LEADERSHIP IN THE AGE OF PERSONALIZATION®

There are many threats around us, but it's not the threats themselves that make us vulnerable – it's our inability to demonstrate resilience and reinvent when they arise. Today's most crucial skills: knowing how to rediscover ourselves, imagine new possibilities, and take action toward transformation.

Ready to Reinvent

Learn to see new possibilities and make them realities



GLLG® press

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Learn to see new possibilities and make them realities

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University of Phoenix

READY TO REINVENT

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READY TO REINVENT

Introduction

Uncertainty about the future is not new, but it's reached new levels this past year. How do you prepare for the future when some of the possibilities seem unthinkable – and when some of those unthinkable possibilities are already set in motion (war, climate change, AI)?

We are in the midst of the most volatile time of our lives. Each and every one of us at some level every day is thinking: What does this mean for my company, for my teams, for my children, for me? When things are so uncertain, how do I remain relevant?

2023 Leadership in the Age of Personalization Summit: Resilience and Reinvention

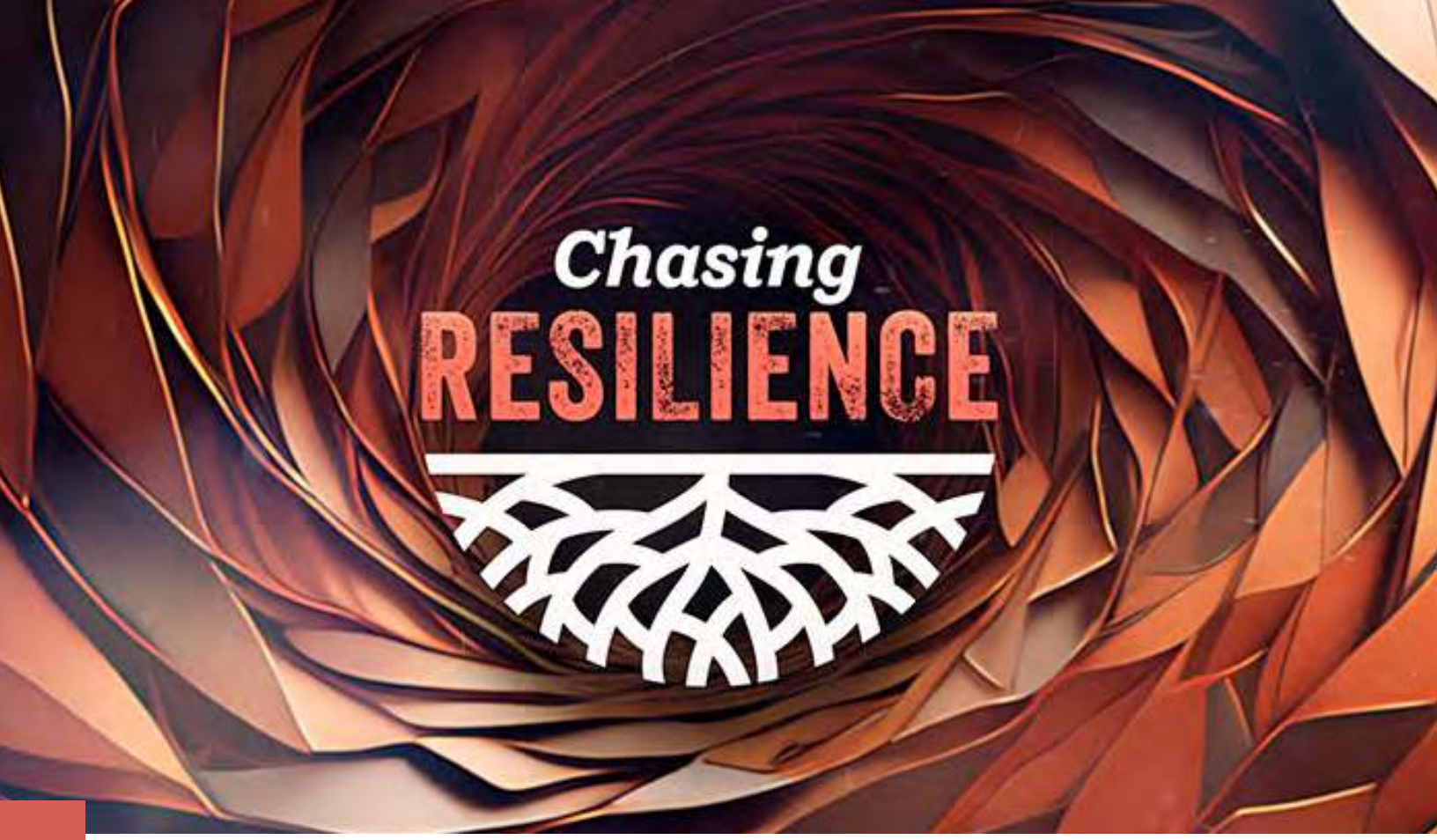
Leaders across corporate, healthcare and higher education gathered on October 17, 2023 for a one-day leadership summit to share insights and experiences about their own quests for resilience.

