus on Continuous Feedback

- **Continuous Goal Commitments and Feedback** (not once a year)
- Skill-building for all managers
- Enabled by technology



## Global HR Champions Drive the Change

- **From Process Owners to Coaches**
- Supporting leaders and teams in new ways of working, over time





# 03

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## Process Breakout

*A radical new approach... the Agile Talent  
Company*

*Chris Johnson*

# GETTING READY FOR A NEW LEASE OF LIFE FOR HIGHLY SKILLED EMPLOYEES!



## LOYALTY CONTRACT YESTERDAY

Emphasis on **contractual** elements of the employee experience (compensation, benefits) in exchange for loyalty

### WHY THIS WAS INSUFFICIENT

- Not sustainable
- Not fulfilling



## ENGAGEMENT CONTRACT TODAY

Added emphasis on **psychological** components of the employee experience (careers, work life) in addition to the contractual, in exchange for full investment of the employee

### WHY THIS WAS INSUFFICIENT

- Not impactful
- Not transformational



## ENRICHMENT CONTRACT TOMORROW

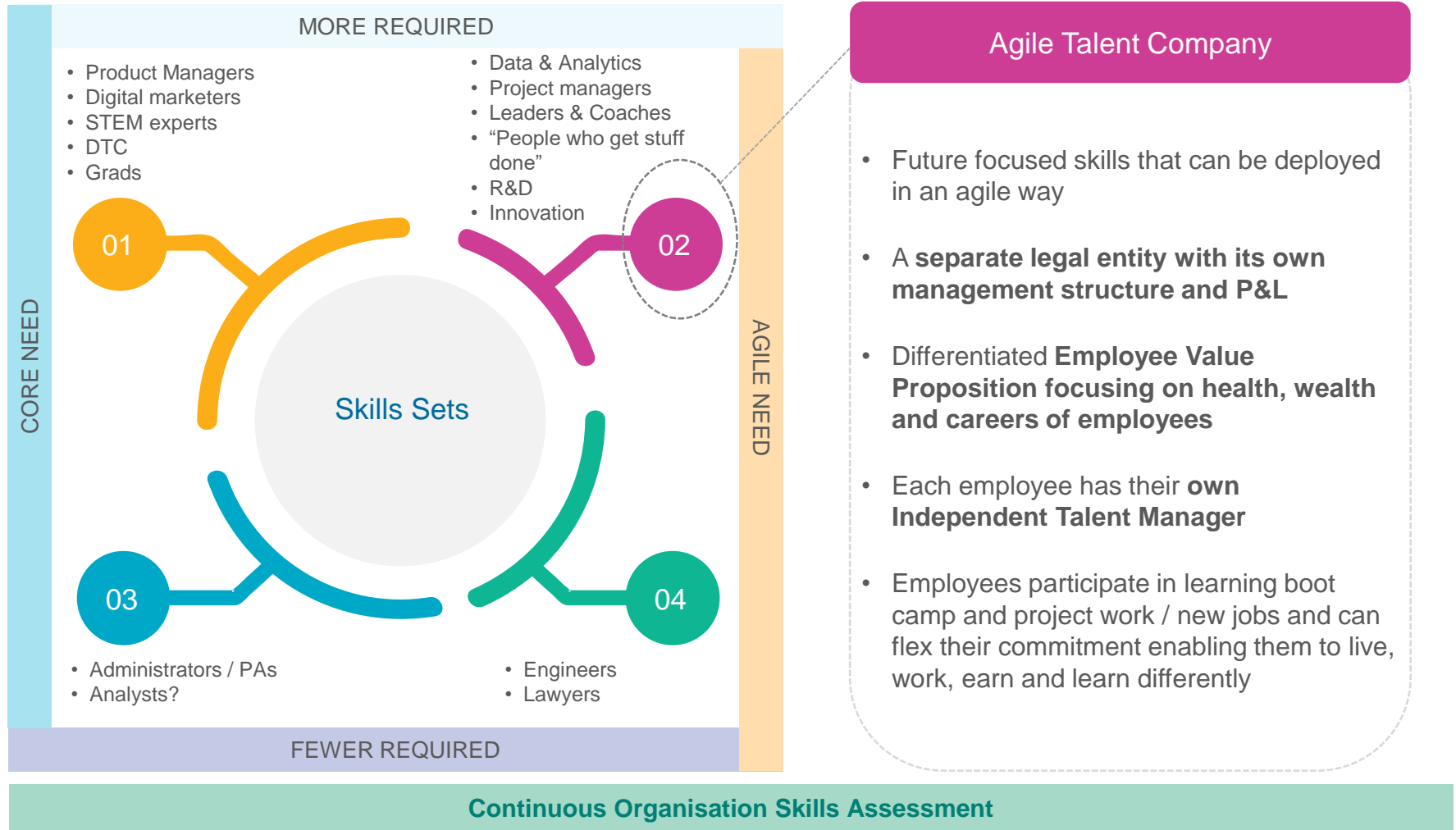
Employees seeking higher order **emotional** connection (meaning, purpose, identity, impact) beyond the contractual and psychological elements of their employment



Company A

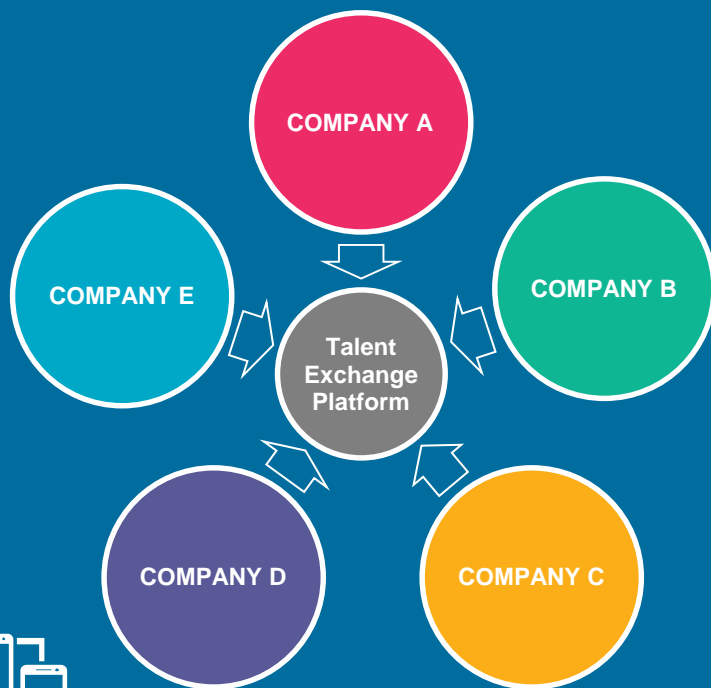
Agile  
Talent  
Company

# JOBS & SKILLS THAT ALIGN WITH BUSINESS NEEDS TO FORM AN AGILE TALENT INCUBATOR



# GOING ONE STEP FURTHER...A CONSORTIUM OF HIGHLY SKILLED SWAT TEAMS TO GET JOBS DONE

## CLOSED ECOSYSTEM OF PARTICIPATING COMPANIES



## IN-DEMAND PROJECT-BASED ROLES

- Project Manager
- Software Engineer
- Digital Marketing
- Coaches
- Assistants

## SERVICES PROVIDED ON PLATFORM

- Consulting
- Compensation
- Training
- Benefits
- Legal/contracts