LEADERSHIP IN THE AGE OF PERSONALIZATION®

Humanity has been innovative enough to create economies of scale around just about everything: information, transportation, exploration. It's time to apply that ingenuity to our highest and most important pursuit yet: creating economies of scale around embracing human dignity. Our age of personalization demands it.

Dignity at Scale

How to Lead in the Age of Personalization

GLLG® press

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INTRO

EMBRACING HUMAN DIGNITY

“It’s not easy to create economies of scale around embracing human dignity.”

– Joseph Alvarnas, MD, City of Hope

Being Human is Tough
Watch Season 2 videos at ageofpersonalization.com

It’s not easy, but it’s the most critical challenge we will tackle over the next decade as leaders, as citizens, as a species.

What ***IS*** easy is to throw up our hands and choose to believe that progress requires efficiency, and that efficiency leaves no room for human dignity. But that’s a lie.

The truth is that true progress ***REQUIRES*** human dignity.

At scale.

This pursuit is at the heart of why senior leaders from industries spanning healthcare, automotive, finance, technology, consumer packaged goods, retail, government and more, gathered for the 2019 Leadership in the Age of Personalization summit – an intensive 1-day experience in Southern California, where C-level and senior executives running large enterprises gathered to have in-depth conversations about human dignity.

Together we explored the tension we're all feeling as our society transitions from an age of standardization (when people did what they were told to do inside the box they were given) to our current age of personalization (when it's becoming less and less efficient to have boxes at all).

Join the Leadership in the Age of Personalization movement.
Visit www.ageofpersonalization.com to:

Explore the ideas in depth
By Reading Articles & Papers

Watch and get inspired
By our Videos

Join the Consortium
Apply to become an Advocate

It's becoming less about the business defining the individual, and much more about the individual defining the business.

PART 1

THE SITUATION

People want room to have influence. Stop getting in their way. **Start leading** in a way that honors our age of personalization.

"Most companies are not prepared for what is about to hit them."

– Nik Modi, Managing Director at RBC Capital Markets

Wall Street Alert
Watch Season 1 videos at ageofpersonalization.com

"Reinvention goes back to the core—the foundation of an organization. This is not about tinkering at the edges. Why? Because with regard to work, the workforce, and the workplace, there is much work to be done."[1] **Deloitte 2019 Global Human Capital Trends**

"85% of employees worldwide are not engaged or are actively disengaged in their job."[2] **Gallup 2017 State of the Global Workplace**

THE WAY WE WORK IS CHANGING

Those of us who started our corporate careers 20 years ago or more were given a formula for success by our bosses: If you do these actions you will drive these outcomes. Multiply those actions and outcomes across a department, and then across an enterprise. Those outcomes gave the organization success. Silos were acceptable and even welcomed as a key part of the organizational structure because it made it easier and efficient for each of us to predict and focus on those actions that would drive those outcomes. That's how most of us were raised in the corporate world.

At least two things have been changing over the past few decades that make that model obsolete: technology and people.

- New technologies used to take decades to change industries, now those transformations can happen in months.

- Then, partly as a result of those new technologies, and largely as a result of demographic shifts in our populations – people have changed to the point at which individuals have more influence now in the marketplace and in the workplace.

And if they don't have the influence they want – if your organization doesn't enable it – your people will leave. They want to elevate and activate their own capacity to contribute to the success of the company mission in their own way.

"Executives around the world are out of touch with what it will take to win, and to lead, in the digital economy. … Navigating the gap between past and present has created intractable tensions, undermining execution and leaving many organizations stuck in a state of cultural inertia."[3] **MIT Sloan Management Review**

- **Old hierarchies are irrelevant**. "Companies must adapt to the demands of a generation hungry for greater opportunity, increased collaboration, and a less formal hierarchical business model."[4] **Oracle Human Capital Management**

- **Silos are ineffective**. **Microsoft Director of Office Envisioning Anton Andrews** envisions what he calls a spectrum of engagement for employees within an organization:[5] "I can engage with this project over here at a level that works for me. I may just have a tiny little tidbit that I want to throw in, or I might have some thoughts about the project and I want to brainstorm with you to help you, or I might want to become involved in the project as a consultant, or I might want to go all in and just be on the project."

- **People value individuality**. "We all want to contribute, we want to be recognized, we want to make a difference, we want to be a part of something … The traditional management mindset, the traditional way we've run our companies – with efficiency-based processes, doing the same thing repetitively at scale – those things no longer work well in this environment where everything is constantly changing around you." **Microsoft Director of Office Envisioning Anton Andrews**.

[3] D. Ready, C. Cohen, D. Kiron, and B. Pring, "The New Leadership Playbook for the Digital Age," MIT Sloan Management Review, January 2020
[4] "HR in 2017," Oracle Human Capital Management 2017
[5] "Artificial Intelligence is Coming to Your Workplace," GLLG interview with Microsoft's Director of Office Envisioning, Anton Andrews, 2019

WELCOME TO THE AGE OF PERSONALIZATION

Evolving from standardization to personalization is the strategy that enables all other strategies.