The summit was produced by GLLG and hosted by University of Phoenix. City of Hope was a premier sponsor, and Santa Margarita Catholic High School was a supporting sponsor.

Speakers were forthcoming about the challenges we all face:

- We tend to confuse resilience with self-reliance.
- It's all-too-easy to conform, while it's rare to have the opportunity to pause and consider.
- An organization can invest heavily to be resilient in the face of something like extreme weather, but if the public infrastructure goes down, you're out of luck.
- Being resilient means you have to continuously reinvent: the work is never finished.
- People expect freedom within institutional frameworks, and they want to be part of an organization that takes the time to get to know what matters to them as an individual. That's difficult to achieve.





This pursuit of resilience can seem daunting. That's why the summit's theme this year was chasing resilience.

Why the word "**chasing**"? We can chase something because it feels out of reach, like it doesn't want to be caught. But we can also chase something because we have made a bold, deliberate choice to go after something that's hard to get but something we know we need.

But we can't stop at resilience. Resilience must lead to reinvention. We have to be resilient enough to be ready to reinvent ourselves so we can thrive no matter what the future holds.

- *Resilience is our ability to **adapt and thrive** in the midst of change and volatility.*
- *Reinvention is our capacity to **transform ourselves or our organizations** in response to these changes.*

But here's another central truth that we explored at the summit:

- *Your organization is only as resilient as the **least-resilient individual in your workforce**.*
- *Your **most-resilient individual** is only as resilient as the organization will let them be.*



People Want Room to Reinvent

The 2023 Career Optimism Index, published by the University of Phoenix Career Institute, found that despite the challenges of the past year, 80% of Americans remain hopeful about the future of their careers. However, their hope is grounded in their own sense of personal efficacy, not in their current employers.

According to the study, this has led to a "free agent" labor market where the workforce is willing to pursue alternative job opportunities unless employers invest in foundational career support over transactional perks. More highlights from the study:

- 53% of Americans are actively looking for a new job or expect to in the next 6 months.
- Among those looking for a job or expecting to look for a job in the next six months, 68% said they would consider staying at their job if things could change.
- 70% of American workers say if their company gave them more opportunities to apply new skills, they would be more likely to stay throughout their career.

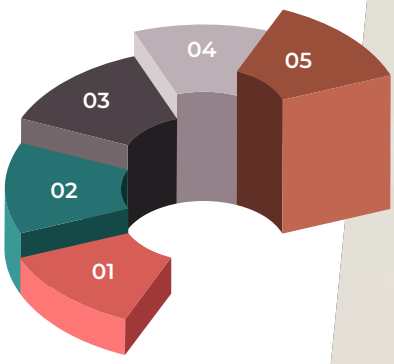
That's good news: people want to be resilient and they want to be able to reinvent themselves. Sometimes they just don't know how, or they don't feel like their boss or their organization will give them the room to grow in this way.

This is a huge opportunity for employers to invest in people – and it's an investment that would pay dividends for the employees and the organization.

A Guide to Help You Get Started

The summit addressed strategies for resilience across five critical areas:

1. Self
2. Team
3. Unit
4. Organization
5. Industry



In addition to speakers and panel discussions, summit attendees participated in interactive exercises between sessions, designed to turn conversation into action.

What follows in this report is a summary of the highlights from the 2023 Leadership in the Age of Personalization Summit, including links to short videos from the summit presentations and discussions.

"We need to move away from static approaches that make it difficult for us to experience real progress," said GLLG founder Glenn Llopis. "And we need to move toward a more dynamic approach so we can anticipate and manage threats by cultivating previously unseen opportunities."

Watch this short video for an introduction to what it takes to be resilient, and an overview of the five-year journey of themes that led to resilience and reinvention as a key focus for surviving and thriving amidst volatility.



Kicking Off the Summit: Organizational Reinvention In Action

University of Phoenix president Chris Lynne opened the summit by sharing how the university first reinvented the idea of higher education when it was founded 45 years ago, with a new model that was designed to meet the education needs of working adults.

But reinvention isn't a one-and-done proposition: he shared how the University of Phoenix continues to evolve to meet new demands of both students and those who employ them.

"This is one of the most dynamic times, at least in my career, because the world's changing around us very rapidly," said Lynne. "We've elevated our focus on what it really means to serve working adults over the past year. The very nature of pursuing a degree while managing all of those responsibilities requires a great deal of resilience. Our mission is to help these students in their pursuit of education in the busy lives they have. It requires us to create frictionless, personalized experiences throughout their educational journey that meets them when and where they need us."

