LEADERSHIP IN THE AGE OF PERSONALIZATION®

War. Recession. Covid. Talent shortages. Hybrid working and e-learning. Unclear expectations. Clashes around our pursuits of racial, social, health and climate justice. Every person is staring into the unknown. The only certainty is there will be more uncertainty to come. The ones who thrive will be the ones who know how to navigate it.

# Change as Opportunity

## Navigating uncertainty by elevating individual purpose

GLLG® press

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# Navigating Uncertainty by Elevating Individual Purpose


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***To cite this report, please use:***
G. Llopis, K. Perez, and G. Oliveira, "CHANGE AS OPPORTUNITY: Navigating uncertainty by elevating individual purpose," *GLLG® Press, July 2023*

OPENING INTERVIEW
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# INTRODUCTION

Amidst the tumultuousness of today's world, organizations can no longer rely on what once was. A vast array of threats, from pandemics to data insecurity and health-wealth disparity--are upending not just our workplace but business itself. The opportunity in recognizing these new realties however lies in thriving where others are faltering: embracing change rather than denying it or running from it.

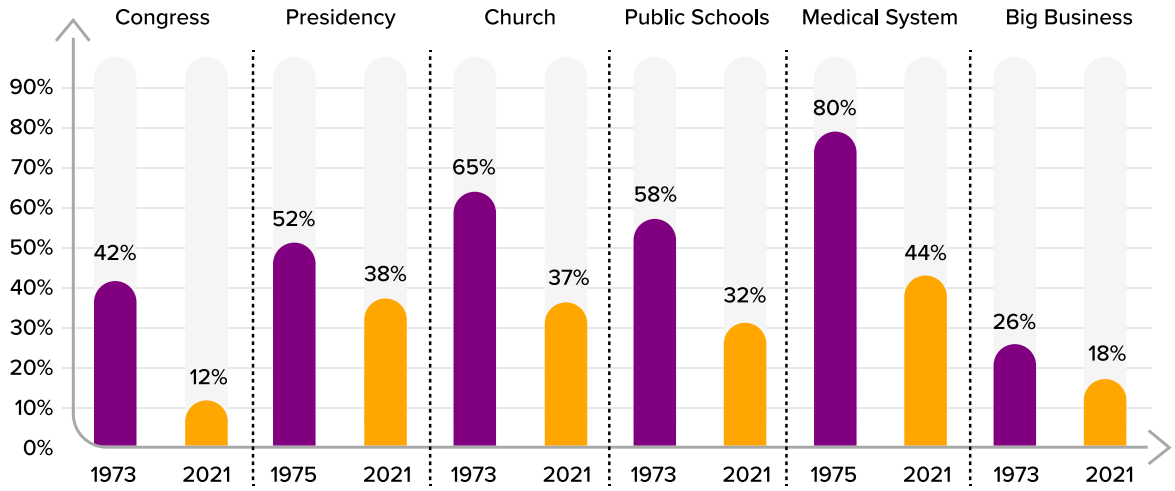
In today's ever-changing landscape, unpredictable risks are lurking behind every corner. From challenging issues like climate change and pandemics to technological threats such as data security and supply chain disruption - the list of potential pitfalls is growing almost daily. Organizations that fail to increase their agility may be left feeling overwhelmed by these unforeseen challenges; leading them toward long-term negative impacts on employees, customers and profits alike. However, with well thought out strategies organizations can navigate this complex terrain – realizing a new level of sustainability through resilience.

# What stands in our way?

*- Lack of trust in our leaders.*

## Trust in major institutions has declined dramatically since the 1970s

% of US Adults who have Great / Quite a lot of Trust in these institutions




*Source: Gallup, RBC Capital Markets*

And no wonder: many leaders haven't woken up to the fact that they, or their institutions, no longer have the influence or ability to be the ones to set the expectations.

*Glenn Llopis and Wendy York at 2022 Leadership in the Age of Personalization Summit*

# 2022 LAOP Summit: Navigating the Unknown

In October 2022, leaders from healthcare, corporate and higher education gathered at the annual Leadership in the Age of Personalization Summit to share insights about how to navigate this world of unknowns. They explored the trends causing the most uncertainty and the strategies people are employing to navigate the unknowns and prepare to be resilient no matter what the future holds.

The summit was produced by GLLG and hosted by Clemson University's Wilbur O. and Ann Powers College of Business, and was sponsored by City of Hope, Aon, and Principal Insurance.

**Why Inclusive Leadership is the Future**
Watch full series at **YouTube.com/glennllopis**

**Dean York Welcomes Leaders**
Watch full series at **YouTube.com/glennllopis**

" Historically, it's the institution that has told the patient how they'll be served, told the students what they will learn, and told the employees how to work," said GLLG founder Glenn Llopis, in an opening session interview with **Wendy York,** dean of the Wilbur O. and Ann Powers College of Business at Clemson University. "What is leadership in the age of personalization? It's about giving people the freedom to be all that they can be. It's about unleashing people to achieve at their fullest capacity, and it's about being seen in your full humanity and dignity. In the end, this is about disrupting the status quo of leadership."

*Workplace Panel at the 2022 Leadership in The Age of Personalization Summit.*

People participated in the day-long summit in three ways: in person at the main summit location at **Clemson University College of Business Phyfer Auditorium**; in person at a satellite viewing party at Greenville ONE Center Auditorium; and virtually via a live stream.

The group examined the biggest trends in education and business today:

- The rise of environmental, social and governance (ESG)
- The pursuit of diversity, equity and inclusion (DEI)
- The urgency of prioritizing well-being for employees and customers

The way leaders approach uncertainty will affect whether or not they're able to successfully pursue their goals related to ESG, DEI and wellbeing.

"In personalization, it's about seeing and knowing not only your people as individuals, it's about understanding their growth capacity so that they can start influencing how we achieve our financial results," said Llopis.

You can see how these themes have built upon themselves over the last several years, since the first **Leadership in the Age of Personalization Summit** in 2019:

| Welcome TO THE AGE OF PERSONALIZATION | The Collapse of Standardization | INDIVIDUALITY UNLEASHED | NAVIGATING UNCERTAINTY |
|---|---|---|---|
| **2019** | **2020** | **2021** | **2022** |
| **Change** as an **opportunity** not a threat | **Business** and **social issues** are linked | **Widening trust gaps** between individuals & institutions | **ESG, DEI, Wellbeing** will fuel your org's **growth** |

