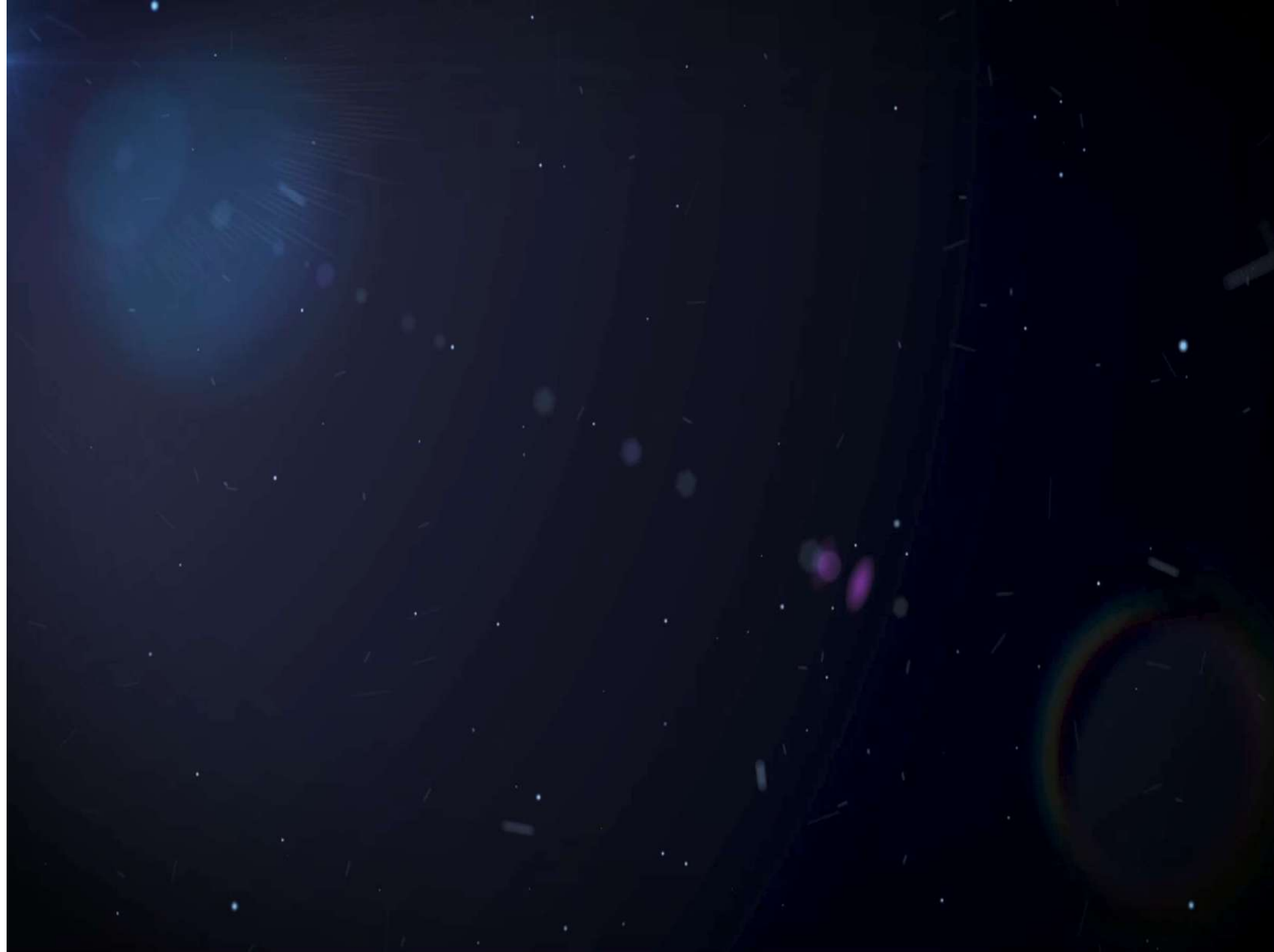


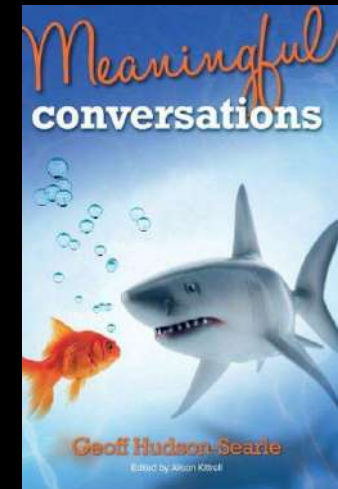
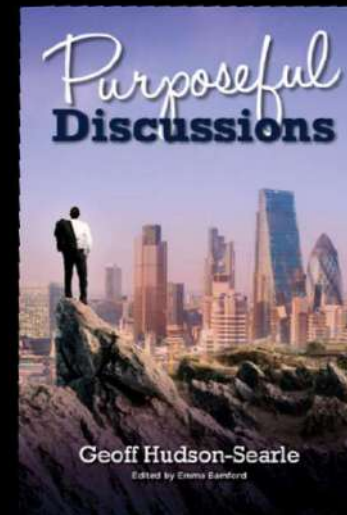
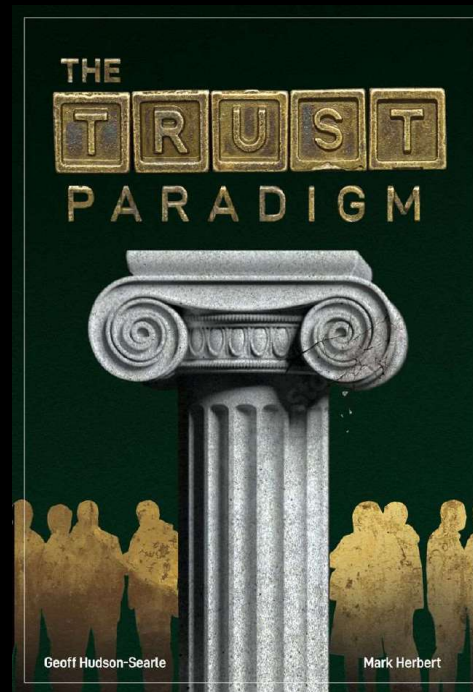


Executive *Thought Leadership* Forum

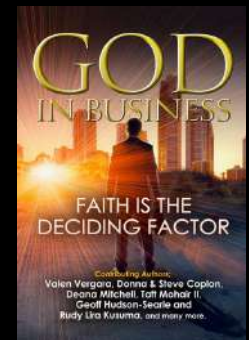
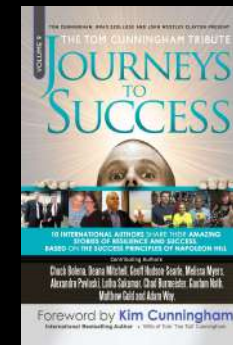
FREETHS

ibem™





Geoff Hudson-Searle



Question

How effectively can we improve, and act on Trust-building actions across relationships?

#thetrustparadignbook



Welcome



Today's discussion

The Executive **Thought Leadership** Forum has been in our sights for some time, businesses, particularly in leadership need to navigate a different course and see the global economy through a different lens, change is speeding up, change is not a phase, change is constant.

This event is going to take trust across thought leadership in everything we do. Covering: Business Design Thinking Innovation, Trust and the Importance of Culture, we all need to arm ourselves with over the next 10 years to survive, to co-create a more sustainable future.