Watch this short video for more insight into how the University of Phoenix is reinventing how they do things in order to help boost the resilience of both students and employer organizations.

> Our students at University of Phoenix are busy working adults managing work, family and community responsibilities. The very nature of pursuing a degree on top of these responsibilities requires a great deal of resilience. Our mission is to help these students succeed in this pursuit throughout their educational journey, meeting them where they need us the most, both inside and outside the classroom. The pursuit and strategy of the Summit was an especially inspiring and natural fit for us. We understand how critical it is for individuals and organizations to foster resilience and take actionable steps toward reinvention." – Chris Lynne, President, University of Phoenix

Session 1

Self





SELF

How To Face An Uncertain Future: Boost Personal Resilience By Rediscovering Yourself



"We all invest deeply in achieving success as defined by our peers, by the government, by shareholder value. And sometimes that leads to a series of false choices," said **Dr. Joe Alvarnas**, chief clinical advisor of AccessHope and vice president of government affairs for City of Hope.

We're all trying to remain relevant in a world that keeps changing. The skills and knowledge that made us relevant in the past may not be the skills and knowledge we need in order to maintain our standing in the future.

That's an especially troubling thought if you worked hard to become something you aren't, in order to succeed in any given environment or situation. That's what happened to many of us as we tried to move up in an organization or in our fields of expertise: we have to meet certain standards to succeed, and now those standards (indeed, entire jobs and industries) are changing.

If you're trying to be personally resilient in the face of an uncertain future, but you look back through your career and see those "false choices" you may have made along the way – how do you rediscover yourself?

That's one of the first steps to increasing your own individual resilience and making yourself open and ready to reinvent as the world and your industry evolve. We have to deconstruct what we've become – how we've adapted ourselves in order to achieve in the world as it was. And we have to reconstruct who we are – in order to be ready to thrive in a future that's still unclear.

Is Your Work Built Around You or Have You Adapted to Work?

Bill Hulseman opened Session 1 with that question, and shared his own personal journey of realizing he no longer wanted to leave part of himself at the door every morning when he arrived at work in his previous career as a teacher.

"For years, I brushed off the possibility of being fired and becoming a headline like so many queer educators. Instead, I code-switched around colleagues and families that I couldn't trust, and I repressed exhaustion and anxiety and fear that came with all that. I realized I had built a career of making safe spaces for others, but never had one for myself."

Today, Hulseman is a ritual designer with his own business doing something he loves, fully himself. But he also realizes that many individuals are stuck in a world of standardization without the kind of access, stability, and supportive personal networks that make that kind of transition possible.

"Most folks depend on traditional models of work for access to things like food, shelter, and healthcare," he said. "So they depend on their leaders to make those changes and they depend on many of you to keep asking the question, what is the world that you want to live in and what choices will you make to bring that world to life?"

Watch this short video where Hulseman shares lessons from his own life about how to survive and even thrive in a world that isn't made for you.





What Does It Mean to be Resilient as an Individual?

What does it look like, and how do you get there?

After Hulseman's keynote, a panel of experts shared traits that make an individual resilient – specifically naming focus, compassion, moral resilience, and an ability to be transparent and talk about emotions.

Cindy Finch is a licensed therapist, author and leadership coach. She shared her professional expertise as someone who studies resilience, and also her personal experience as someone who survived cancer.

"Resilience is a team sport, you can't get it by yourself," she said. "You've got to be able to be face-to-face, heart-to-heart with people who can help you bounce back."

And how do you bounce back? "Find your focus. Why am I doing this? What's going to motivate me? What's going to make me will myself back from death to be there?"

Her focus through cancer: "I wanted to raise my kids and it became an iron will."

Dr. Joe Alvarnas is chief clinical advisor for AccessHope, and vice president of government affairs for City of Hope. He stressed the fact that life isn't linear. As he said, there are going to be zigzags and sideways and backwards and forwards, and that's great.

We're much more resilient as individuals and as organizations if we embrace that truth rather than run from it.

> There's a certain fear [in organizations] that if you allow people to exercise a level of intellectual curiosity, you'll go from work to performance art," said Dr. Alvarnas. "And if you're an employer and you've got shareholders or you've got to hit certain marks, this idea of everybody doing creative performance art doesn't sound like a great business model. On the other hand, the untapped wisdom and the untapped creativity of people in most organizations, if unleashed in the right ways, could raise the ceiling miles, miles above where you are."



The third panelist was **Rebekah Marsh, BSN, RN, CCRN** at Harborview Medical Center, University of Washington (UW) Medicine. She introduced the idea of one's "moral resilience." She shared how her own was challenged during the pandemic, when she had to lead a team of nurses through such challenging times knowing that the organization could not give them adequate supply of personal protective equipment.