No matter what you're trying to accomplish, you need people at their fullest capacities connecting with and elevating each other as they individually and collectively contribute to a shared mission.

Standardization

=

The business defines the individual.

- We're told what to do inside the box we're given.
- Progress toward the company mission is what matters and is measured.
- We protect our functions and work within our silos.

The result: a business model built on holding people back.

Personalization

=

The individual defines the business.

- Our individual capacities are elevated and activated, so we can influence the business.
- Progress toward individual impact and legacy is what matters and is measured.
- We value and seek interdependence across the enterprise.

The result: a business model built on setting people free.

Corporate strategies were not designed for the age of personalization.

You can adapt and grow, or refuse to adapt and become irrelevant.

DOES THIS SOUND FAMILIAR?

"I wish I was 23 again, because I had a lot of fresh thoughts. Most of them were too much for a Fortune 500 company, and I spent 19 years trying to cull it down. You don't spend 19 years at a large company being successful without a high level of assimilation. I discovered that I really wish I had my 23-year-old self, and now it's really hard to find. And I'm sad about that."
–Megan Fritz

Corporate employees today are frustrated and exhausted because they've been stifled for too long.

You are probably one of them, or you lead them – or both. We can't fix that with our usual surface-level attempts:

- **Amenities** designed to make the workplace seem friendly and inviting.
- **Programs** designed to make the workforce seem celebrated and inclusive.
- **Recognitions** designed to make people feel like they've accomplished something worthwhile.

Those attempts just make things worse. So we keep our heads down and just try to meet the numbers so we survive the next reorganization.

This is no way to work. This is no way to live. This is no way to lead.

"Organizations should move beyond thinking about experience at work in terms of perks, rewards, or support, and focus on job fit, job design, and meaning – for all workers across the enterprise."[6] **Deloitte 2019 Human Capital Trends**

[6] E. Volini, J. Schwartz, I. Roy, M. Hauptmann, Y. Van Durme, B. Denny, and J. Bersin, "Global Human Capital Trends," Deloitte 2019

LEADERSHIP IN THE AGE OF PERSONALIZATION WILL HELP YOU RESPOND TO THREE MAJOR CHALLENGES

1. The most diverse workforce in history

Millennials and Gen Z are the most ethnically and racially diverse generations ever.

Don't be fooled by the fact that they are always wearing earbuds with their eyes on their phone. Most studies show they are more eager to make their mark than the generations before them. And they want to do it on their own terms: as individuals, inclusive of all people. They understand the power of inclusion and individuality.

They've already started to disrupt the way the workforce and the marketplace look and think – with a different view of commitment. Money is important but a paycheck is not enough to stay committed. For them, it's about two questions, questions that matter to everyone:

- **Do you see me?**
- **Do you know me?**

They want to be who they are. They want to know they belong. They want to contribute to something.

Traditional corporate strategies were not designed for this. They are not ready for the necessary evolution. They're still trying to standardize everyone – their people, their customers, everyone.

“Being raised in this fast-changing environment has shaped me and my peers to pursue more immediate results and practicality than any other generation.

But while it’s important to identify major trends and tendencies between the different generations, it’s even more important to understand the nuances, unique characteristics and potential of each individual we deal with – including and especially ourselves.”

– Guilherme Oliveira, Director, Marketing & Strategy at GLLG

Brielle Lubin is in 8th grade. She describes herself as born from a Jewish-American father and a Japanese mother from Tokyo. At her school in Los Angeles she leads two clubs: the Gender Sexuality Awareness Club and the Asian American Cultural Club. She addressed the summit audience with the confidence of someone who already gives thought – and action – to these ideas of personalization.

A Gen Z Perspective
Watch Season 2 videos at ageofpersonalization.com

"As a part of the youth community, we're always told, 'You have no idea what you're talking about. You're too young.'

I may not be the CEO of a company like everyone else here. I'm just some 14-year-old kid. But you know what? When we're told when we're younger, 'Hey, you can be yourself, you can express your opinion, there are places where people can talk to you and help you' – I find that to be the most important thing. Because we cannot start assimilating when we're young, if [our goal is to] avoid assimilating when we're older."

– Brielle Lubin, 8th grade student, Harvard-Westlake School

2. The increasing speed of change

People, technology and markets are changing faster and faster, yet leaders are not willing to sacrifice this quarter's gains to prepare their organizations for a future that might look radically different from today.

"The future is here. I can't stress this enough.

If your organization is not prepared for personalization today, think about what the state of your organization will be five years from now. There is no way you're going to be able to retain the right people, recruit the right people. The level of expectation [with regard to personalization] will be so dramatically different than what you have as a culture today. It's time to start making some near-term sacrifices to make sure you're prepared for the future."