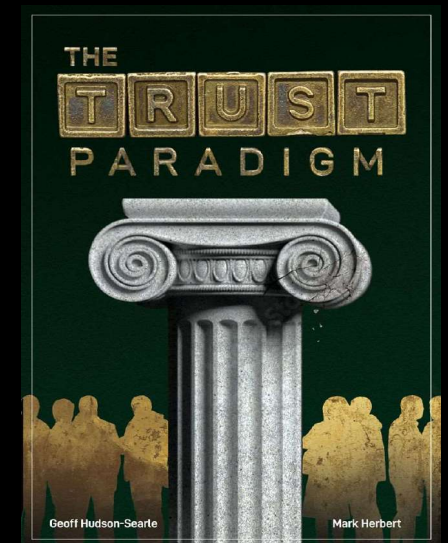
Itinerary

2.30-3.30pm: Thought leadership

3.30-4.00pm: Fireside chat with the speakers

4.00-4.30pm: Freeths LLP discusses increased scrutiny over business risk

4.30-5.30pm: Drinks, canapes and networking



Dan Ilett



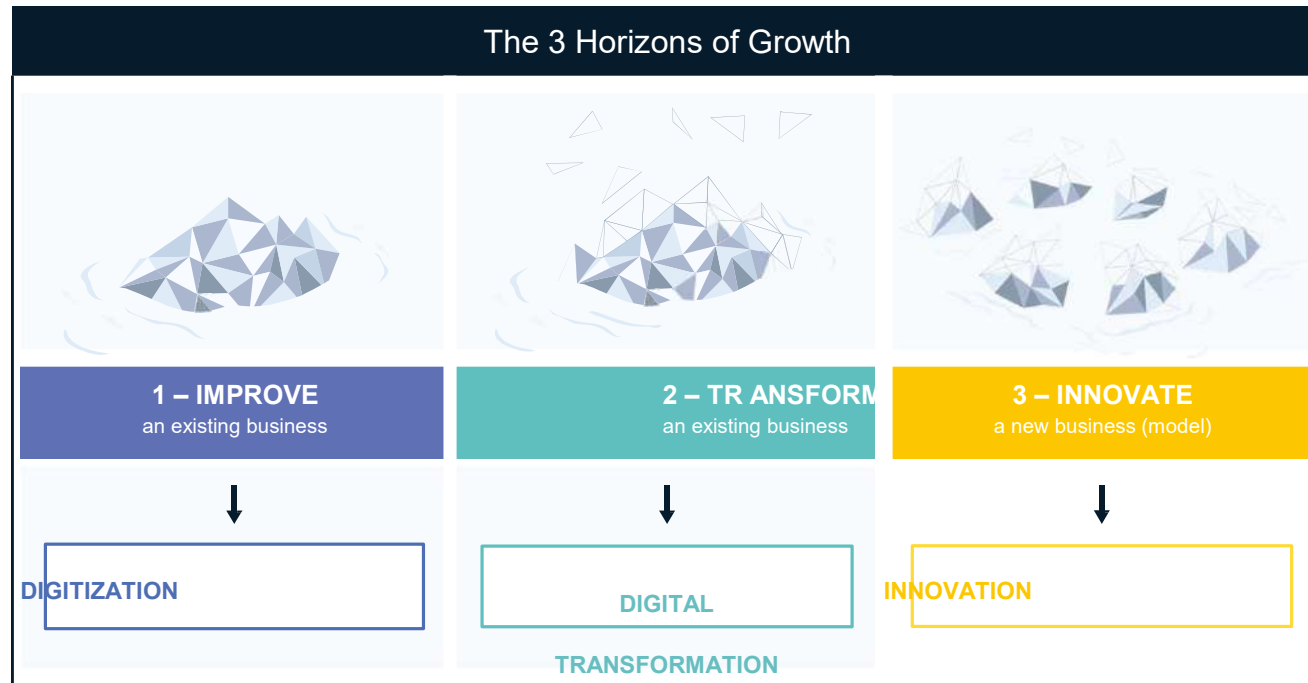
Douglas Lines



DOUGLAS LINES – DESIGN THINKING LED BUSINESS MODEL INNOVATION AND HOW CULTURE UNDERPINNED BY TRUST IS THE KEY DIFFERENTIATOR



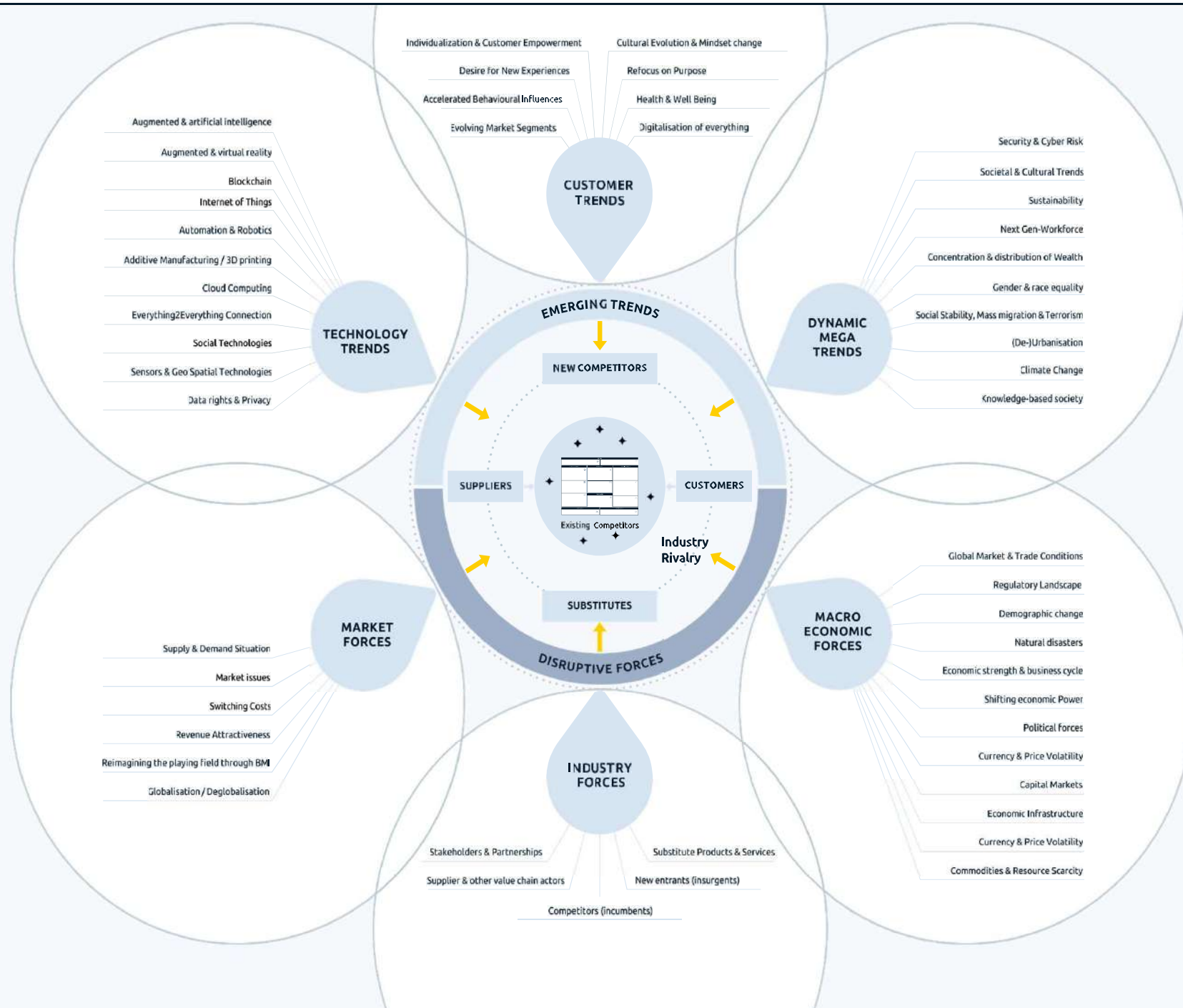
THE 3 HORIZONS OF GROWTH AND WHY THEY MATTER