She also shared about having the moral courage to interrupt the organizational system to do what you know is right.

"Nurses love being teachers. We love being coaches. We love being the person that consoles. But there are a lot of time pressures in healthcare. A resilient trait is having the ability to be transparent and talk about emotions. I saw it many, many times when a nurse would advocate with the team to stop and devote time to a patient or to a family. To interrupt the standard process takes guts."

She said her own personal resilience centers on maintaining her integrity.

"What do I stand for? What do I value? I had to identify that first because then I can be more resilient by protecting that integrity."

Watch this short video where the panel discusses moral resilience, untapped wisdom and creativity within organizations, and how finding your focus can help you be more resilient.

These discussions about personal resilience reveal the push and pull we all face when trying to achieve individual resilience within a larger organization.

The Power of Self-Resilience in Healthcare
Watch full series at **ageofpersonalization.com**



Table Exercise

Participants worked together in groups to create a written description of a resilient avatar – a persona that included specifics about skills, role, personality, and expertise. **They discussed how their avatar's qualities and characteristics would affect the ability to be resilient**.





Session 2

Team



TEAM

How to Evolve with Others: Building Resilient Teams

"You can't stay where you are if you want to be something different in the future," said **Arthur Valdez**, executive vice president of global supply and customer solutions for Starbucks.

The previous section focused on personal resilience because transformation begins with us as individuals. But in our quest to remain relevant in a world that keeps changing, we can't stop at our own individual resilience. Most of us work as part of a team, whether it's an official team of co-workers within the same organization, or a collection of people with whom we collaborate temporarily or for the long term.

How do we take a collection of individuals, each at different stages of their own journeys, and create a team that's resilient?



Respect Different Journeys Toward a Shared Destination

Arthur Valdez has been a high-level executive at some of the biggest brand names, including Walmart, Amazon and Target. Today, he is executive vice president of global supply and customer solutions for Starbucks. In this role, he's helping the organization revolutionize the processes around how individual locations deliver "the Third Place experience" that customers love.

As someone who is leading multiple teams through a process of change, he acknowledged the reality that our teams and our organizations are filled with people who change at their own pace. He said it's important to have empathy for each person's own journey. Some people will be ready for change sooner than others.

"An individual's own desires are important," he said. "It's hard to influence somebody to do something if they're not ready to do it, and you need to have empathy."

But sometimes you just need to get the team moving in the same direction. What then?

That's when it's important to have put in the work to know people, listen to them, be familiar with their stories, and understand what they go through.

"If you appreciate what people are going through, you can create a vision [for the future] or a strategy of where we're going that they can see themselves in. They can help you make that change happen if they see themselves in the end result."

Watch this short video where he addresses the question of how to encourage others to not only manage change, but to embrace it.



Prioritize Questions Over Answers to Make Room for Diversity of Thought

Teams are filled with individuals who not only change at their own pace, but have a variety of perspectives, life experience, and ideas. We all know that's a good thing in theory. We also know that difference can be a hard thing to manage in practice, amidst the pressures to just meet deadlines and hit our targets as fast as possible.

After Valdez's interview, a panel of experts discussed the importance of taking time to pause and consider, the vital skill of knowing how to explore questions before trying to come up with answers, and how AI can both help and hinder.



Julia Zarb is former program director of the Master of Health Informatics (MHI) at the University of Toronto. She said what's really critical for teams is to focus on the questions. She talked about the role generative AI can play as a "team podium," giving people a place to pose questions that lead to more questions, generating multiple perspectives on any given subject.

"Most problems and most projects don't start with a single question," said Zarb. "They start with a condition, a sense of urgency, a sense of need. It's the questions that are the art and the new skill for people to work on together."

Shawntee Reed is head of inclusion and diversity at Block. She pointed out that achieving diversity of thought can be hard because it's so easy to have conforming thoughts. It's rare to have the opportunity to pause and consider.



"Leaders are held accountable for how quickly they're able to solve problems. And so rarely do we have an opportunity to really pause and consider a different way."

There's so much value in having people who think differently, and who also know how to sit with the questions for a while before needing to jump to answers. She noted the value of having younger people who aren't as tied to how things have always been done.

"We have been solving problems the same way for years," said Reed. "This new generation of individuals coming into our organizations [Gen Z], they're asking different types of questions. Their inquiries are coming from a place of seeing that there are multiple ways to solve things. That's so important when we talk about diversity of thought."



Neil Khaund is CEO of National Society of Leadership and Success (NSLS), which provides leadership development to college students. He said our Gen Z colleagues already have a lot of experience with reinvention, and we can learn a lot from them about being okay with not having all the answers.