– Nik Modi, Managing Director at RBC Capital Markets

"Many organizations are holding on to leadership behaviors – such as command and control – that might have worked in the past but now stymie the talents of employees throughout their organizations."[7] **MIT Sloan Management Review 2020**

There's no way you will be able to recruit and retain the right people if you are not in tune with your people and their expectations. What you need is a system for inclusion. An inclusive organization is one that builds systems that actively enable people to:

- be and express whatever identity they authentically claim, and
- at the same time, look for ways to elevate the individuality of others.

Focusing on inclusion and personalization can be freeing. Because you're not just building a system targeted at a particular innovation or possible disruption. You're building a system that will make you resilient and adaptable to ANY innovation or possible disruption.

[7] D. Ready, C. Cohen, D. Kiron, and B. Pring, "The New Leadership Playbook for the Digital Age," MIT Sloan Management Review, January 2020.

3. The intersection of technology and humanity

Neuroscientist Antonio Damasio: "We are not thinking machines that feel; rather, we are feeling machines that think."

A new technology like AI holds a lot of promise for connecting and invigorating a workforce, but only if that workforce is ready to learn it, use it and share it throughout the enterprise. And only if that workforce is led by people who are willing to adapt the systems and the organizational culture accordingly – to make sure the technology can have a useful impact on people, and that people can have authentic influence over the technology.

Once again, that requires a system that enables a culture of individuality and personalization.

"Organizations are trying to standardize and program you to do things in a way that is meant for a machine to do.

And they are not allowing you to use your decision-making as an individual to make the best decision or influence the outcome for your company."

– Gustavo Canton, Vice President of People Analytics at Schneider Electric.

"While it's possible that nearly 50% of jobs will be automated in the coming years, the impact of AI on businesses is projected to increase labor productivity by up to 40%. While jobs will likely change, there's a place for humans and machines to work side by side in the future of work – and organizations can capitalize on it when they're ready."[8] **Ceridian The 2020 Future of Work Report**

Are today's leaders ready for that? Not yet.

"In 2017-19, organizations' investments in emerging technologies like AI doubled, while only 18% of organizations planned to significantly increase spending to reskill their people—their most important source of competitive advantage. As essential is a culture of equality: when people feel they belong, their ability to innovate soars."[9] **The Forum of Young Global Leaders, The Global Shapers Community, and Accenture, 2020**

[8] "The 2020 Future of Work Report," Ceridian 2020

YOU NEED CONSTRUCTIVE INTERRUPTION

This is not *just* a people strategy. This is not *just* a diversity program. This is not *just* about who gets hired and who doesn't.

It's about:

- How employees are allowed to **grow** or not, within the organization.
- How people are allowed to **collaborate** or not, across department and function.
- How people are allowed to **experiment** or not, within their own jobs.
- How people are allowed to **contribute** at the highest levels of their individual capacity.

It's about a mindset of constructively interrupting our auto-pilot thoughts about who belongs where, doing what.

Growth and significance depend on this,

for **you,** *for* **your people,** *for* **your company.**

This is how we create economies of scale around embracing human dignity.

"Great leadership teams pay attention to cultivating not only the leader competencies and skill sets needed to lead, but also the mindsets required to build authentic and passionate communities of leaders. These teams don't simply rearrange the relationship between leaders and followers; they unleash the talents of every person to cultivate communities of leaders."[10] **MIT Sloan Management Review**

Summit Highlights
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Without strategy, change is merely substitution, not evolution.

PART 2

THE SOLUTION

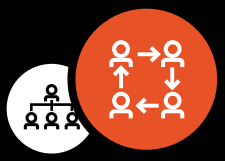
Make 5 Shifts:
To achieve maximum growth and significance.

These shifts build a culture where people can realize and exceed their individual capacity.

from **Diversity**
to **Inclusion**

from **Tribal**
to **Human**

from **Brand Identity**
to **Individual Identities**



from **Mission**
to **Contribution**

from **Results**
to **Methods**

When we turn diversity into inclusion, we stop being tribal and start seeing each other as human.

SHIFT 1: FROM DIVERSITY TO INCLUSION

- **Diversity** = Silos, feeling separate and unwelcomed
- **Inclusion** = Belonging, feeling seen and welcomed

Diversity does not automatically lead to inclusion. Inclusion is a system for making sure the organization is welcoming at every level to every individual. Individuality is a concerted effort to know and account for the realities and the values of individual employees and customers. Leaders love to tout their commitment to diversity, even as they continue to hire and promote people who demonstrate the "thoughts" that have already been deemed worthy. In other words, they say they want diversity of thought and then they hire for conformity of thought.