# The Only Thing Certain is More Uncertainty

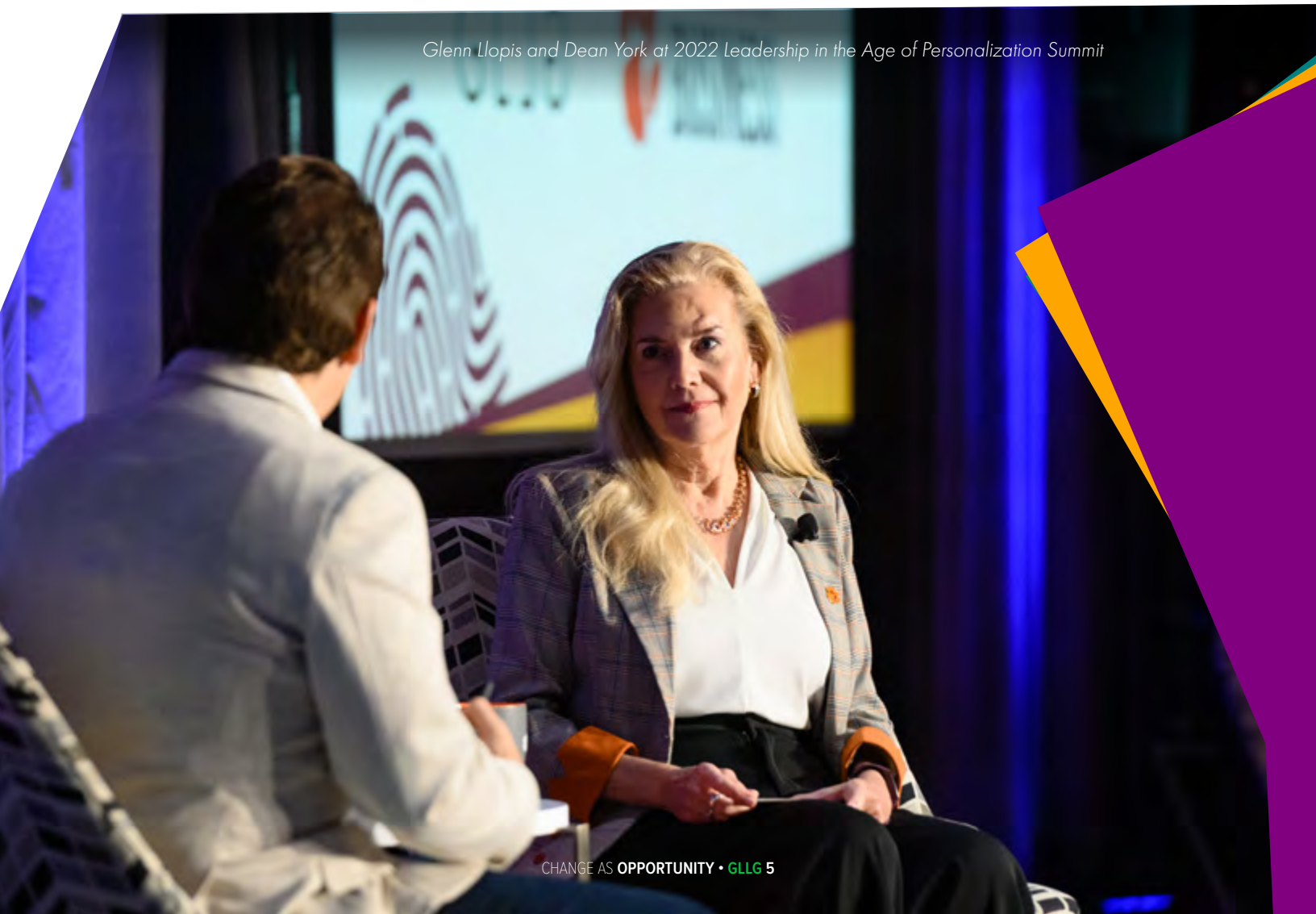
The day started with Dean Wendy York asking Glenn Llopis what his deepest concerns about current leadership in organizations today.

From his perspective of working as a C-level strategist and consultant, having assessed thousands of mid and top leaders over 12 years and personally working with hundreds:

> "We've created working and learning environments that are against individuality. We've made success all about the organization's purpose, rather than about lifting up our individual purpose. That's dehumanizing. When you have felt dehumanized for so long, how can you even begin to see the opportunities in front of you? How can you see yourself as the opportunity? Throw hierarchy out the door and realize that we're all students and teachers right now."

You can see this as a time of uncertainty (which it is), or you can view this as a time of opportunity. In fact, this might be one of the most opportunistic moments in modern history. But unfortunately many people view change and uncertainty as a threat, not an opportunity.

What follows in this report is a summary of the highlights from the **2022 Leadership in the Age of Personalization Summit**, including links to short videos from the summit presentations and discussions.



*Glenn Llopis and Dean York at 2022 Leadership in the Age of Personalization Summit*

# NAVIGATING UNCERTAINTY IN HIGHER EDUCATION

## Helping people discover and re-discover their purpose

In this era of unprecedented change, higher education finds itself at an inflection point. The pandemic has sharply increased the level of unknowns for universities to confront as technology rapidly evolves and creates new career opportunities that we can only speculate about. It's a time when colleges must not only train students with existing skillsets, but also prepare them to thrive in uncertain environments where they can become leaders resilient enough to tackle whatever unexpected challenges arise next on our horizon.

*Robert Johnson at 2022 Leadership in the Age of Personalization Summit*

# Higher Education In Transition

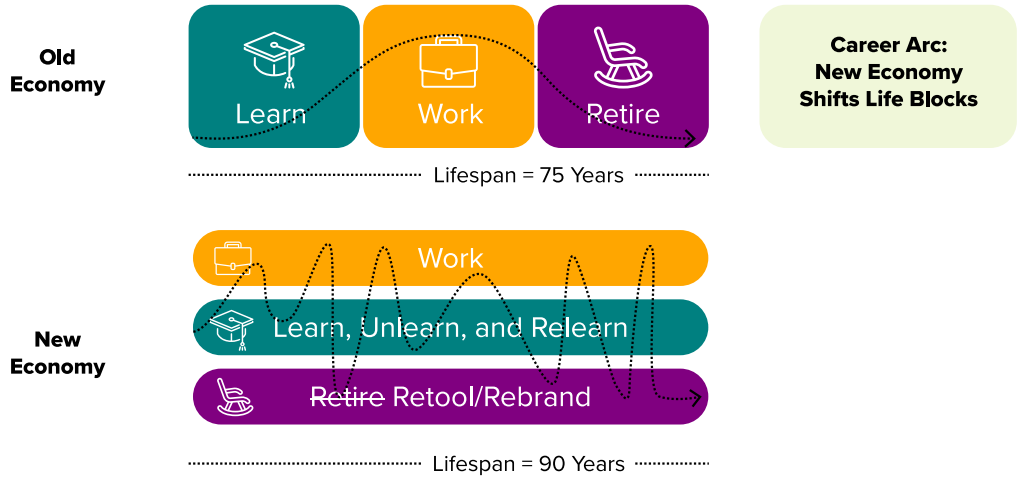
"Adapt or die."

That's the core message from **Robert Johnson**, president of Western New England University, who kicked off this part of the summit with a keynote address.