HOW MUCH TIME DO YOU AND YOUR EXECUTIVE TEAM SPEND ACROSS THESE THREE HORIZONS? RECENT GLOBAL SURVEYS INDICATE NEARLY 90% IS IN HORIZON 1



THE BUSINESS MODEL ENVIRONMENT CANVAS HELPS US APPRECIATE THE CONTEXTIAL OPERATING ENVIRONMENT THAT SURROUNDS US AND ALLOWS FOR IDENTIFYING OPPORTUNITY SPACES



THE BUSINESS MODEL CANVAS IS A SYSTEMATIC APPROACH TO UNDERSTANDING YOUR CURRENT BUSINESS MODEL BUT MORE IMPORTANTLY A PLATFORM TO INNOVATE FROM

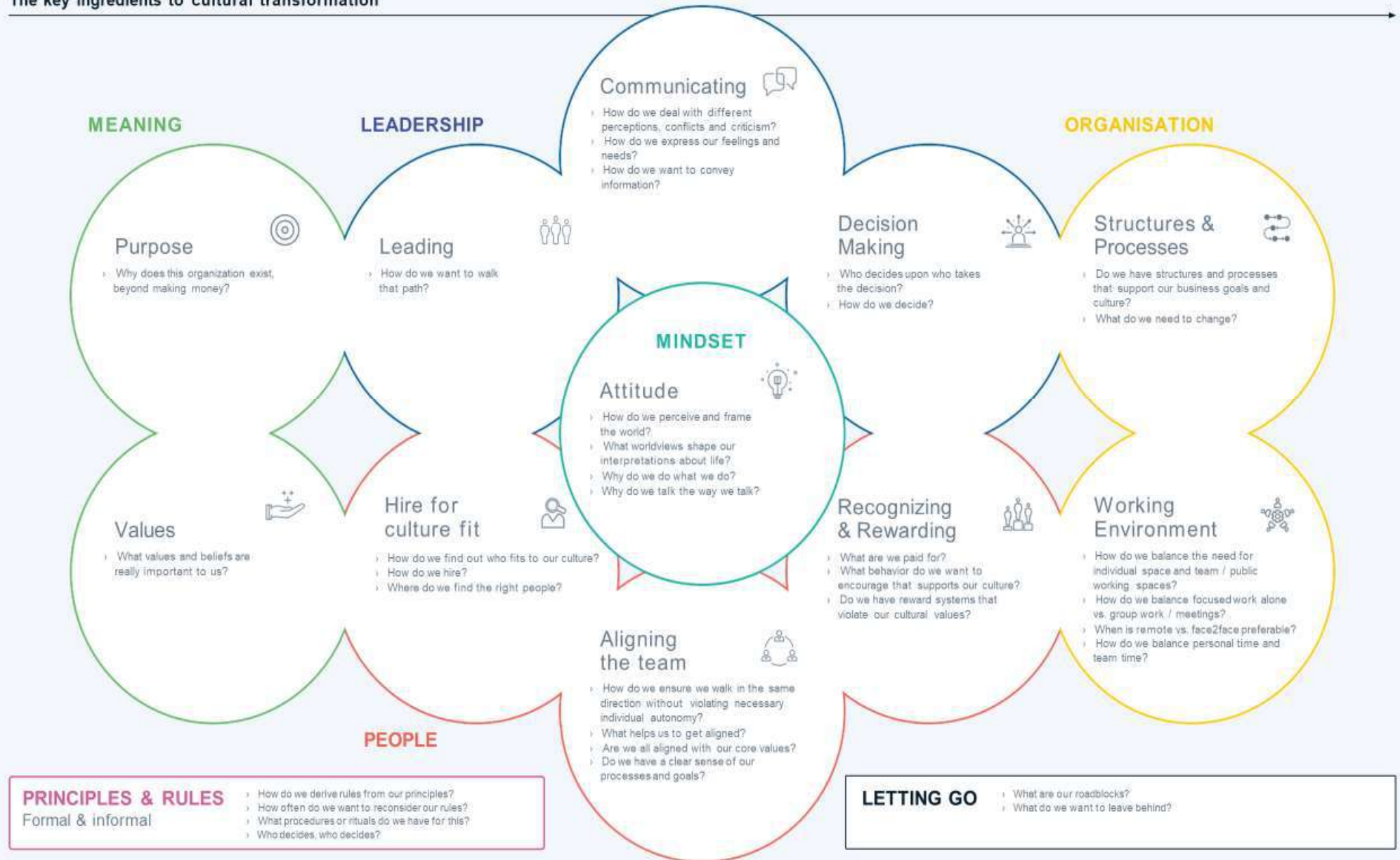


THE BUSINESS MODEL INNOVATION PATTERNS IS A FIRST IN WORLD VIEW OF A UNIQUE SET OF PATTERNS TO EXPERIMENT WITH IN YOUR DESIGN THINKING BUSINESS MODEL INNOVATION

FINANCIAL MODEL			OPERATING MODEL			VALUE MODEL			EXPERIENCE MODEL			
COST MODEL	REVENUE MODEL		VALUE CHAIN	KEY RESOURCES	KEY PARTNERS	VALUE PROPOSITION	PRODUCT SYSTEM	SERVICE MODEL	CHANNELS	CUSTOMER ENGAGEMENT	CUSTOMER RELATIONSHIPS	BRAND
Create value through unique cost strategies	Create value through creative ways of making money		Create value through superior processes	Create value through talent and assets	Create value through better networks	Create value through products	Create value through product systems	Create value through services	Create value through the mode of delivery	Create value through forms of customer engagement	Create value through the nature of your customer relationships	Create value through brand strategy
Asset Standardization	Add On	Add on Financial Services	Crowdsourcing	Competency Center	Affiliation	Added Functionality	Complements	Added Value	Context-Specific	Augmented Reality	Automated Services	Brand Architecture
Cost Leadership (No Frills)	Advertising-Based	Auction	Flexible Manufacturing	Corporate University	Alliances	Adjacent Jobs to be Done	Ecosystem Play	Automatic Adjustment	Cross Selling	Community & Belonging	Co-creation	Brand Development
Costs per Unit	Broker	Bundled Pricing	Intellectual Property	Decentralized Management	Competition	Bespoke	Extensions or Plug-Ins	Concierge	Digitization	Customer Autonomy	Communities	Brand Leverage
Decrease Service Level	Cash Up Front	Disaggregated Pricing	Lean Production	Incentive Systems	Complementary Partnering	Conservation	Integrated Offering	Customization	Diversification	Customer Sourcing	Long-Term	Co-Branding
Economies of Scale	Flat Rate	Dynamic Pricing	Localization	Innovation Teams	Consolidation	Demand-Driven	Long Tail	Guarantee	E-Commerce	Direct Marketing Automation	Personal Assistance	Component Branding
Economies of Scope	Forced Scarcity	Freemium	Lock In	IT Integration	Coopetition	Ease of Use	Modular Systems	Lease or Loan	Flagship Store	Experience Automation	Relationship Model	Employer of Choice
Fixed to Variable Costs	Bait & Hook	Licensing	Logistic Systems	Knowledge Management	Crowdfunding	Engaging Functionality	Product Bundling	Loyalty Programs	Go Direct	Experience Enabling	Self Service	Increased Loyalty
Fractional Ownership	Membership	Metered Use	On-Demand Production	Leverage Customer Data	Franchising	Environmental Sensitivity	Productize Services	Managed Service	Indirect Distribution	Experience Simplification	Single Point of Contact (SPOC)	Ingredient Branding
Location	On-Demand	Pay per Use	Predictive Analysis	Make More of It	Horizontal Integration	Feature Aggregation	Product Line	On-Demand	Low Cost Center	Gamification	Switching Costs	Private Label
Outsourcing	Pay What You Want	Performance-Based	Process Automation	Organizational Design	Merger & Acquisition (M&A)	Focus	Product/Service Platforms	Personalization	Outsourced Sales	Mastery	Transactional	Umbrella Brand
Physical > Digital Assets	Premium	Revenue Sharing	Process Efficiency	Outsourcing	Open Business	Market-Agnostic Specialization	Product Smartification	Realtime/Scheduled	Non-Traditional Channels	Personalization		
Pool Purchasing Power	Subscription		Process Standardisation	Reverse innovation	Open Innovation	Mass Customization		Self-Service	On-Demand	Reward Engagement		
Shared Incentives			Vertical Integration		Secondary Markets	Opposites Attract		Superior Service	Pop-Up Presence	Status & Recognition		
Virtual Office					Supply Chain Integration	Safety		Supplementary Service	Premium Experience	Use Data		
						Simplification		Total Experience Management				
						Superior Product		Try Before You Buy				
								User Support Systems				