"Most of Gen Z were in middle school or elementary school during the mortgage crisis," said Khaund. "Then they're in high school and Covid hits. And now they're in this work environment and there's AI. So a lot of the roles that they've been preparing for – graphic designer, coder – these jobs and opportunities might not be there for them. It's important to take the time to listen, to understand, and be okay with not knowing everything. Leverage the expertise that's out there, leverage the voices that want to be heard, and your organizations will certainly be better for it."

Khaund also cautioned that even though AI can be a useful tool, it's important we not rely on it so much that we lose our skill of exploring questions ourselves.

"[The skill of asking questions] is so critical," he said. "I think that skill can get muted over time with AI. Because it's going to be so easy to pull content, so easy to find solutions, so easy to do that beginning-level work. If you don't continue to hone that questioning skillset, that critical thinking, it will get muted over time."

Watch this short video where the panel discusses how to increase diversity of thought on our teams.

How many times do we miss seeing opportunities because we didn't take time to explore the questions before jumping into solutions? Or we didn't have a variety of voices and perspectives in the room to make sure we're exploring a variety of questions? Do we have the organizational systems to invite and make room for unique voices and new ideas?

Team Resilience
Watch full series at **ageofpersonalization.com**



Table Exercise

As a way to practice assessing individual capacity within teams, the groups evaluated their Exercise 1 Avatar based on how proficiently (or not) their avatar would embody the four **skills of managing opportunity (seeing it, sowing it, growing it, sharing it)**.





Session 3

Unit





UNIT

Resilience At Scale: Multiple Teams Transforming Together

"We have to always remember that we are each other's customer – I need to make sure that I'm giving this team what it needs so that they can survive and so they can thrive, and vice versa," said **Paul Davis**, vice president and chief diversity, equity, and inclusion officer at Tyson Foods, on the challenge of bringing together multiple teams within an organization.



Resilience gets more and more complicated the further out we zoom our lens. So far this report has covered the role of reinvention in creating resilient individuals and helped define how resilient individuals might function within a team. Now we'll explore how people can lead multiple teams to function together as a resilient operating unit.

This is the level at which it's easy for individuality to be sacrificed in the name of efficiency, as leaders struggle with creating systems to manage dozens, hundreds or even thousands of individuals.



Leading People to Seize a New Opportunity in the Marketplace

Eduardo Criado is president of Aon Puerto Rico. He is leading Aon through a process of transformation that began during the pandemic. Aon saw an opportunity to evolve its own services from being primarily transactional in the past to becoming more consultative with clients. They saw that their clients wanted help anticipating and addressing risks resulting from climate change, supply chain disruptions, Covid and more.

"In order for us [offer that guidance] for our clients, we have to do it for ourselves," he said. "So that's where the challenge came in. How do I start working with our people and making sure that we understand and can move forward on that direction of being more consultative?"

Criado said they realized they had been putting more value on people doing their jobs rather than understanding their individual capabilities.

"When you start getting to know people, getting to know what they enjoy doing and the things they don't enjoy doing, it started to change the whole dynamic of the team. Everybody was now giving their opinion. We have to have the opportunity and the openness for people to show up, share their opinions, and have a way of thinking differently."

Watch this short video for more about how Criado approached the challenge of increasing the resilience of **Aon Puerto Rico**.

How to Lead Multiple Teams to Create a Resilient Operating Unit



We have to create a culture where individuals and teams can function well together, while still making room for individuality to thrive. That's what makes operating units more resilient.

Also, if we don't strike that balance of functioning well together while making room for individuality, leaders and employees start finding themselves in an identity crisis that they didn't even know existed. That limits them and the organization.

Megan Fritz is customer vice president at General Mills, where she leads 27 teams. She discovered her own identity crisis after years of climbing the standard corporate ladder.

"I remember being younger and having a lot of opinions, and then working my way up to a place where I could actually finally enact them," said Fritz. "But in the process of working my way up, I lost sight of what it was that I was trying to do."

Now she works hard to help people maintain their sense of self while acknowledging the healthy tension of still needing to meet expectations.

"The KPIs do matter," she said. "You still have a performance rating. Before I get mine, I remind myself that it's just a number. It's not who I am and it's not my value. And I tell my employees the same thing."

Fritz said a truer measure of one's progress over the course of a year is whether or not they know what matters to them and if they made strides toward achieving that.

> "If you want to finish a year feeling like you did X, Y, and Z, you have to know what X, Y, and Z is," said Fritz. "What's most important to me is that I made the best impact that I could, that I helped upskill everybody on the team so that they felt like they were a part of the team."



Hoa Nguyen is COO at Volex AI. He said it's important to make sure people know they have the time and the permission to innovate.

"One of the things that we have to communicate with our folks is the ability to innovate at any time and to spend 20% of their day doing the random things," said Nguyen. "Because folks will actually try to solve their own problems, and that helps the operating unit because you're giving them that time. This is where the innovation will come in."