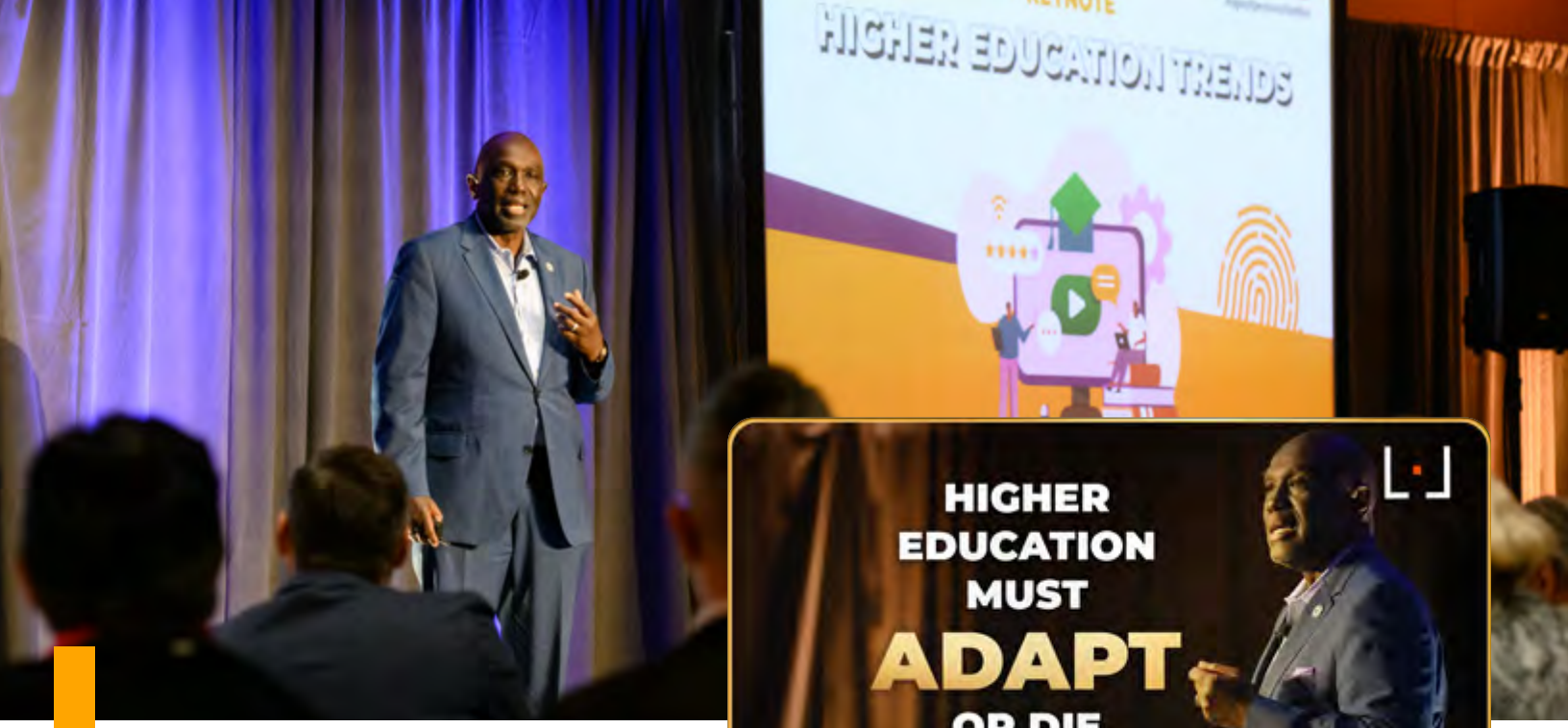
"Think about this: we are living in a world in higher education where we're trying to boldly take students to a place that we've never had to go before. We're teaching young people to solve problems that haven't been identified, to utilize technology that is yet to be created solving problems that haven't even been imagined yet. This is the world of higher education. The world is changing so rapidly that we're trying to figure out what's next."

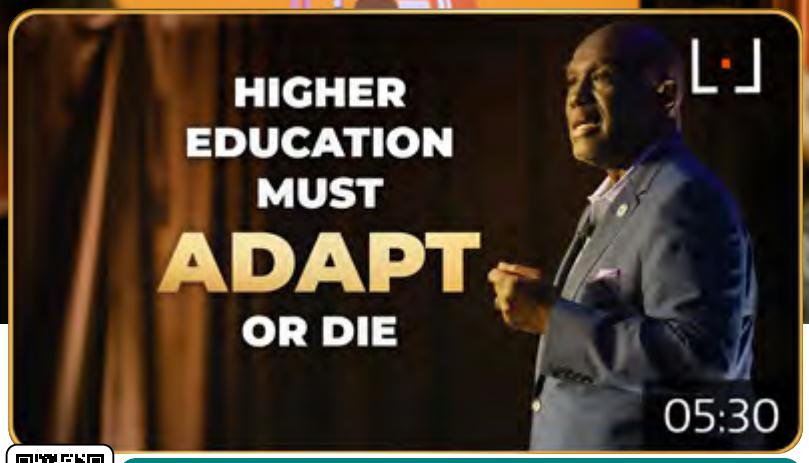
Johnson described the old economy career arcs as "you work, you learn, you work and you retire, and you had a lifespan of about 75 years."

He compared that to our new reality: "The new economy says you work, you learn, you unlearn, and you relearn, and then you retool and you rebrand. And you might live to be 90 years old, and it's all up and down. ... The future of higher education is to learn, unlearn, and relearn."




*Source for image: Robert Johnson, LAOP Summit 2022*




**Higher Education Must Adapt or Die**
Watch full series at **YouTube.com/glennllopis**

## Re-Skilling and Upskilling Are the New Norms in our Age of Personalization

"Personalization will support the megatrends of higher education. If we think about all the things that we're doing in and out of the classroom, helping students to discover their why and their purpose and their reason for being, to go out into the world to become global citizens and to leave the world better than they found it. We have to make sure that we are helping them to understand their purpose, their reason for being."

*Source for image: Robert Johnson, LAOP Summit 2022*
*(from the World Economic Forum 2022)*

*From Left to Right: Dan Durbin, Raghu Krishnaiah, Nancy Hubbard and Glenn Llopis at the Higher Education Panel*

## Leading in a Time of Change

**Daniel Durbin**, president and CEO of Second Founding of America, said learning isn't just about getting ready to do a job.

> "We're talking about a world that's changing dramatically and very quickly, which means we have to teach young people how to think about things and to conceptually understand what they're doing, so that they can create a common vision with others. You should know who you are, you should know what you are all about, so that when you come together with others, you can share you with them and vice versa. If you're going to make my promotion based on how many widgets I make, then I am going to find a way to make widgets faster and better than I ever did. But if you want to adjust to the world and not only make widgets, but switch from widgets to [something else,] you've got to have a person who can think."

**Nancy Hubbard**, dean of the College of Business at University of Lynchburg, admitted that leaders and institutions need to re-establish the purpose and the value of higher education.

**The Future of Higher Education**
Watch full series at **YouTube.com/glennllopis**

"Why are we in higher education? Why are kids spending this incredible amount of money to go to college? Colleges need to know what their identity is. If you don't know who you are or what you stand for or what is your value proposition, how are you going to explain this to a potential student? And then let them make that choice on whether this is the right fit for them. ... One of the things we tell students is you will learn the technical skills in our business school that'll get you your job now and hold you for about five years after that. It's those critical thinking skills and learning and creativity and innovative thinking skills will get you your job 20 years from now."

**Raghu Krishnaiah**, chief operating officer of University of Phoenix, suggested that learning and work should not be two separate parts of our personal identities.

> "Career is so embedded in our lives, it's becomes part of our identity. Like many of us, when we talk about who you are, the first thing you say is where you work. At the university, we have to make sure that learning and work are not two distinct components, but they are one and the same."

He also said that students are optimistic about their careers, but that employers think they're doing more than they actually are to help people achieve at their fullest capacities.

> "[University of Phoenix conducts a Career Optimism Survey], and we surveyed lots of employees throughout the country. It's a diverse set of individuals and entities that are part of the survey. Despite all the stuff going on, over 80% say they're highly optimistic about the future of their career. The survey also showed is that there is a gap between what employers believe is working and what employees believe they need to move forward."