A WORLD FIRST CULTURE CANVAS BUILT ON THE FOUNDATION OF TRUST

The key ingredients to cultural transformation



Karen Jones



What is 'culture'?

The way we do things around here?

What we do when no one else is looking?

Culture is reflected by the worst behaviour
that you are ready to accept

A combination of visible and invisible

elements that make up

the personality of the organisation.



Creating a Common & Inclusive Language to Drive Open Dialogue



Today's leaders are not just responsible for culture, they are accountable for the culture they create.
What is your best guess for the culture you have created today?

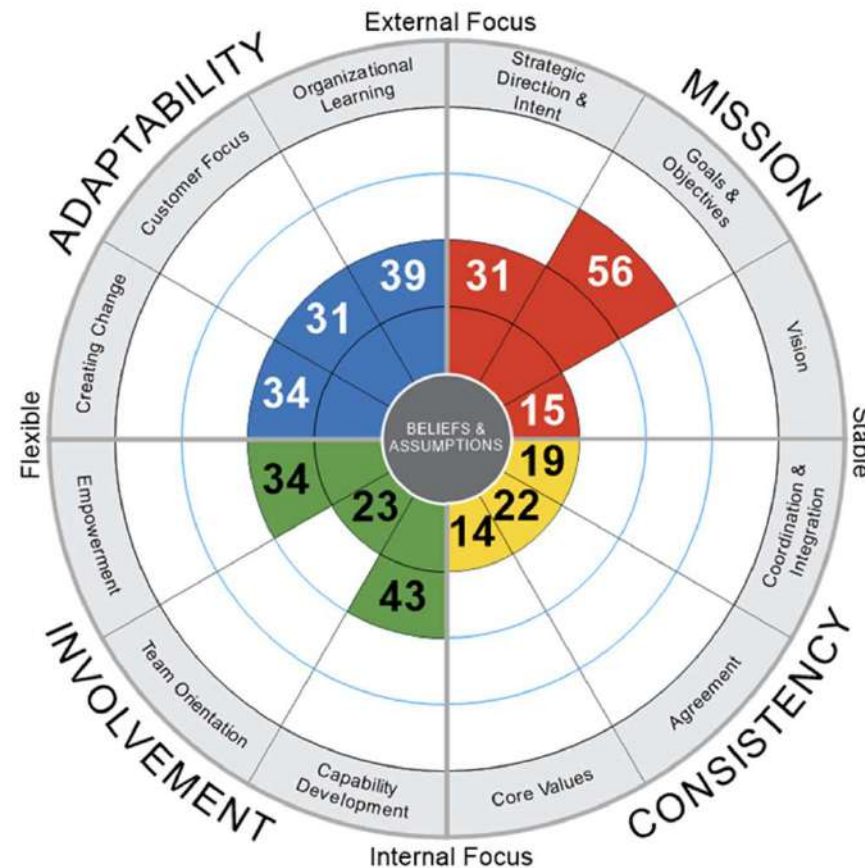


Adaptability

- High performing organisations go beyond 'responsiveness' and **proactively look for new and improved ways to do work.**
- A psychologically safe environment means that successes and failures are considered **learning opportunities.**
- **Customer** needs and expectations are both understood and considered as decisions are made.

Involvement

- The workforce must have the **skills, information and encouragement to execute** against strategies and goals.
- Involved employees feel valued, believe they can make a difference and act with **a sense of ownership.**



Mission

- Employees need to know **what they are expected to do AND why.**
- When Mission is clear and aligned there is visible **line-of-sight between near-term and long-term priorities.**
- Employees have a sense of purpose combined with a **results orientation.**

Consistency

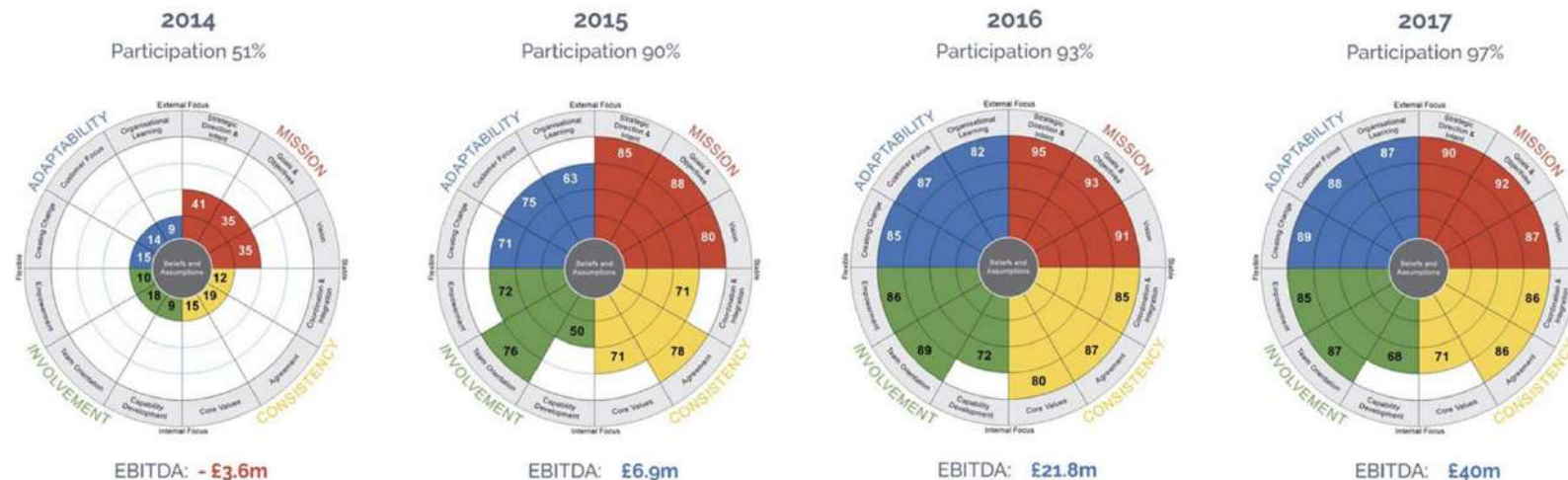
- To maximize execution in the workplace it is important to be able to **coordinate work across various boundaries and eliminate silos.**
- An environment of respect allows for **constructive conflict** so that problems can be solved and agreement reached.
- The Core Values set **clear behavioral expectations and supports consistent decision making.**

Does Culture Really Matter ?