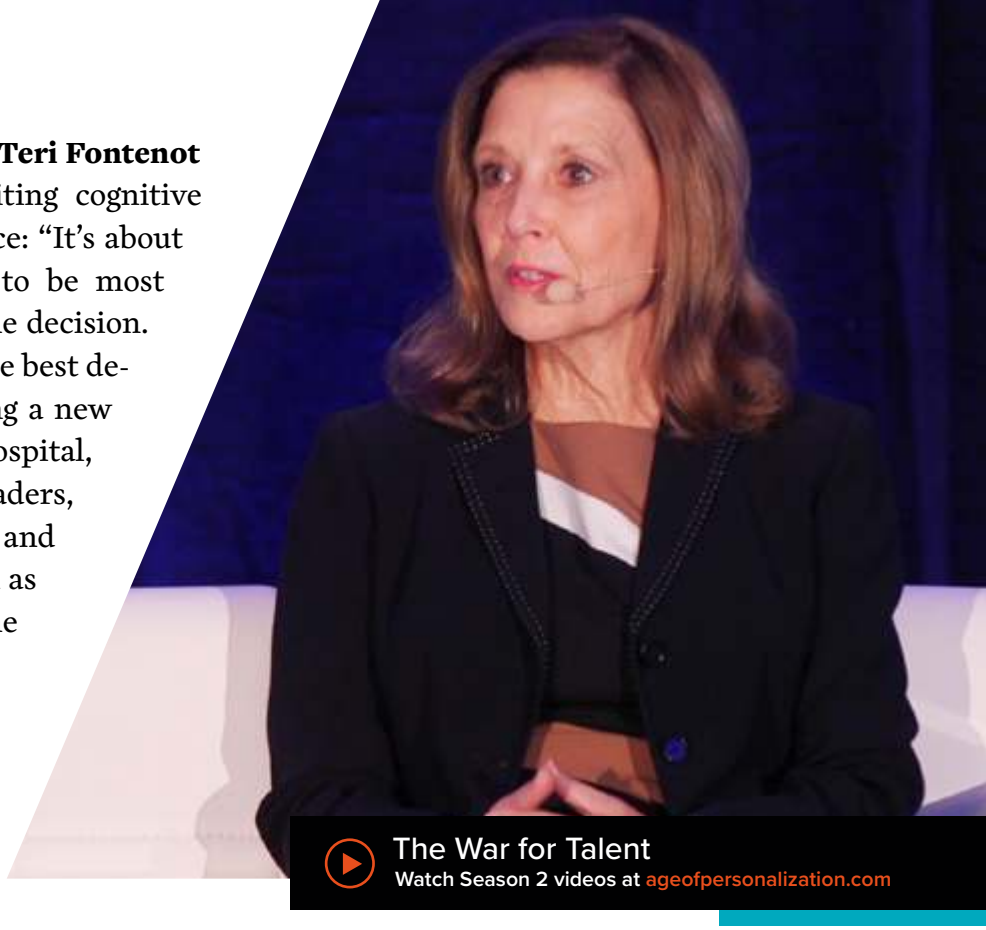
HOW:

For **shifts 1 and 2**,
you need tools for:

- Getting to know yourself
- Getting to know each other
- Seeing beyond experience and welcoming diversity of thought

Inclusion + Human =
Capacities Elevated

Woman's Hospital CEO Emeritus Teri Fontenot offers a guiding principle for inviting cognitive diversity into a management practice: "It's about having the people who are going to be most affected by a decision involved in the decision. There's not anyone who can make the best decision alone. When we were building a new replacement campus for Woman's Hospital, we included patients, community leaders, politicians, doctors, board members, and people from support services as well as the clinical caregivers and frontline staff. And as a result we were able to design a facility that worked for everyone who was going to be using that facility."



The War for Talent
Watch Season 2 videos at ageofpersonalization.com

City of Hope Chief Human Resources and Diversity Officer Kety Duron said she feels like she's carrying the weight of the world on her shoulders, as City of Hope grows quickly and she needs to attract and retain talent. "Every single one of our employees will receive a call from a competitor. So let's create an environment where when our own talent receives that call, they are not going to respond. Because they feel respected, because they feel engaged and included."

Caldwell Butler and Associates Partner Tim Alba suggests a metric that has proven effective by research from American College of Healthcare Executives: tracking the number of changes within an organization that were led by frontline managers. When frontline managers are driving change, working in groups, drawing ideas from one another, collaborating, seeking stakeholder engagement, to push change – then they're starting to make progress toward individuality by seeking inclusion of those thoughts.

SHIFT 2: FROM TRIBAL TO HUMAN

- **Tribal** = Assimilation
- **Human** = Authenticity

Tribal thinking and silos in business put people into the boxes they check (much like diversity) and divide departments, work, people, identities, and our stories from each other. This makes the people in the silos less cross-functional, collaborative, and communicative with each other – less human toward each other – just as it does in the highly polarized and contentious world we live in. What's the point of bringing diversity into your organization if you don't let people share what makes them distinct? Our organizational cultures won't change unless we interrupt the limitations of tribal thinking. A human approach to leadership shakes us from our silos and makes us want to seek and have relationships based on genuine interactions that let us see and know our customers and employees.

"The part of healthcare that stands out to me is the humanity of the experience. We are born, we struggle, we experience joy, we celebrate and, in time, we die. And throughout that spectrum of the human condition, those of us in healthcare are privileged to bear witness to something extraordinary. Every moment is an opportunity for reaffirmation of those essential qualities that we embody as humans."
Joseph Alvarnas, MD, City of Hope

Scott Lacy PhD, Associate Professor of Anthropology, Fairfield University said losing cognitive diversity is an existential threat to humanity. "We need the dynamism of difference. Whatever problem you're solving for, you cannot do it alone. You need to be challenged. When we lose the ability to think differently, or when we're put into circumstances or in management practices that would make us think more similarly so that we can be more efficient and quick with whatever we're doing – we're weakening this Homo sapien ship."