# From Student to Employee

Young people aren't expected to think about what they believe. They're expected to think about what everyone else believes. That's called battling the gulf between assimilation and authenticity: feeling like you need to be what others want you to be rather than what you seek to be yourself.

This abdication of our own purpose begins in school and extends into the workplace. But the opposite can also be true. We can help students explore who they are, learn how other people experience them, discover what gives them distinction -- and ultimately identify what they can solve for in their future workplaces and in the world.

## Can you answer those questions about yourself? Do you know what you solve for? If not, how can you help others?

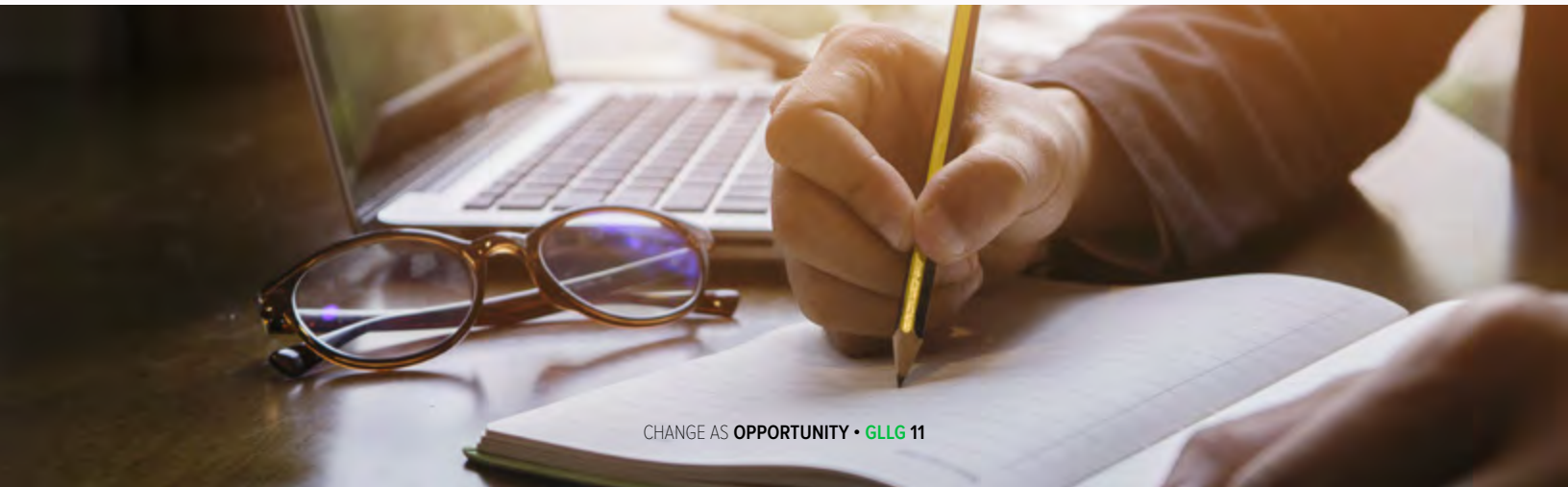
**1. What is your Enduring Idea?**
Consider what is unique about the way you think, and what long-lasting impact you have

**2. What is your Primary Differentiator?**
Consider what gives you distinction as a leader, what you are known for, what you stand for

**3. What is your Primary Experience?**
Consider what impact others expect from your presence, and how you influence conversations

**4. What do you Solve For?**
Consider what type of solutions you consistently deliver, what outcomes you enjoy solving for the most

As we navigate this ever-changing world, it's crucial to understand ourselves and our unique value propositions as leaders. To help you on this journey, we invite you to take **GLLG's Online Training Course:** The 4 Questions to Develop your Personal Brand. Learn how to develop a personal brand that will make you an authentic leader and empower you to lead with confidence in times of change.



# NAVIGATING UNCERTAINTY IN THE WORKPLACE

## Helping people connect their own purpose to the organization's purpose

From unrealistic workloads to the threat of layoffs, from quiet quitting to actual quitting -- the word "uncertainty" hardly does justice to the feeling of disruption in today's workplace. Employers need people to stay and function at full capacity, while their employees need to know there is opportunity for them to fulfill their individual purpose and continue to grow. In the past, the interests of employers and employees were balanced in favor of the organization: the business defined the individual. But today, individuals have the power to define the business.

*Elpida Ormanidou at the 2022 Leadership in The Age of Personalization Summit*

**Data Science in the Workplace**
Watch full series at **YouTube.com/glennllopis**

# A Key Question for Leaders: What Motivates People to Come to Work?

**Elpida Ormanidou** is vice president of business intelligence and advanced analytics at PetSmart. She shared the results of her research where she and her team surveyed more than 100,000 people and heard from 20,000 more in focus groups.

"Let's understand first why people will wake up in the morning, get in their car and drive and show up at our door to work for us. What motivates them, what's in it for them? We found out that fundamentally, regardless of everything else, when you distilled it to the purest simplest truth, people show up to work for three reasons."

*Source for image: Elpida Ormanidou, LAOP Summit 2022*

These distinctions are important to keep in mind, whether you're the employee or the supervisor. As you'll see in the discussion below, mismatched expectations can start with a misunderstanding about how someone sees their own purpose compared with how their leader sees their purpose.

*From Left to Right: Jeff Pilof, Tiffany King, Mike Dandorph, Maricarmen Burgos and Glenn Llopis at the Workplace Panel*

# Employee Engagement, Talent Management: Just Let Me Define My Purpose

Industry leaders shared insights about how leaders can help people connect their own purpose to the organization's purpose -- and how misaligned expectations can get in the way.

**Maricarmen Burgos**, executive vice president and client leader for Aon in Puerto Rico, suggested a way to set the stage for this as early as the onboarding process.

> "Traditionally, onboarding is a process where we tell people how to do things here. And I think there has to be a balance. We should spend those 60 or 90 days getting to know them, letting them have the autonomy to make decisions in terms of where and how they want to work. Why hire intelligent and capable people who have spent a lot of money getting educated, and then tell them exactly what you want them to do. It makes no sense."

**Mike Dandorph**, president and CEO at Tufts Medicine, shared how he tries to help people see their contribution to the larger mission of the organization.

**The Secret to Employee Retention**
Watch full series at **YouTube.com/glennllopis**

"We're trying to attract [people] into our organization who have a lot of other options. We need them to know that we feel privileged if they join us, not that they should feel privileged if we hire them. When I round in some of our hospitals I make a point to see our housekeepers and thank them for saving lives. And I get some looks like, 'What do you mean? I'm just a housekeeper.' But how they clean a room can have an impact on infections, which is the No. 1 cause of death in Americans hospitals."

**Elpida Ormanidou** pointed out that the connection to the larger purpose will be most meaningful to those people who are motivated by the second and third reasons mentioned above. This is why it's important to remember those distinctions.

> "You may tell him you're saving lives. And he might tell you, I don't have enough money to put gas in my car to come to work tomorrow. We need to know what motivates people, not what we want to motivate them. It's perfect if the two align, but it's not always the case."

**Tiffany King,** vice president of human capital for core services at United Healthcare, mentioned the important role of middle management in making these connections for people.

> "Middle management, working leaders, they are spending an incredible amount of time actually performing work, leading, coaching, developing. How do we invest in middle management in a way that's going to help them exceed? How are we supporting their own growth and development so that they can be successful? How do we make sure they not only have the development piece, but also that they're connected with what we are doing and the things that we are ideating and creating because they have to carry that forward."