Case Study

Your culture can change. That change can have an incredible impact on your business. Denison helped this retail organisation transform its culture, and in turn its performance. Over four years, Denison helped the management team champion an uncompromising and relentless focus on putting the customer first. In addition, the brand was refreshed with a better in-store customer experience, improved products, innovative marketing campaigns, a revised Company logo, and a fleet of new delivery vehicles. The results can be seen in their survey participation, culture scores, and profitability (as measured by EBITA).



Mission

In this organisation...



Strategic Direction & Intent

There is a long-term purpose and direction.

Our strategy leads other organizations to change the way they compete in the industry.

There is a clear mission that gives meaning and direction to our work.

There is a clear strategy for the future.

Goals & Objectives

There is widespread agreement about goals.

Leaders set goals that are ambitious, but realistic.

The leadership has clearly stated the objectives we are trying to meet.

We continuously track our progress against our stated goals.

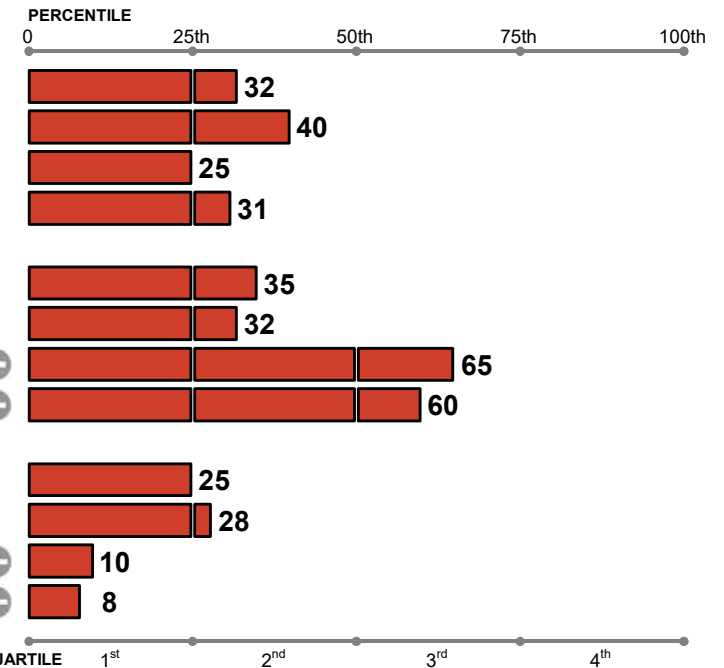
Vision

We have a shared vision of what the organization will be like in the future.

Leaders have a long-term viewpoint.

Our vision creates excitement and motivation for our employees.

We are able to meet short-term demands without compromising our long-term vision.

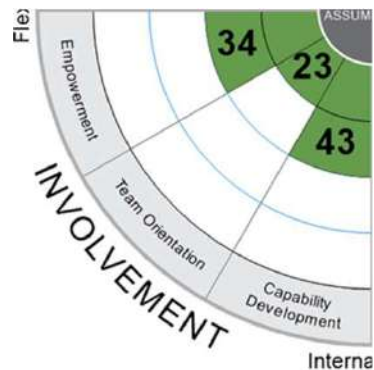


Comments:

- Your overall strength appears in setting objectives for the short term and tracking progress against these.
- Are these objectives considered realistic? How much involvement is there in such business planning and are people aligned on the goals?
- Would you create more meaning for people if they were more involved and understood the longer-term purpose and difference you are trying to make?

Involvement

In this organisation...



Empowerment

Decisions are usually made at the level where the best information is available.

Information is widely shared so that everyone can get the information he or she needs when it's needed.

Everyone believes that he or she can have a positive impact.

Business planning is ongoing and involves everyone in the process to some degree.

Team Orientation

Cooperation across different parts of the organization is actively encouraged.

People work like they are part of a team.

Teamwork is used to get work done, rather than hierarchy.

Work is organized so that each person can see the relationship between his or her job and the goals of the organization.

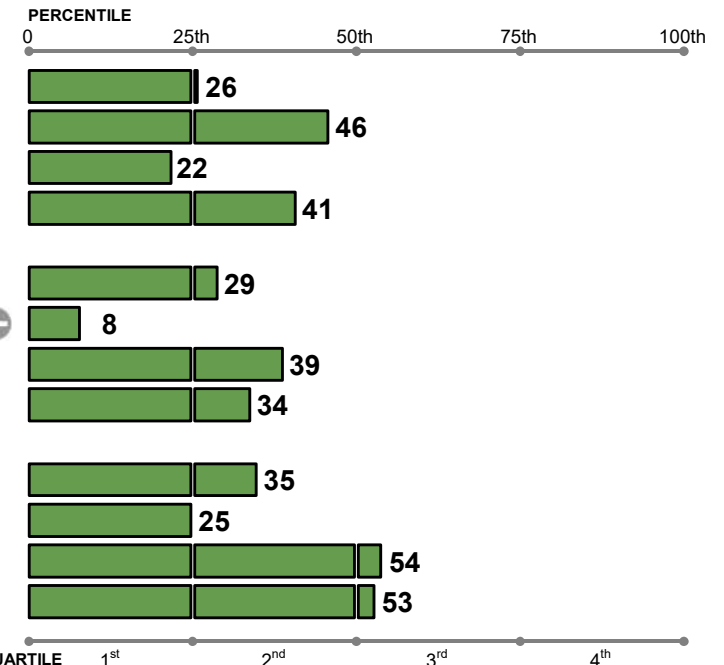
Capability Development

Authority is delegated so that people can act on their own.

The "bench strength" (capability of people) is constantly improving.

There is continuous investment in the skills of employees.

The capabilities of people are viewed as an important source of competitive advantage.



Comments:

- What decisions could be made further into the business, is there a connection to how authority is delegated and to whom?
- What influence might a stronger short-term view have on people's belief that they can have a positive impact, how might team focus connect to this and a more inspiring longer-term purpose?
- How could your strength in tracking progress create more individual/team motivation and energy?
- What type of information might be harder to share and why?
- What is working well in skill development, and why might this not automatically lead to a sense of enhanced capability?

Adaptability

In this organisation...



Creating Change

The way things are done is very flexible and easy to change.

We respond well to competitors and other changes in the business environment.

New and improved ways to do work are continually adopted.

Different parts of the organization often cooperate to create change.

Customer Focus

Customer comments and recommendations often lead to changes.

Customer input directly influences our decisions.

All members have a deep understanding of customer wants and needs.

We encourage direct contact with customers by our people.