"If you're focused on compliance, you're not going to embrace the value that diversity creates. The value is the diverse thinking, the innovation that enables that to occur, the deep understanding of these different segments that you have to serve and need to serve and how they're changing." **Greg Carmichael, Chairman, President and CEO of Fifth Third Bank**

"As human beings it's natural for us to cluster with people like ourselves – it's just natural, there's nothing evil about it. In business you've got to interrupt that." **Arnold Donald, CEO of Carnival Corporation**

Beyond Diversity
Watch Season 2 videos at ageofpersonalization.com

"There's nobility in individual contribution to society and in what someone achieves, and there are a lot of different ways to get to that place." **Jeff Pilof, Senior Vice President of Supply Chain, CVS Health**

When we shift focus from brand identity to individual identities, we invigorate our shared missions by elevating individual contribution.

SHIFT 3: FROM BRAND IDENTITY TO INDIVIDUAL IDENTITIES

- **Brand Identity** = Shaping what people need and want to match what you offer
- **Individual Identities** = Shaping what you offer to match what people need and want

Finding ways to let individual identities impact the brand can be powerful. People want to identify with a brand whose products and services give their business or life meaning and significance. Employees and consumers want to align with brands that are capable of leading and serving them based on the person's own values, unique needs, and desires. This shifts the balance of power from brands and businesses to individuals—to the standardization of "me." Organizations that make employees and consumers feel included and understood on an individual level will have a huge advantage over those that don't.

GLLG asked 12,000 leaders in corporate America: Are you mindful of your employees' and colleagues' unique differences? A Full 74% of leaders said they are always or sometimes mindful of those differences. We asked their employees the same question. 80% of their employees said these leaders are **rarely** aware of those differences: That's quite a difference of perception.

ADT Chief Marketing Officer Jochen Koedijk shared the challenges and opportunities for a 145-year-old brand and taking that brand from being known for security systems to creating an identity around ubiquitous safety. "The thought behind it is that every single person has unique things they care about, and every single person wants to keep those things safe. We did a gallery of valuables inside ADT. Employees contribute symbols of what they want to protect. For example we have one employee and she's a veteran. And she had a child that has passed away, and the child had drawings. And so she donated those drawings, because she never wants these drawings from her child who passed away to be caught in a house fire. You end up with these profound stories."

HOW:

For **shifts 3 and 4**, you need tools for:

- Learning what you solve for
- Connecting solves with challenges
- Creating systems for inviting input and acting on it

Individual + Contribution = **Capacities Activated**

"We don't own the brand. The fans do.

Technology vs People
Watch Season 2 videos at ageofpersonalization.com

We shepherd and steward it. There is a big Latin community here in Los Angeles. A large part of our community celebrates Día de los Muertos, which honors the loved ones who have passed away. We always try to do things with authenticity. So last year we put these Día de los Muertos shirts in the locker rooms of our players with a note explaining what the day is. We didn't force them to wear it. The very next day on their way to the Seattle game half of them wore the shirt. And then within hours we had many people trying to buy a shirt, but we didn't sell them at the time because at the time we were just sharing the culture and trying to be inclusive of what is happening here in our community."

– Ronalee Zarate-Bayani, Chief Marketing Officer, Los Angeles Rams

SHIFT 4: FROM MISSION TO CONTRIBUTION

- **Mission** = Control
- **Contribution** = Influence

Every organization has a mission, a vision or value statement and employees will buy into it on the surface because there is no freedom not to. Employees may join the organization because they share the mission, or they might just need a job. But why should that matter, if what they really want is to contribute? What is most meaningful to people is to know they have a chance to contribute their unique skills and strengths—no matter the mission. That happens when we know **what we solve for** – what each of us enjoys and consistently thinks about in a big way. It's the problems we are typically drawn to, and the kinds of solutions we favor and are especially suited to offer. GLLG research reveals that when someone knows what they solve for, after six months they start seeing more opportunities. After 18 months, they start getting better at growing and sharing those opportunities. When people and organizations are trapped in standardization, people don't know what they solve for. Leaders who understand the importance of discovering what they solve for (and helping others do the same) will thrive in ways they never imagined.