That's one way to let people strike a balance between those standard metrics of what needs to get done and what they are naturally drawn to. It acknowledges the reality, according to Nguyen, that "people are not just skilled in one area – they are skilled in many areas."

Paul Davis is vice president and chief diversity, equity, and inclusion officer at Tyson Foods. When considering what skills your unit needs, Davis suggested asking what are the skills that are needed and which of those are transferable?

"I think we will be surprised that we have a lot of that talent inside our organization and that people have the desire [to use those skills], but we haven't approached it that way."

Davis shared one way to create some cross-pollination of expertise and also of relationships. "We have a mentorship program in which we have a hundred leaders who sign up and say, 'Here's what I love to talk about.' Team members decide who they want to be mentored by. You're allowing the team member to drive the mentorship, and they have signed up for a particular topic. It builds camaraderie and builds skill sets across the board. People get a chance to interact with people from other jobs in different areas."

This can help multiple teams work together to reach an organization's goals.

Watch this short video for more from the panel about how to build resilient operating units.

Naturally, it gets harder and harder to focus on individuals the higher you rise in an organization and the more people you lead. That's why the way we structure our organizations has such a huge impact on how well (or not) we can help people maintain their individuality and achieve at their fullest capacity while working together toward a common mission.

Navigating Hiring and Onboarding
Watch full series at **ageofpersonalization.com**



Table Exercise

Each group's Exercise 1 Avatars had been promoted to lead an operating unit. Using this hypothetical scenario, the groups considered how their avatars would handle real-world decisions leaders make across **functions, such as hiring, performance evaluation, cross-team communication and more**.





Session 4

Organization



Organizational Resilience Takes Preparation: Are You Ready?

"Focus on where we can build systems that serve what we need now and what we need next, instead of being in service to the systems that we had," said **Shalini Vajjhala,** executive director of PRE Collective.

When we rely too much on the standards of the past, we're not ready to meet the new challenges of the future.

GLLG founder Glenn Llopis kicked off this session with this analogy: Imagine starting a new physical fitness training program. It usually requires a period of learning how to do it, how to move right, how to push it just enough. The new program will activate muscles that haven't been used in a long time – capacities never known. When we rely on the muscles we've already been using, we forget that we have many more just waiting to be activated.



The same is true for our organizations. If we try to transform before we even know how to activate the talent and capacity within our organizations, we won't be ready.

For Organizational Resilience, Identify Your True Need

Shalini Vajjhala is executive director of PRE Collective, which helps communities and regions make the most of transformational infrastructure opportunities. She is an architect and an engineer by training, she worked in the Obama administration and later at the EPA on energy and environment issues. Then she set up a social business to continue what she was doing in public service – designing systems with communities to help them become more resilient.

Vajjhala deals with large systems every day, and she sees how much we depend on each other for collective resilience. She gave an example: "The Gulf Coast of Texas has almost all of the country's aviation fuel. And when Hurricane Harvey rolled through, all of these companies had done heroic work to make their operations more resilient. And one public bridge wasn't maintained and cut off access to all these sites."

She emphasized our reliance on each other: "National resilience depends on individual and local resilience."

And vice versa.

Vajjhala reminded us to think beyond what we can see and what we already know.

"A lot of times what happens is a local government will come to our team and say, 'We need a pump for flooding.' But [what they really] need is flood protection. Okay, where's your water coming from? Could you build a wetland instead and have a sponge? And then you wouldn't have to pay for a pump over and over again."

That's a great reminder to make sure we dig deeper and identify the true need. We think we need a pump because that's a solution that has been successful in the past. But if we don't take time to consider how might the current situation differ from the past, or what other options are available, then we might just be fooling ourselves into thinking we're building resilience when really we're securing a less resilient future for our organizations.

"We know what we currently use," said Vajjhala. "It takes some imagination to think about what we actually need next."

Watch this short video to learn the two questions she asks in order to define what resilience looks like for any given organization or project.



For Organizational Resilience, Make Innovation Part of the Culture

Resilience is not just about individual or organizational adaptation to change, but rather about creating a symbiotic environment where both can thrive.



Santi Strasser is manager of G-Works Venture Studio at General Mills. G-Works functions as a sort of internal incubator – an innovator within a legacy brand. By nature, a unit that serves as an incubator likely handles change and transformation well. But how do you ensure that an incubator like that is not just an island within a larger environment that's resistant to change?

"Generate the opportunities for knowledge to be shared," said Strasser. "I don't think you can necessarily force the sharing, but you can create the environment for it. For example, once a week all the co-founders in different brands get together for a virtual water cooler. It's a very simple concept. Just get together and share organically."