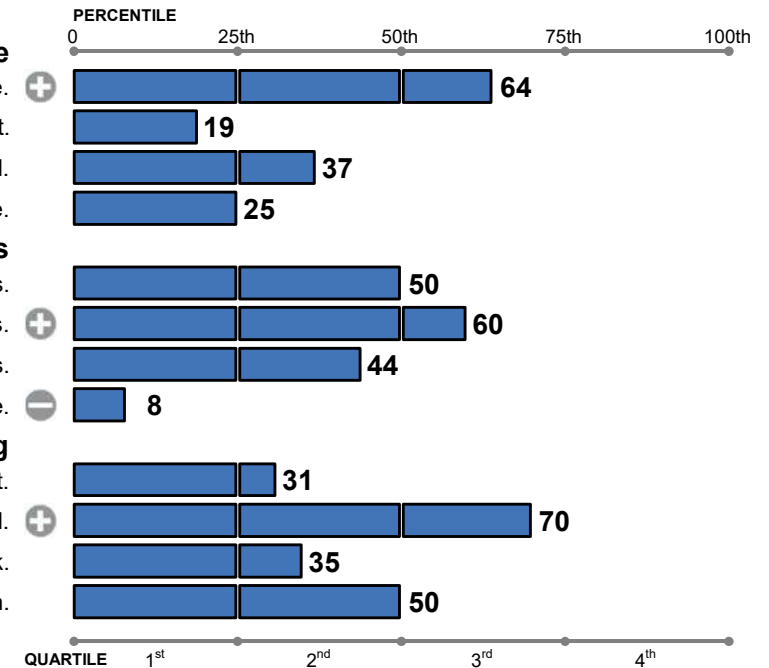
Organizational Learning

We view failure as an opportunity for learning and improvement.

Innovation and risk taking are encouraged and rewarded.

Learning is an important objective in our day-to-day work.

We make certain that everyone is informed about what is going on across the organization.

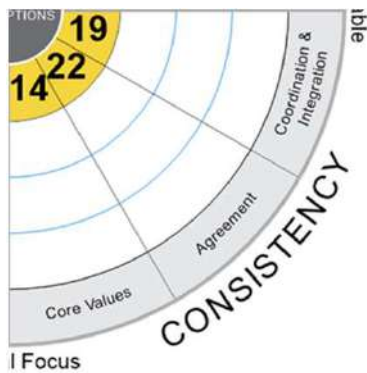


Comments:

- How does this flexibility work well for you? When might it be more of a challenge? How does your ability to flex align to co-ordination and strategic priorities?
- Would a stronger vision enable greater motivation to cooperate across the business, to achieve for the customer?
- What might change if you understood your customers more?
- What happens if the innovation and risk does not work, how does this drive adoption of change?

Consistency

In this organisation...



Core Values

The leaders and managers "practice what they preach."

There is a clear and consistent set of values that governs the way we do business.

When people ignore core values, they are held accountable.

There is an ethical code that guides our behavior and tells us right from wrong.

Agreement

When disagreements occur, we work hard to achieve "win-win" solutions.

There is a clearly defined culture.

It is easy to reach consensus, even on difficult issues.

There is a clear agreement about the right way and the wrong way to do things.

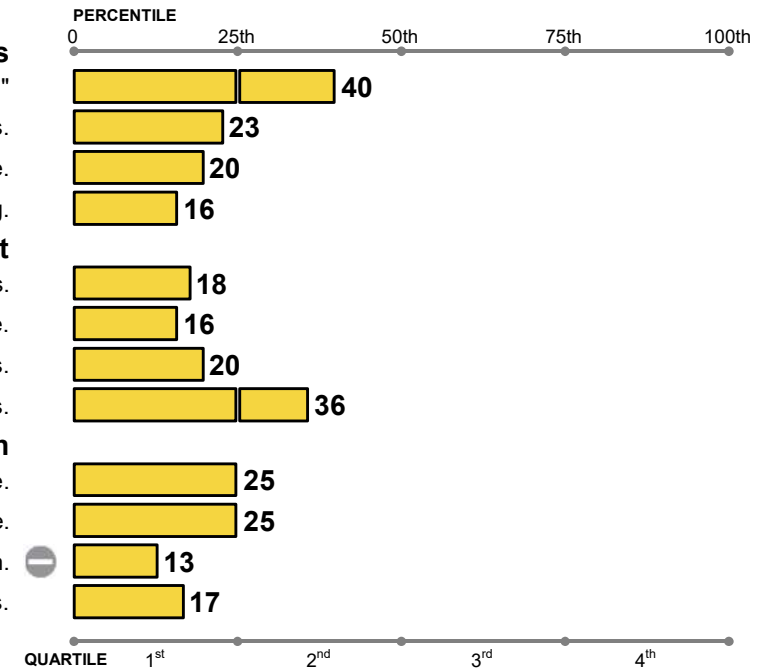
Coordination & Integration

Our approach to doing business is very consistent and predictable.

People from different parts of the organization share a common perspective.

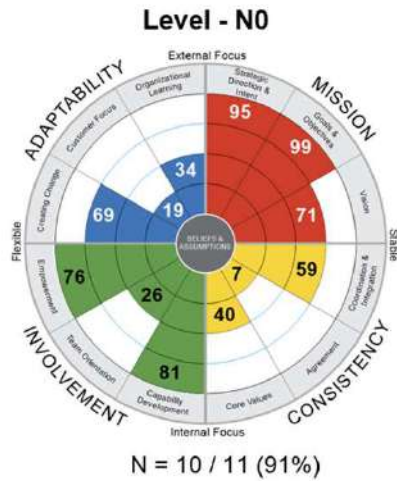
It is easy to coordinate projects across different parts of the organization.

There is good alignment of goals across levels.



Comments:

- Could the leadership declare the corporate core values, the guiding principles upon which decisions are made and evaluated?
- Would greater clarity on your values enhance how agreements are made and accounted for?
- Does your comfort in flexibility create pain in being more predictable and consistent?



Index Scores

QUARTILE

1st 2nd 3rd 4th

Mission N =
Strategic Direction & Intent
Goals & Objectives
Vision

Consistency

Core Values
Agreement
Coordination & Integration

Involvement

Empowerment
Team Orientation
Capability Development

Adaptability

Creating Change
Customer Focus
Organizational Learning

Level - N0	Level - N1	Level - N2	Level - N3
10	46	105	107
95	30	35	23
99	64	64	34
71	9	16	13
40	6	18	13
7	14	30	22
59	21	24	12
76	21	40	30
26	10	27	29
81	44	32	51
69	44	34	28
19	10	32	44
34	22	30	57

	Level - N0	Level - N1	Level - N2	Level - N3
Creating Change N =	10	46	105	107
The way things are done is very flexible and easy to change.	81	82	70	49
We respond well to competitors and other changes in the business environment.	78	60	15	10
New and improved ways to do work are continually adopted.	67	19	32	47
Different parts of the organization often cooperate to create change.	29	10	33	27
Customer Focus				
Customer comments and recommendations often lead to changes.	33	39	40	68
Customer input directly influences our decisions.	38	41	57	71
All members have a deep understanding of customer wants and needs.	35	17	58	46
We encourage direct contact with customers by our people.	8	2	8	11
Organizational Learning				
We view failure as an opportunity for learning and improvement.	24	10	26	51
Innovation and risk taking are encouraged and rewarded.	56	48	62	86
Learning is an important objective in our day-to-day work.	8	32	25	51
We make certain that everyone is informed about what is going on across the organization.	83	47	49	53

	Level - N0	Level - N1	Level - N2	Level - N3
Empowerment N =	10	46	105	107
Decisions are usually made at the level where the best information is available.	76	22	33	20
Information is widely shared so that everyone can get the information he or she needs when it's needed.	89	36	53	39
Everyone believes that he or she can have a positive impact.	44	8	34	17
Business planning is ongoing and involves everyone in the process to some degree.	79	27	36	50
Team Orientation				
Cooperation across different parts of the organization is actively encouraged.	54	7	33	36
People work like they are part of a team.	1	4	13	9
Teamwork is used to get work done, rather than hierarchy.	29	26	30	57
Work is organized so that each person can see the relationship between his or her job and the goals of the organization.	88	23	40	29
Capability Development				
Authority is delegated so that people can act on their own.	85	17	29	50
The "bench strength" (capability of people) is constantly improving.	89	20	18	36
There is continuous investment in the skills of employees.	77	73	46	53
The capabilities of people are viewed as an important source of competitive advantage.	55	59	41	60