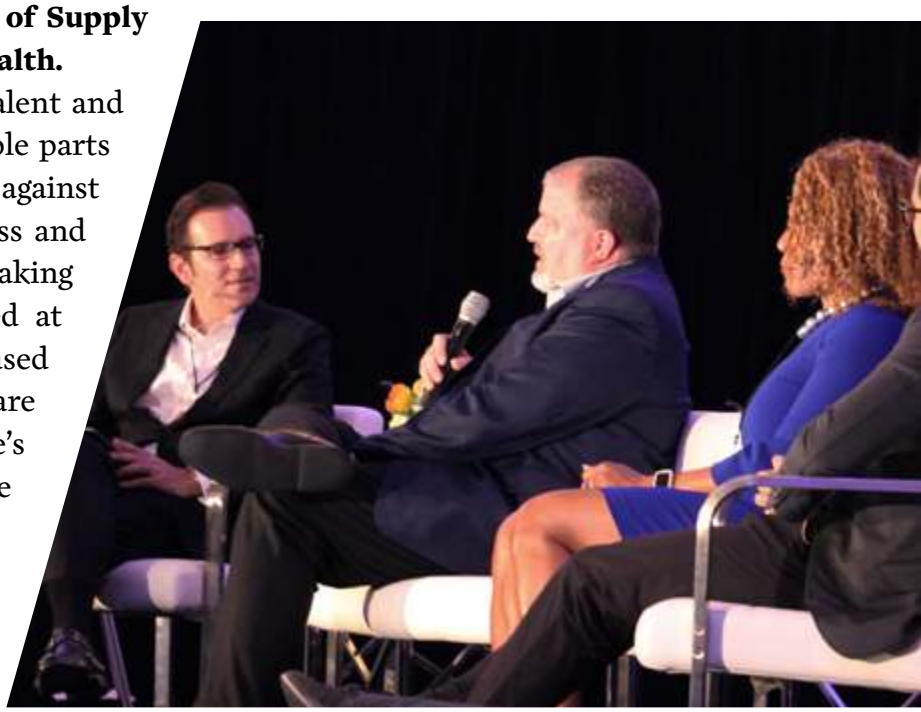
Gustavo Canton is the Vice President of People Analytics at Schneider Electric, where he manages a global analytics team of 25. The problems he most enjoys solving involve helping society evolve so we can maximize human potential. At Schneider Electric he's doing that by evolving the organization's approach to employee analytics. "Instead of saying I want a model to predict turnover in North America, we are actually looking at a model to predict turnover for Anna. Based on how much time Anna is spending on iLearn, how much recognition Anna is getting from her managers and her network, we can determine the probability of Anna staying in the company."

People Analytics
Watch Season 1 videos at ageofpersonalization.com

Canton said two of the main reasons people leave companies are:

1. Career opportunities – they don't have awareness of what is available in the organization.
2. Learning opportunities – it's not that they don't have resources to learn. It's that they don't feel that they can apply their unique perspective about what they learn to the organization.

Jeff Pilof is the Senior Vice President of Supply Chain for the retail division of CVS Health. Pilof said they were struggling to find talent and enhance leadership capability for multiple parts of the team, yet he was bumping up against standardization within the hiring process and talent development offerings that was making it even harder. "What I've encountered at multiple companies is that we're so focused on standardization. We're told, 'These are the colleges that we recruit from. Here's our process for recruiting. Here are the leadership programs we have inside our company.' It's everything you have to do to assimilate. I looked around my team for peers who had a passion for this, and we birthed our own acquisition strategy, our own development strategies, our own internship programs."



Dr. Tyjaun A. Lee serves as the campus president of Penn Valley and Maple Woods campuses at Metropolitan Community College in Missouri. "Our students, they are resilient. They persevere. They have to be so motivated just because of how this world has become and what they've lived in. Retaining our students is not from fall to fall, or even from fall to spring. It is from today to tomorrow. Because they may not come back if they don't have the resources in place in order to be successful. We serve multi-generations, and we serve individuals from more than 100 nations, so we have to be prepared for them. When a staff member tells me our students aren't prepared, that the students need more than one developmental course, I always ask that staff member: are WE prepared? And if we're not, how can we prepare? What do we need to do for our faculty and staff to be prepared so they can serve those students?"

When our individual capacity is stifled, we stagnate. But when we loosen our grip on results and activate methods for leading in a way that honors our Age of Personalization, we become healthy.

SHIFT 5: FROM RESULTS TO METHODS

- **Prioritizing Results** = Boxed-in, pre-determined definition of success, limits capacity and capabilities
- **Prioritizing Methods** = Allows people the freedom to experiment, and to fulfill their capacity and capabilities

Unless you ditch your old standards, you'll never be distinct. When you let people break free from the standards of the past and attack challenges in their own way, you open up new possibilities. "Results" is not a negative word. We should expect people to deliver results. But too often our focus on results or on prescribed methods keep us from seeking bigger opportunities to grow in the future.

HOW:

For **shift 5**, you need tools for:

- Letting people experiment
- Creating a culture that rewards new methods
- Energizing people to think differently and share their ideas

Better Methods =
Capacities Realized

Cleveland Clinic CEO and President Tom Mihaljevic, MD: "We have never rewarded our employees for doing more, we have always rewarded them for doing the right thing. Our annual performance reviews for physicians don't reflect the volume of work they do but rather the quality of work they do – the way they interact with their peers, with their residents, with their patients. Then, obviously, their academic contribution and contribution to the greater organization. Our ethical framework is very simple: you have to take care of your patients and your fellow caregivers as your family, and this place as your home. Whenever someone comes to my office with any type of complex question, I always ask them the same thing: what would you do with a family member and what would you do if this were your own home? And all these complex business approaches turn out to be very simple because that simple framework is applicable. Culture can be taught."