**Jeff Pilof,** chief logistics and inventory officer at Sysco Corporation, challenged leaders to get to know their employees as individuals and to create an environment where everyone feels like they belong

> "My teenage daughter has a really busy [retail/restaurant] job. She's busy from the time she gets there until the time she leaves. But she loves her supervisor. There's that adage that people see their company through the eyes of their supervisor. Think about the importance of the idea of investing in the supervisor, right? Because the supervisor is the company to the largest portion of your entire company."

But once again, Elpida Ormanidou pointed out the potential for misaligned expectations in that scenario, especially if the teenager sees the job as a potential career, but the employer sees the teenager as someone who just comes to work for the money.

> "[There's potential for frustration from] a misalignment of expectations because she's expecting this longer term reward and career progression and more training on the job and everything else that comes with a career. And the employer sees it as 'Here's your $15 an hour, you give us your labor and then it's over.'"

The old way of elevating efficiencies and promoting cultures of hierarchy is too rigid and short-sighted to be adaptable in this time of uncertainty. Today we need a culture of understanding individuality and inclusion. That's why it's so important that we know how to get to know each other -- even in these contexts of workplaces with hundreds or even thousands of people.

Do you know what motivates your employees, your peers, or yourself? If you and those you lead have different motivations or different definitions of purpose, do you know how to employ inclusive working and diverse thinking to succeed within that reality? The key is not to agree on everything. The key is to unleash individual purpose.

## Are you ready to uncover how you might be suppressing individuality for yourself and others?

Take the GLLG's Unleashing Individuality Assessment! This diversity, equity, and inclusion self-assessment will provide valuable insights into your approach to unleashing individual potential. Upon completion, you'll receive a detailed report introducing strategies for unleashing individuals so you can meet your most urgent challenges. The results will also pinpoint areas where you have the most room for improvement.

# NAVIGATING UNCERTAINTY IN THE MARKETPLACE

## Broadening our expectation about whose purpose matters

ESG (environmental, social and governance) and DEI (diversity, equity and inclusion) have become two of the hottest topics in corporate America today. As debates swirl around their true value, most recognize that both are essential elements for an organization's long-term success. They're not just socially responsible goodwill projects, but are core values integral to future growth potential. Beyond simply rising above cultural divides, it is clear these commitments represent a powerful path forward toward sustainability. So why is so hard to live up to these values, as leaders and as institutions? We rely too much on our intentions without examining whether or not our actions will get us to where we say we want to go.

*Travis Box at the 2022 Leadership in The Age of Personalization Summit*

# ESG Investments: Proactive Change? Or Reactive Response to Change?

Travis Box is assistant professor of finance at Clemson University and an expert in statistical modeling and econometrics. He opened this session with a keynote about ESG investing, which refers to taking environmental, social and governance factors into account when making investment decisions.

He posed and addressed a few questions about ESG investing: is it proactive or reactive? In other words: when we make ESG-inspired investments, we might think we're designing a portfolio that will actually help change the world through our investment choices -- either by disinvesting from companies or by engaging as an active investor to influence a company's decisions.

*Source for image: Travis Box, LAOP Summit 2022*

But do these investment strategies have the desired result? Box said often these investments don't actually spur the kind of corporate citizenship we might be hoping for, because most of the money that's tied up in ESG investment products is not engaging with these corporations at all.

> "One of the things that we see with ESG investments," said Box, "is as soon as you announce that you have made a commitment to ESG principles, you see a lot of money flowing into your investment products. So it's very profitable for them to make these commitments. But when we look at their holdings, we don't actually see any changes after they've made these public commitments. And most concerning, we don't see any signs of engagement. We don't even see these mutual funds even voting in support of pro-ESG shareholder proposals. Obviously, the field of ESG is so new, we're still figuring out how to evaluate this. And it's obvious that the firms themselves probably don't necessarily know the answer to that question.

Then Box proposed this idea: "Perhaps ESG investing was never designed to save the planet in the first place."

**Will ESG Outperform The Market?**
Watch full series at **YouTube.com/glennllopis**

He quoted management professors Kenneth P. Pucker and Andrew King who wrote in the Harvard Business Review: "Most people assume that ESG Investing is designed to reward companies that are helping the planet. In fact, ESG ratings which underlie ESG fund selection are based on "single materiality" — the impact of the changing world on a company P&L, not the reverse."

There's nothing wrong with designing a portfolio that's capable of responding to a changing world: we're all trying to build our capacity to navigate change. But we should at least recognize what purpose we are pursuing with our actions.

*Armando Azarloza at the Marketplace Panel*

## Our Approach to the Marketplace Falls Short of our Intentions

It's not just investors that face this challenge. Leaders have the same challenge when it comes to how we pursue diversity, equity and inclusion inside and outside our organizations: we say we want inclusion and then we take actions that result in exclusion. We say we value people and then our actions prove otherwise.

**Armando Azarloza**, CEO at Axis Agency, points out why so much DEI activity misses the mark: "We will not solve DEI at a corporate level until we recognize that it's not a cost center, but it's a profit center."

He gets to the heart of why DEI is so important, saying that when a hundred million Americans identify as being non-white, you can't continue to market the same way you've been marketing. The new "general" market today is a multicultural market.

> "Companies that are invested in multicultural marketing are spending anywhere between 5% to 10% of what they spend in the general market. But the growth that we've seen in the last 20 years, 60% of that growth has come from multicultural Americans."

He shared three principles to keep in mind when trying to reach multicultural markets:

> "The first one is to apply a cultural lens to everything that you do. Put away the demographics and look at the psychographics that actually define who we are as individuals. Second, embrace the nuance. We all share this American experience, whether it's an immigrant like I am, or my kids, or someone else has been here for four or five generations. We have similar stories and we have similar experiences and similar struggles. That nuance is important. The third thing that I always talk about is storytelling. You've gotta be able to tell that story in a unique way that allows the brand to embrace your struggles and your challenges and your happiness. I might look at something in one way, and you might look at something a different way, but at the end of the day, we have shared human experiences. And if a brand can actually take that nuance, take that psychographic, and then tell a story around it, and somehow allow the brand to embrace it, you've got something that is compelling, authentic, and genuine."

Making that kind of connection would require leadership skills that go beyond what's quantifiable on a résumé.

**Fernando Duque**, account director at the Coca-Cola Company, stressed the importance of empathy as a crucial leadership trait. "We have to understand and get to know people beyond their roles."

But that might require leaders to be proactive in making sure people know they are welcome to be their full selves.

> "I was asked to be part of a global group and we were in a big meeting. Then, guess who I was hanging out with the most? My fellow Latinos, of course. A couple of weeks later my boss asked me: 'Do you think you behave differently when you are with Latinos versus no Latinos? And I said, yeah, I think so. And she said to me, 'THAT Fernando right there is the Fernando I want you to bring when you are with no Latinos.' She unleashed me and made me feel much better about the contributions I could bring to my team and to the work I do."

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*From Left to Right: Sal Mendoza, Fernando Duque and Glenn Llopis at the Marketplace Panel*

*From Left to Right: Miriam Lewis, Angela L. Talton and Sal Mendoza at the Marketplace Panel*

# A New Narrative for What DEI Should Mean with One's Employer Brand

**Angela L. Talton** is senior vice president and chief diversity, equity and inclusion officer at City of Hope, a world leader in the research and treatment of cancer, diabetes and other life-threatening diseases.