	Level - N0	Level - N1	Level - N2	Level - N3
Strategic Direction & Intent N =	10	46	105	107
There is a long-term purpose and direction.	99	41	34	19
Our strategy leads other organizations to change the way they compete in the industry.	45	19	48	44
There is a clear mission that gives meaning and direction to our work.	88	20	26	20
There is a clear strategy for the future.	98	47	34	18
Goals & Objectives				
There is widespread agreement about goals.	51	34	42	30
Leaders set goals that are ambitious, but realistic.	99	52	34	17
The leadership has clearly stated the objectives we are trying to meet.	99	83	73	36
We continuously track our progress against our stated goals.	99	52	73	42
Vision				
We have a shared vision of what the organization will be like in the future.	65	5	39	23
Leaders have a long-term viewpoint.	92	42	27	19
Our vision creates excitement and motivation for our employees.	37	4	11	11
We are able to meet short-term demands without compromising our long-term vision.	79	7	6	10

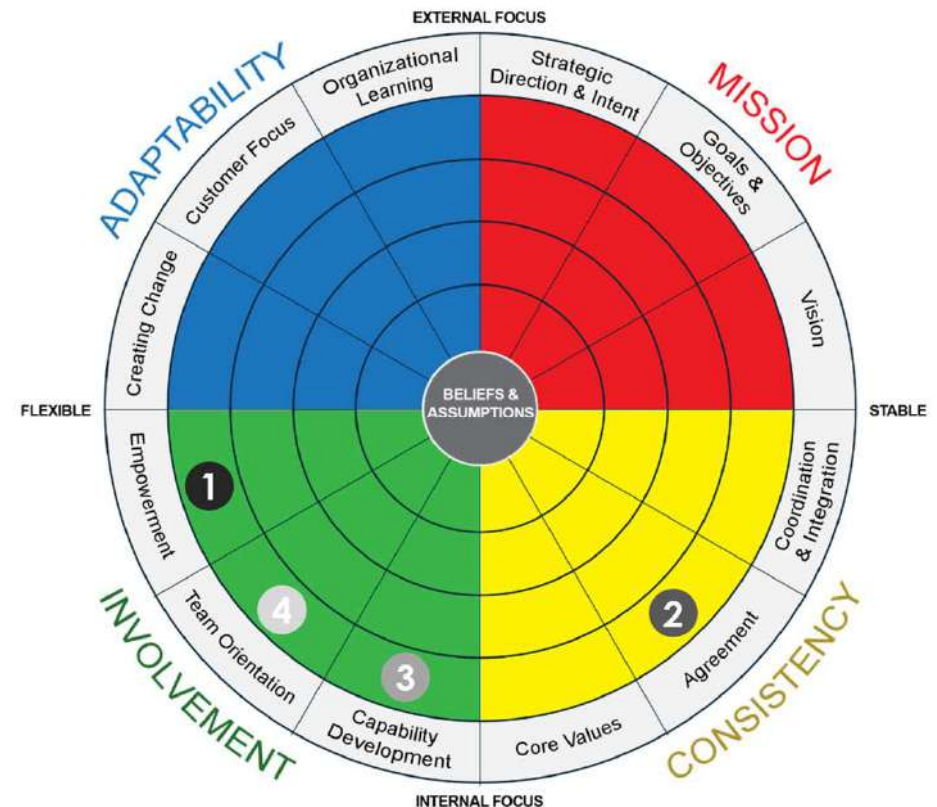
	Level - N0	Level - N1	Level - N2	Level - N3
Core Values N =	10	46	105	107
The leaders and managers "practice what they preach."	95	25	45	35
There is a clear and consistent set of values that governs the way we do business.	64	16	24	23
When people ignore core values, they are held accountable.	29	9	20	22
There is an ethical code that guides our behavior and tells us right from wrong.	5	7	26	16
Agreement				
When disagreements occur, we work hard to achieve "win-win" solutions.	3	9	19	26
There is a clearly defined culture.	11	6	25	17
It is easy to reach consensus, even on difficult issues.	10	23	31	12
There is a clear agreement about the right way and the wrong way to do things.	7	34	45	34
Coordination & Integration				
Our approach to doing business is very consistent and predictable.	83	52	29	12
People from different parts of the organization share a common perspective.	43	14	32	24
It is easy to coordinate projects across different parts of the organization.	34	15	16	8
There is good alignment of goals across levels.	69	12	28	9

Changing Culture – Changing Rituals, Routines & Habits



Cultural Drivers of Organisational Trust

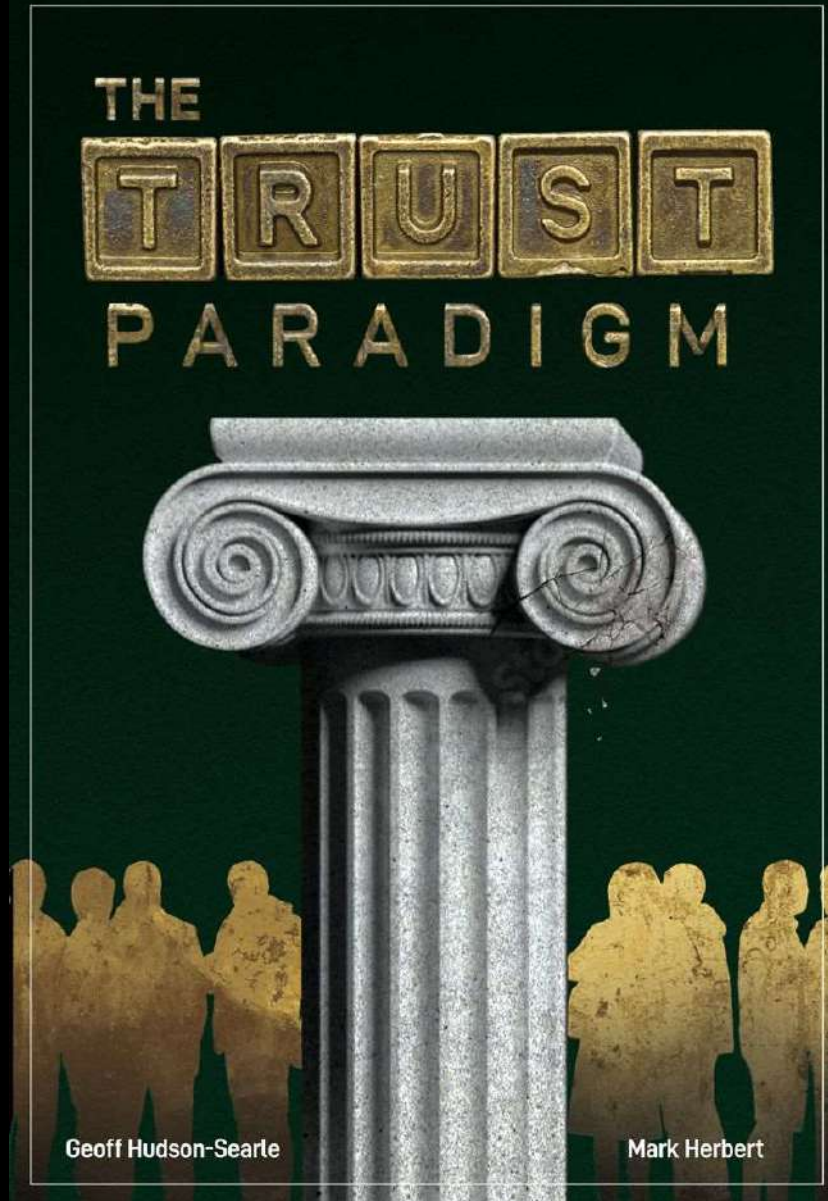
- 1 **Empowerment** : Trust is high when information is widely shared, and people are involved in business planning.
- 2 **Agreement** is key to trust, as it helps people work together to reach consensus and find win-win solutions.
- 3 Trust level is high when there is internal **Capability Development** opportunities, as competence is a key component of trust.
- 4 Trust is strongly related with **Team Orientation**; relationship building, and teamwork helps build trust.