Dr. Jack Cox, a seasoned senior healthcare executive with more than 25 years of experience in regional and national senior leadership positions including both large integrated healthcare delivery systems as well as national corporate experience. "The elephant in the room is, as a family physician, even though I'm concerned about your health and wellbeing – I don't get paid for that. A lot of my research early in my clinical career was around smoking cessation. But the truth was, which I heard my colleague say, 'I get paid when somebody has a heart attack, I don't get paid to spend 30 minutes to help somebody quit smoking.'" That's why choosing the right metrics and methods is so important.

A Physician Story About Personalization
Watch Season 3 videos at ageofpersonalization.com

Thomas E. Jackiewicz serves as CEO for Keck Medicine of USC. "Healthcare at its core is people taking care of people. We realized that one of the ways we could improve outcomes was with a program called Enhanced Recovery After Surgery – which is about evaluating patients as individuals before their surgery. Looking at them as people – looking at their exercise level, their diet, if they're diabetic getting their diabetes under control, and bringing in integrated pain management. Our opioid use dropped by 60% on surgical patients." But even with proven successes like that, it's hard to escape the traps of standardization and the methods that have been entrenched for so many years. In fact, Jackiewicz said even with the success of Enhanced Recovery After Surgery, 85% of their surgeons were opting out of the program. "It's stunning, actually," he said. "All the data is out there, but people say 'we're used to doing it this way.'" But Jackiewicz found a way to push change forward anyway. "One of the ways we've been able to get new initiatives through is to work with the willing. If we had tried to get everybody on it from day one, we'd still be talking about it. So the coalition of the willing is a really effective way to get stuff started."

UCSF Health President and CEO Mark R. Laret said UCSF is re-thinking the way it serves the community, thanks to the influence of the younger generations – to the point where they're trying to change the narrative for what it is to be a caregiver in the healthcare system. He mentioned the homeless crisis in San Francisco as an example. "It's a crisis in epidemic proportions. Many of us in leadership positions at UCSF said, well, our job is to run the Emergency Department and deliver healthcare in the way we do. But our students and trainees said, 'That doesn't cut it. Those individuals are coming into our emergency department, we're buffing them up, we're sending them back down to live in Golden Gate Park for another 24 or 48 hours until they have another crisis and they're back in. That is not a healthcare system.'" This is what can happen when people feel empowered enough to speak up, and when leaders are wise enough to listen. "I put a lot of faith in this next generation for forcing us to think more broadly about what our social responsibilities are," said Laret. "And to think about how we engage every individual, and see the worth in every human being."

If you can make these shifts you'll create a healthy culture.

When we're healthy, we grow.

When we're stuck in standardization, we're not healthy, and we've been unhealthy for too long.

BALANCE: BETWEEN STANDARDIZATION AND PERSONALIZATION

- **Standardization** = Unknowingly enforces fear, creating environments where people don't feel free to unleash their individuality without judgment
- **Personalization** = Knowingly endorses courage, allowing people to let go and unleash their individuality while respecting the needs for standards

We can't just ditch standards – we have to find balance between the extremes. The pendulum always swings from one extreme to another, before ultimately settling in the middle. Right now, we're in the stage of a swing that hasn't yet settled, which means we are constantly fighting the back and forth from the extreme of standardization to the opposite extreme of personalization. The age of standardization is giving way to the age of personalization: **it is becoming less about the business defining the individual and more about the individual defining the business**. The balance of power is shifting – and organizations and their leaders know it. They just don't know what to do about it. If we can make the aforementioned shifts, we will create a healthy culture. When we're healthy, we grow.

HOW:

To achieve **balance** you need tools for:

- Discovering where you are stuck in standardization
- Discovering where your organization is stuck in standardization
- Finding ways to standardize personalization

Healthy Culture = **Capacities Exceeded**

The Foundational Aspect of Standardization
Watch Season 3 videos at ageofpersonalization.com

Woman's Hospital CEO Emeritus Teri Fontenot: "I think it's important that we don't think of standardization as a dirty word, there are places that it's really, really important. Particularly in healthcare, because there are so many handoffs and people involved in the care of that patient need to know what others have done and are going to do. But, to me, standardization is just foundational. It is the place that you start. And then because there's a routine, a pattern, there are best practices, and you know the best way to provide care for that patient. But it also means that we've got to include the patient in the decision-making process."