> "When you think about cancer, we understand that it's not one disease. These tumors are quite different, and they show up very differently with diverse populations. Knowing that unique thumbprint of the cancer, of that tumor, understanding that we need to use precision medicine to do some genomic research down to that DNA level, to find the cure for that particular diverse population. At the end of the day, it is about that individual. It's about the one, it's about personalization. The patient needs to know us, trust us, know that we're looking for a cure for that individual."

Even in something as specialized as cancer care, it's important to listen to the community.

> "It is what the community needs that we need to hear, focus on, and provide," she said. "It's not about what City of Hope wants to give the community. It's, 'What does the community need from City of Hope? Once we understand that and we are listening, then we can connect with people and talk about [things like] prevention, curing cancer, clinical trials."

**ESG & DEI: Strategies that Deliver Value**
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**Miriam Lewis** is the chief inclusion officer at Principal Financial Group, and she said they have a similar mission regarding connecting with the community and offering "prevention" in the form of financial education.

> "We opened a community learning center. We're bringing in middle school and high schoolers during the lunch hour and after work for our employees to begin to teach them around financial literacy. It's preventative. We don't want them to start with bad habits right out of the gate."

She also remembers several years ago when some companies were trying to be more inclusive but made some public missteps that made them seem insincere. She worked for a manufacturing company at that time, and their own employees approached leadership and said they didn't want that to happen at their company.

> "They said, 'We don't want that to happen to us. We don't wanna be in the negative spotlight.' So these employees (who happen to be members of an employee resource group), they volunteered to become an internal focus group. Within a matter of 12 hours, they turned around insights that were very helpful for our marketing. It spiked employee engagement and that sense of entrepreneurship that all employees want to feel. But it's only when we unleash them. We needed to talk to the employees and hear from them how they feel about things. And it really drove some significant changes."

The news is another industry (like healthcare or financial services) where you might think the "experts" should be the ones whose purpose is front and center, that they should be the ones educating the community.

But **Sal Mendoza**, vice president of diversity, equity and inclusion at NBCUniversal Media, said: "Even in media and entertainment ... wherever there's a Telemundo station and an NBC station ... they work in tandem with those community leaders to talk about how NBC and Telemundo cover the community. We are developing brand standards of how we cover the news. But it's equally important that as we communicate that out to the community, that there's transparency, that there's vulnerability, as well. Because look, we're going to mess up sometimes, and we have to be able to go to that community and say, absolutely, we messed up."

In each of these examples, there needed to be a shift in perspective. The organization's leaders had to broaden their expectations about who should have influence, and adapt their practices to invite new voices into the mix.

Do you actively seek new perspectives? Do you recognize inclusion as a strategy for growth? Or are you still limiting yourself by seeing it only as a cost?

## Are you ready to transform your organization's approach to diversity, equity, and inclusion?

Begin by taking GLLG's Inclusion as a Growth Strategy Assessment. Measure and improve your practices in key areas such as Enterprise Leadership, Workforce Representation, Consumer Experience, and Health & Well-being.

Upon completing the assessment, you'll receive a comprehensive report with actionable insights to help you make informed decisions and focus your efforts on creating a more inclusive workplace. Make inclusion an essential part of your organization's growth strategy today.

# NAVIGATING UNCERTAINTY WITH FUTURE GENERATIONS

## Giving people space to grow and share their purpose

Recent events have made it clear: mental health is an enormous crisis facing our world today. A headline from the Washington Post reads, "The crisis of student mental health is much vaster than we realize." In that article, authors Donna St. George and Valerie Strauss quote Los Angeles Unified School District superintendent Alberto Carvalho: he said that calls to the district's mental health partners about suicidal thoughts had quadrupled. This is a reality for your current and future students, and your current and future employees.

*Tony Ortiz at the 2022 Leadership in The Age of Personalization Summit*

## Shaped By Our Experiences

**Tony Ortiz, Ph.D.**, is founder, principal investigator and scientific director at NRC Research Institute. He opened the session with a keynote about mental health in young adults, noting that the rate of mental health issues has increased dramatically in recent years, due largely to the unprecedented changes in lifestyle and socialization brought about by the pandemic.

He shared about his own mental health struggles, and how his experiences helped him to define a purpose for himself and for his career.

At age four he was diagnosed with a speech problem: "I had a very severe stutter, I eventually developed facial tics and selective mutism. Because of my anxiety, I only spoke to certain people that I trusted. I had severe social anxiety and a little bit of sadness/depression. Fortunately, my parents found a speech pathologist who focused on very intense speech therapies along with psychological stuff too."

He studied psychology and biology, and focused his early work on brain imaging techniques and clinical trials on developmental stuttering and more, and today has his own research institute where he oversees the day-to-day clinical research operation.

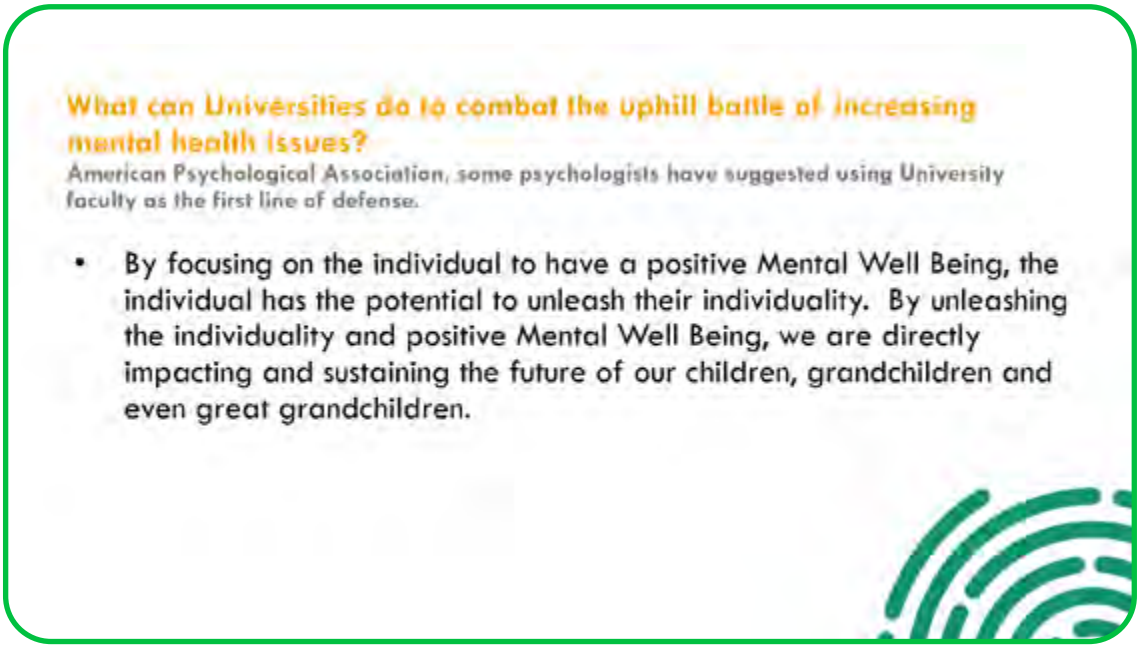
**Mental Health in Young Adults Unveiled**
Watch full series at **YouTube.com/glennllopis**

He's an example of how someone's individuality can shape their own career and enable them to contribute to society in unique ways. He also offered some guidance based on his professional experience with mental health issues.