Mark F. Herbert



Co-author





The State of Corporate Culture Today

- Toxic workplace culture costs businesses billions in employee turnover: \$223 billion over the last five years.
- Trust in leadership is at an all-time low, according to research by multiple sources. Yet, employees attribute them with a high amount of power. The vast majority – 76% – say that their leaders set the culture of their workplace.
- Leaders are the reason 60% of employees want to leave their organization.

“While Taylor's theories are viewed as harsh and impractical today, his work was still cited in every class I attended that discussed the roots of modern management science. What's not often discussed is how little Taylor thought of the people who actually produced products in the factories he studied.”

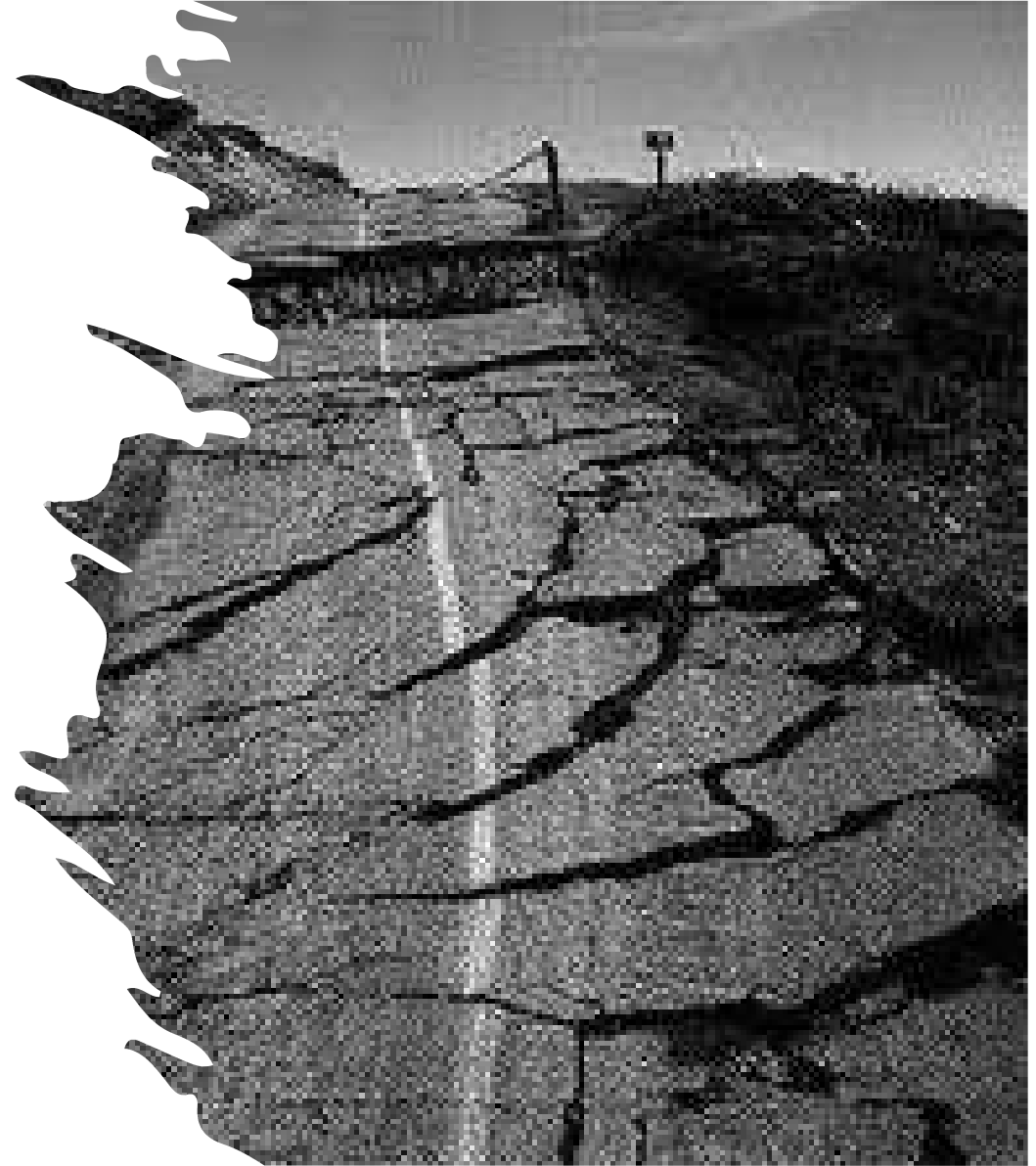
Dustin McKisson, Founder and CEO of McKisson and Company. [The Rotten Core of Every MBA Program](#), INC. Magazine

The Problem Isn't New!

- In 2015 the US Department of Labor estimated that employee turnover costs the US economy **\$5 trillion annually**
- They further estimate that “employee disengagement”, which we now refer to as “quiet quitting” costs an **additional \$200 billion per year**.

These numbers are pre-pandemic.

Our leadership models are severely flawed. Studies reflect that 60% of aspiring leaders pursue those roles with the primary goal of increasing their income.



Understanding “Job Misery”

- A recent study from the UK concluded that age 35 is the point when employees feel disappointed and potentially disengaged from their work. This is deeply concerning both from a productivity and human cost considering the average person will spend another 30 years in the workplace!

Patrick Lencioni in his book **The Truth About Employee Engagement** identified three (3) primary causes of “job misery”-

- Anonymity
- Irrelevance
- Immeasurement

He also identified three (3) primary impediments to change

- Employee obstacles
- Organizational obstacles
- Emotional obstacles



Time for A New Leadership model

Our leadership model is based on five (5) key attributes-

- Technical competence
- Understanding **trust** and **congruency**
- Emotional and social intelligence
- Emotional awareness
- Emotional balance

Two challenges-

Aside from technical competence are we incorporating these competencies into our recruitment, selection and leadership training?

Are we creating **thick** versus **thin** relationships in our organizations?



The ROI of Investing in an Integrated Strategy



In his book **The Employee Experience Advantage** Jacob Morgan tracked the performance of 250 companies. The organizations that utilized a model incorporating consideration for **technology, physical environment, and organizational culture** experienced the following compared to the others-

- Average profitability of 4.2 times the others
- Profit per employee of 4.0 times the others
- Revenue per employee of 2.8 times the others
- Average revenue of 2.1 times the others

These organizations also outperformed the S&P, Nasdaq, Fortune 100 Best Companies, and Glassdoor's top 100!

They enjoyed what Stephen MR Covey refers to as a **"Trust dividend"**

Luke Dixon



FREETHS

Fireside chat



Questions and answers



Drinks, canapes and networking