Stephanie Neuvirth is the Senior Vice President of People and Organization at Banfield Pet Hospital.
"The pet space is growing at double digit growth. As we look at the growth of our business and the trajectory over the next 10 years, and then look at the supply of the individuals in our space, candidly, the biggest concern to our growth strategy is our ability to find and keep great talent. We see very high levels of compassion fatigue, high levels of suicide, high levels of burnout. What we see is a very serious and concerning situation about the profile of the individuals that go into our profession. They tend to be perfectionists. They are burdened with tremendous student debt. All of these things combined make it a very, very challenging environment." Banfield's wellbeing strategy encompasses five areas: physical, mental, career, community and financial. They've rolled out a Veterinary Student Debt Relief Program and a mental health training program.

Gyasi Chisley, President of CTCA® Hospitals and Clinics at Cancer Treatment Centers of America: "My definition of harmony is when your head, your heart, your feet, and your gut are all going in the same direction. Our chairman had the foresight to say let's treat the patient holistically, with things like massage and acupuncture – almost regardless of cost – because we think that's better in the long run. But even more, what are the patient's goals? What are they really trying to achieve? We're not the most popular people in the payer's eyes these days – we're doing things like having diet consults, we're doing things that are out of the box, if you will, for new cutting-edge clinical trials, and not always getting reimbursed from the payer. But you know what that is demonstrating? It's demonstrating to the employer that we're taking care of their people, and that's why we're going direct to employer and direct to consumer. So, that's opportunity for us, not only to be evolutionary, but revolutionary."

UNLEASH INDIVIDUAL CAPACITY

How does all of this tie back to human dignity? The way to achieve dignity at scale is to unleash individual capacity.

"It's time to free ourselves from the standardization traps of the past."

– Glenn Llopis

The Future of the Workplace
Watch Season 2 videos at ageofpersonalization.com

It's not enough to help one person exceed their capacity, just about any leader can do that. You need a system that makes it inevitable that **EVERY** person in your organization will exceed their individual capacity. If our systems are designed for this – if they move us toward the 5 shifts – then we can achieve human dignity at scale.

It's a journey. And it's worth it. We are a nation burning out at work – not just because we're working so hard and so much, but because we're doing that without any sense of who we are and any connection to what we are doing.

The negative forces of standardization have stripped so many of us of our human dignity. Only by rediscovering who we are as individuals and embracing that individuality in others can we find our purpose and contribute to a healthier whole.

Momentum ignites when people recognize their own capacity and realize they can influence the success of the mission on their own terms. Most leaders understand this and say they want to empower people to contribute at their fullest capacity, but they don't know how.

PART 3

THE PATHWAYS

Where to Begin: Start by building high-performance leaders, teams and cultures.

Here's what you need

- People who know what they solve for
- People who know how to see others for what they solve for
- Leaders who know how to bring people together based on what they solve for
- Leaders who build systems for enabling individual capacities to be elevated and activated
- The ability to inspire and energize leaders and people

Tools available to you

1. **Free Assessments**
   Know your starting point, identify areas for growth

2. **Free Resources: Videos, Articles and Position Papers**
   For a deep dive into the situation and practical solutions

3. **Books**
   Learn a proven methodology for making necessary shifts

4. **Keynotes**
   Galvanize and energize your people, tailored using people analytics

5. **Summits**
   Galvanize and energize your industry, by leading a new conversation

6. **Training**
   A scalable way to help people grow; interactive, on-demand

7. **Coaching**
   Personalized help creating and deploying a culture strategy

8. **Consulting**
   Personalized help cascading a culture strategy to all levels

WHICH ONE DESCRIBES YOU BEST?

I'M ALONE – NO ONE ELSE AT MY ORGANIZATION SEES THIS AS A NEED OR AN OPPORTUNITY.

Tools most useful immediately:

- Assessments
- Free content
- Books

Immediate actions:

- Invite one or two peers to read "Leadership in the Age of Personalization" together, and start an informal book discussion around these topics
- Take the assessments to identify the standardization traps and necessary shifts most relevant to you and your team
- Read the content related to those shifts you identified

MY PEERS UNDERSTAND, BUT OUR LEADERS DO NOT.

Tools most useful immediately:

- Assessments
- Keynotes
- Training

Immediate actions:

- Take the assessments to identify the standardization traps and necessary shifts most relevant to you and your team
- Request online virtual training to help you develop your own leaderships skills in this area
- Suggest a keynote for an upcoming meeting or event, to introduce these topics to more people and develop a shared understanding and shared language

I AM A LEADER WHO BELIEVES IN THIS MOVEMENT, BUT I NEED TO INSPIRE MY LEADERSHIP TEAM TO ACT ON THESE IDEAS.

Tools most useful immediately:

- Assessments
- Keynotes
- Training
- Coaching
- Consulting

Immediate actions:

- Ask members of your leadership team to take the assessments
- Request the GLLG People Analytics results from those assessments
- Use those results to create a strategy for making the necessary shifts
- Get one-on-one coaching for how to use proven methods to create an inclusive culture
- Have members of your leadership team complete the online virtual training
- Deploy your culture strategy to evolve your organization, with the help of GLLG consulting

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Knowing something is right isn't enough to start doing what's right.

And knowing something's wrong isn't enough to stop doing it.

Thank you for believing in the message and for your courage to explore ways to scale human dignity.

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