- University faculty are a first line of defense: "Because the faculty would be able to identify the students who have had a change in their demeanor, change in their grades, change in their behaviors, changing the way how they dress if they're socially more withdrawn."

- Build awareness: "Another thing is to create an overall awareness of mental health issues across the campus. Talks on depression, anxiety, and suicidal ideation would be the recommended top topics."

- Create a Mental Wellness Center: "This could be an area where individuals could go and decompress with others."




*Source for image: Tony Ortiz, Ph.D., LAOP Summit 2022*

The urgency of this is clear: it would literally save lives. But beyond that, it would also set the stage for helping individuals create lives where there's space for growing and sharing their purpose.

*From Left to Right: Ioanna Beckman, Scott Cole and Brielle Lubin at the Future Generations Panel*

## We Need to See Each Other as Human Beings

**Brielle Lubin** is a youth advocate and junior at Harvard West Lake High School in Los Angeles, where she leads the Gender and Sexuality Awareness Club and the Asian American Cultural Club.

She pointed out that to achieve those recommendations from Dr. Ortiz, "We need to create an environment where students and teachers alike can respect each other and see each other ... as human beings. To do that, teachers need to learn how to facilitate groups of people ... so people respect each other and see each other for their strengths. We need to learn how to be able to open up to other people and communicate with each other because that will actually contribute to more productivity. We should see that as a way of strengthening a group, because a group is only strong when everybody understands each other."

**Ioanna Beckman** is a graduate student studying statistics at the University of Washington. She recently graduated from the University of Florida with a Bachelor's of Science in Statistics and a minor in Sociology. Beckman has a visual impairment and had to navigate her higher education experiences by breaking free of her own fears. She said for her almost every day presents itself with something uncertain.

"As a statistician I value variability and differences. We create experiments to see which different and what works and what doesn't. And when I'm authentic and others are authentic and everyone is different, and not trying to fit into some standard, I learn more and I grow and I can see others around me growing too. Being different and not fitting into a standard is what drives innovation."

**DEI's Future: A Discussion with Gen Z**
Watch full series at **YouTube.com/glennllopis**

"I don't think there's anything fundamentally different [about people with disabilities]. The biggest difference is just how society reacts to them. Because yeah, there are physical barriers for those with disabilities, but we've lived with them our whole whole lives. We know how to handle them. It's more about, how will other people react to them? And being afraid to ask for help. And it goes both ways, to have people be open to your disability. People are afraid to talk about [disabilities] because they don't wanna be insensitive. But I think academic institutions should be more open about disabilities ... because students are interacting with other students with disabilities, professors are interacting with students with disabilities, and just to make a more inclusive environment, we should talk about it."

Lubin reinforced the importance of being able to talk openly. "I think schools tend to fear things that have a lot of stigma around them, and so they just completely ignore them. That fear needs to be dismantled. If we don't talk about those issues, how are we supposed to connect with the people that may face them or want to learn more about them? We're denying people that opportunity and we're denying them a space where they can actually be safe."

**Scott Cole** is a senior at University of Colorado Boulder, studying operations management and marketing in the Leeds School of Business. He stressed the importance of a different kind of openness: a willingness to allow some discomfort into the classroom [or work environment].

"The professors that I tend to value most, or seem to have gotten the most engagement, are the ones who promote healthy disagreement in the classroom. It allows you to see the perspectives of your peers who have different backgrounds and see where they're coming from, which could ultimately change or influence your own opinion down the road."

He also mentioned the value of sharing our experiences with each other, specifically by way of a mentor relationship.

"Mentorship is a way for someone with significant life experience to guide a student toward success. Interaction with individuals in the corporate sector that are higher up the ladder ... allows for a good exchange of perspectives between someone who's older, who has more experience, and someone who's completely new to an industry or an environment and wants to look for a different perspective or to gain more information. Coming from a school with a significantly large population, it is hard to make yourself stand out. And I think mentorship is a way to have an older individual give you the confidence to kind of separate yourselves from your competitors."

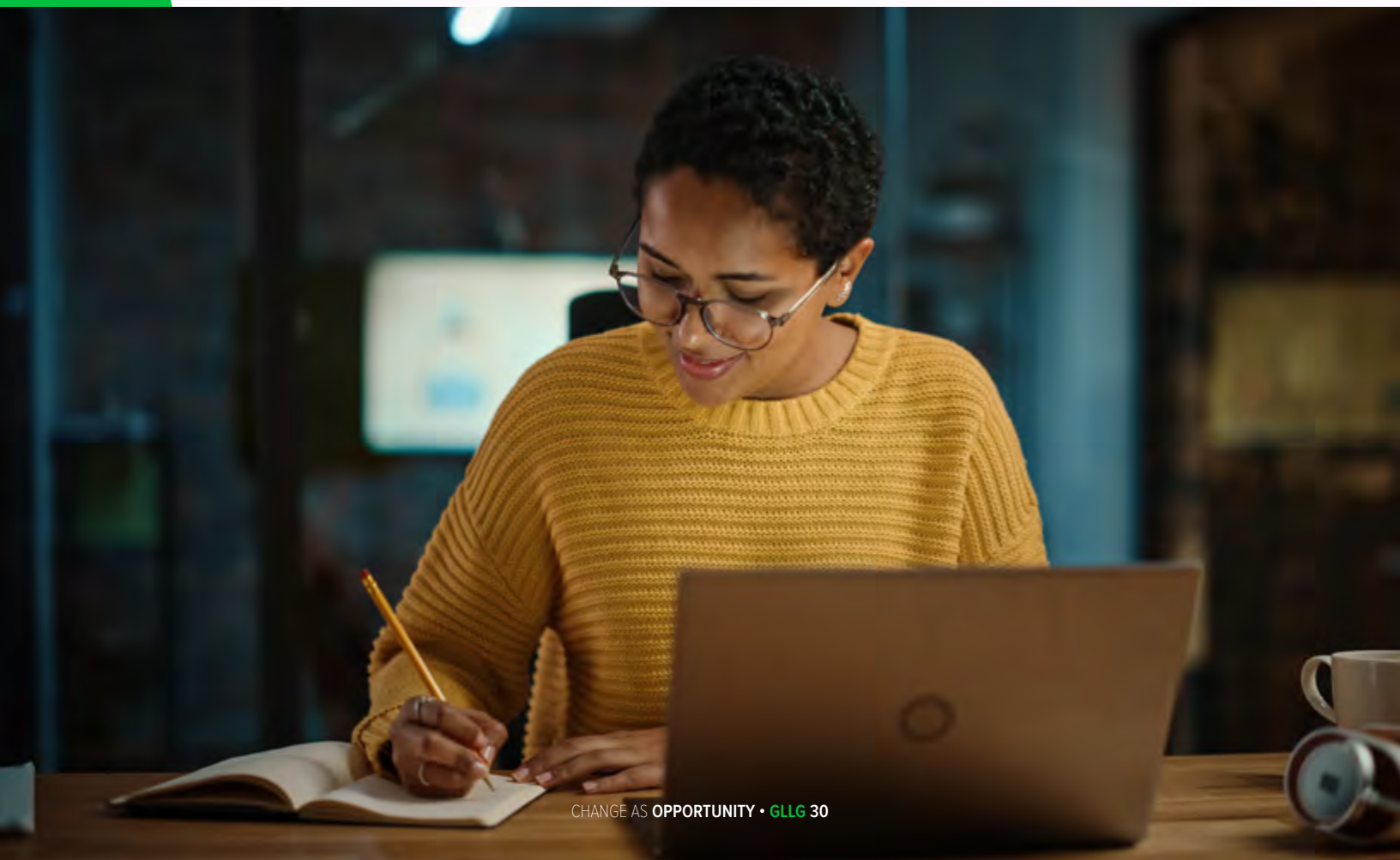
Leaders in both academic and professional settings are the ones who can accelerate the things discussed at the summit and shared in this report. You have influence over people's lives.