Strasser also suggested making sure the whole organization sets time aside for innovation: "As an organization, you have the opportunity to tell your employees, 'Hey, use 20% of your time for innovation.' And that could be part of the sharing across the board."



Jamie Smith is chief information officer for University of Phoenix, a higher education institution that continues to evolve to meet new demands of working adults and those who employ them. (Read this for more about the University of Phoenix's reinvention journey.)

To drive change, Smith said we have to "respect the past, be brutally honest about the present, and optimistic about the future."

He said we have to leave room for the uncertainty of not necessarily knowing where we're going.

"Where you're going, there are no roads because you're laying down the tracks as you're driving on them," said Smith. "Leave room for that, leave room for mistakes."

He said they do a lot of experiments at the University of Phoenix, and he loves the freedom they have to try things and fail.

> When you're testing five different hypotheses, at least four – maybe all five – won't work. On an all-university call one day, our president actually celebrated one of our failures. There's beauty in that, in making room for serendipity and discovery."

That's what lets people know it's safe to share and try new ideas.

"Seek the heat," said Smith. "Go to where the pain and the opacity are. Start small and then just be very vocal about your early wins and your early losses, and the things that you learned from them, so that you can start to signal that this is a different way of doing things."

He said if a transformation is overly prescribed from the beginning, you're not making room for the learning that you're going to do along the way.

Watch this short video to learn how we can move from operating in silos to more interconnectedness, and how organizations can support individuals in three crucial areas.

We've explored resilience at the level of the individual, our teams and units, and our organizations as a whole. But what about the larger ecosystem in which we operate? How do we think about resilience and reinvention in the context of our industries?

Breaking Silos and Empowering Individuals
Watch full series at **ageofpersonalization.com**



Table Exercise

Each Exercise 1 Avatar is now on the executive team. The groups considered prompts related to how their avatars would create an organizational culture where **individuals feel valued, encourages cross-pollination, instills a sense of purpose, and makes it safe to try new things**.





Session 5

Industry



INDUSTRY

Will Your Industry Leave You Behind? Yes, If You Don't Reinvent Yourself

"We need a 'learn it' culture rather than a 'know-it-all' culture," said **Shelly Sexton**, director of customer engineering, healthcare and life sciences at Google Cloud.



Evolution happens when your strategy is no longer static, but remains fluid to respond to rapidly changing dynamics in the marketplace.

This report opened with a question: How do you prepare for the future when some of the possibilities seem unthinkable – and when some of those unthinkable possibilities are already set in motion (war, climate change, AI)?

But it's not just the "scary" possibilities that can disrupt our resilience. What if our organizations are just not alert enough to see the need for change? Not quick enough to adapt? Not comfortable enough with failure to even try? Not trusted enough by our own workers to take a risk?

In this session, we heard from leaders sharing how to continuously reimagine your business model.



John Parrish is vice president of disruptive growth for General Mills, a 150-year-old legacy company with legacy brands.

There's a handful of companies "that have had dividends that have stayed the same or increased for 120 consecutive years, and General Mills is one of them," said Parrish. "So it is as stable a big stock as you're going to find, and that's what it's known for and that's what we have to be. However, in order to do that for a prolonged period of time, you have to continually reimagine yourself."

How do you do that?

He said they maintain their core businesses, like Cheerios, while siphoning off some money from them to take risks elsewhere.

"Our core businesses are doing great stuff," he said, "but they aren't going to be the right parts of the business to do something that's totally different and new. It's a different skillset, it's a different mindset."

"We have failure built into our model. For example: of the businesses that we build organically within our G-Works Venture Studio [their internal incubator], only one in 10 will get to scale. And that would be a wild success, by the way."

In fact, they have a key performance indicator (KPI) to make sure they're experiencing enough failures.

"Wisdom comes in being able to quit. At the end of the year, we have an award that highlights a business that we killed or an idea that died, but we learned from it, we failed forward."

Watch this short video to learn how and why a 120-year legacy brand needs to continue to reimagine itself.

Foster a Culture of Agility, Courage and Trust



Ruth Veloria is chief strategy and customer officer for University of Phoenix, a higher education institution that has evolved over the years as a business model focused on giving working adult students a place to earn a degree, engaging employers in educating their workers, to today's emphasis on building and demonstrating skills.

"We're trying to provide that match between the skills of today, the skills people want tomorrow, and how do we more quickly propel them into that job," said Veloria. "Our job is to help students pursue a better job as quickly and as inexpensively as possible."

To do that, she said you have to see the reality of your business. While University of Phoenix is obviously a higher education institution, she said at the end of the day it's a place where students have the flexibility to take five-week courses during 17 course start dates throughout the year. That makes a difference in how you think about how the organization needs to evolve.

"Students are basically buying in every five weeks," said Veloria. "You keep enrolling in course after course after course. We have to take away the friction, because that's the way that students will wake up every day and become re-enrolled again."