Do you know how to help people see, sow, grow and share opportunity in their own lives and in the lives of others?

## Are you ready to create a growth mindset in your professional or academic environment?

Discover the 4 Skills of Opportunity Management with GLLG's Online Training Course. Learn how to "earn serendipity" and master the essential skills for fostering innovation and opportunity management in your organization. Begin your journey towards a thriving career and a more innovative, inclusive environment today.

Start Your 5-Day Free Trial of The 4 Skills of Opportunity Management Course Now



# NAVIGATING UNCERTAINTY: A ROADMAP

## Setting your destination and charting your course

Think about what it means to navigate. If you're steering a boat, you have to look for what's coming and position yourself accordingly. But it's not just about reacting to what's happening around you. It's about setting a destination, and then proactively charting your course so you can reach it.

As we challenge ourselves to move away from the comfortable yet limited outlooks of the past, it can be hard to break free when those around us cling so tightly.

How do we break free from outdated thinking and unrealistic assumptions? It can feel daunting to challenge those in our organizations who believe they already have all the answers. But it is only through shedding this false sense of certainty that we can truly prepare for an uncertain future. Refusing to accept limited perspectives will make us more nimble, allowing us a better chance at navigating successfully whatever comes ahead.

## But Where To Begin?

We've learned that we need to grow and evolve together. But the topics that kept emerging throughout the summit raised the legitimate question: Where do we start?

Do we begin with the individual? Do we begin by unleashing the individuality and personalization of each and every one of us and begin to reclaim our dignity so that we can meet our individual and business goals? Or do we first have to change the environment to allow such individuality in the first place?

Navigating uncertainty requires freeing people to be all they can be – unleashing people to achieve at their fullest capacity, to be seen in their full humanity and dignity. And to do that within and throughout large organizations. People need this. You need this, if you want your own team or organization to succeed. This is not just a feel-good vision: it's crucial.

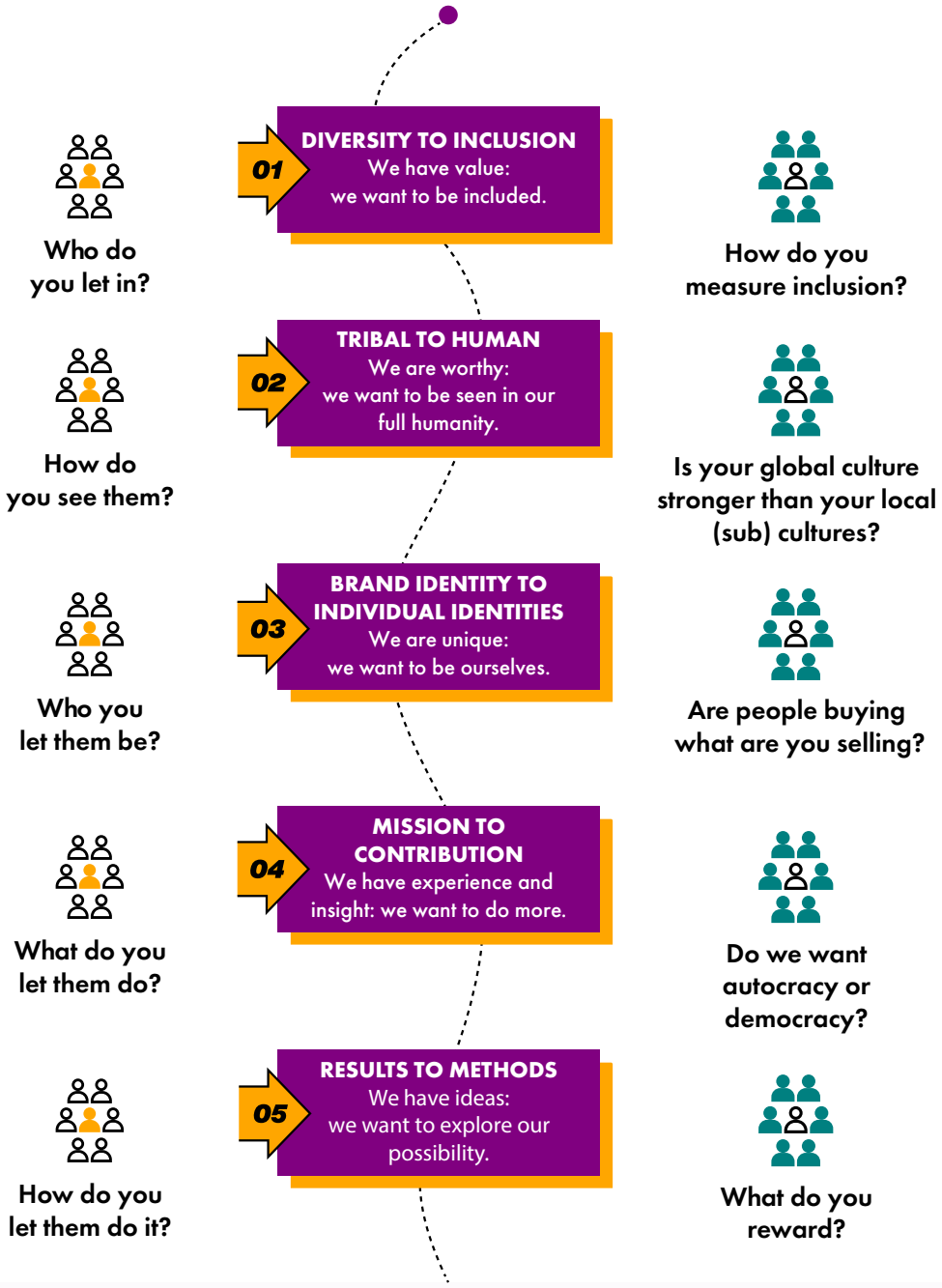
But right now you have barriers holding you back. The following roadmap gives you way to proactively identify those barriers and remove them.

Do you know what barriers are keeping you from being able to navigate uncertainty as a leader? As an organization?

**Inclusive Business: 5-Step Roadmap**
Watch full series at **YouTube.com/glennllopis**

**OPERATIONAL**

# INCLUSION ROADMAP (OIR)




## Seize Your Opportunity

This report lays out the steps you need to take in order to thrive amidst uncertainty.

Let GLLG help you take these steps to help people discover and re-discover their purpose, help people connect their own purpose to the organization's purpose, broaden your expectation about whose purpose matters, give people space to grow and share their purpose, set your destination and chart your course, and identify the barriers you need to remove in order to move forward.

Follow the path outlined in this roadmap to turn this time of uncertainty into your opportunity.

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