Speaking of friction, no industry has more friction for the consumer experience than healthcare.

Gyasi Chisley is managing director and head of corporate healthcare at PNC Healthcare. He agreed that friction is one of the biggest obstacles keeping the healthcare industry from the transformation it so desperately needs.

"There is just tremendous friction throughout healthcare," he said. "The friction exists because there's money in the medicine, not in the cure."

How do we interrupt that friction? We need more courageous leadership.

> It's leadership, and I'll even go further and say it's a lack of courage to be the catalyst for leading organizations, knowing we know what to do," said Chisley. "We know what to solve for, we know who to partner with. But we're feeding our traditions and not feeding our destiny."

The act of "feeding our traditions" sounds a lot like standardization: the comfort of doing things like we've always done rather than recognize those standards are outdated and are actually holding us back from reinventing ourselves and our industries.

Shelly Sexton is director of customer engineering, healthcare and life sciences at Google Cloud. She shared something that is a great antidote to the standardization mindset: she said we need to cultivate a "learn it" culture rather than a "know-it-all" culture.



When asked what barriers keep us from industry transformation, she said leadership often gets in the way.

"Show up with authenticity and a purpose and a mission, and get people to figure out their who or their why – they have to feel connected to it, make the job very clear, and all of it has to run on a foundation of trust."

She said building that trust can start with just one leader: you.

"You have to believe in what your company's doing, but then you as an individual and as a leader in your organization, you can show up and start to work on trust," said Sexton. "It can start with you, and all you can really control is you. But if you start building something, it'll catch on and people will see it, 'That team's kind of fun over there. What are they doing?'"

Watch this short video for more on how to drive change in your organization and your industry.



Conclusion

The summit journey took us from the role of reinvention in creating resilient individuals, to how resilient individuals might function within a team, to how to lead multiple teams to function together as a resilient operating unit, to resilience for the organization as a whole, and how to continuously reimagine your business model.

At every stage of that journey there will be threats in the form of global events or new disruptive technologies, some we can anticipate and others we can't.

But it's not the threats themselves that make us vulnerable. It's our inability to demonstrate resilience and reinvent when they arise.

The insights shared at the summit and in this report are helpful in learning how to develop the resilience of ourselves, our teams, our units, and our organizations – so we can be ready to reinvent when we need to.

Resilience and reinvention are the skills we need to develop so our industries don't leave us behind.



Beyond the Summit: The Start of Your Transformation Journey

Transform your organization with GLLG's Customized Summits! Our LAOP (Leadership in the Age of Personalization) methodology aligns business and talent goals for disruptive growth. Engage in dynamic keynotes and interactive activities tailored to your unique needs.

Post-summit, GLLG refines your growth strategy, offering comprehensive debriefs and personalized playbooks for successful implementation. Elevate your strategy with our tailored approach. Download the full PDF for details!

The Summit: Assessing the Current Situation
Our summits are designed to assess your organization's current state and potential for growth. These interactive experiences provide an opportunity for leaders and employees to come together, share unique ideas, and build a collective vision for the future. Through these discussions, we elevate talent capacity awareness and assess your readiness to implement new strategies.

Training: Interrupting Outdated Ways of Thinking
Post-summit, we offer targeted training sessions designed to interrupt outdated ways of thinking and foster new habits necessary for executing your transformation strategy. These sessions are tailored to address specific needs at different levels within your organization, ensuring a more personalized approach to learning and development.

Consulting: Pivoting the Implementation of the Strategy
Our consulting services are designed to unleash the full potential of your transformation strategy. We work closely with you to implement and scale the new strategies across departments and functions.

Supporting Tools: Keeping You on Track
To further support your transformation journey, we offer online masterclasses and one-on-one executive coaching sessions. These resources provide ongoing learning opportunities and personalized support for leaders at all levels. Moreover, our assessment reports keep senior leadership abreast of the process, tracking progress and identifying areas for continuous improvement.





Table Exercises Overview

To make sure summit participants ended the day with concrete ideas about how to put talk into action, GLLG incorporated Table Exercises at the end of each session throughout the day.

Grounded in the **GLLG Methodology**, these exercises were designed to align with the Summit's central themes of **Resilience and Reinvention**. This approach ensured that the discussions were not only relevant but also deeply reflective of the summit's core messages. Participants found these exercises crucial in **synthesizing session learnings into actionable team-based strategies.**

These interactive exercises not only enhanced the learning experience but also served as a catalyst for practical application of the summit's themes. They provided a dynamic environment where diverse perspectives converged, leading to **innovative solutions and strategies**. This format proved to be a powerful tool in translating **theoretical concepts into real-world applications**, exemplifying the summit's commitment to impactful learning.



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