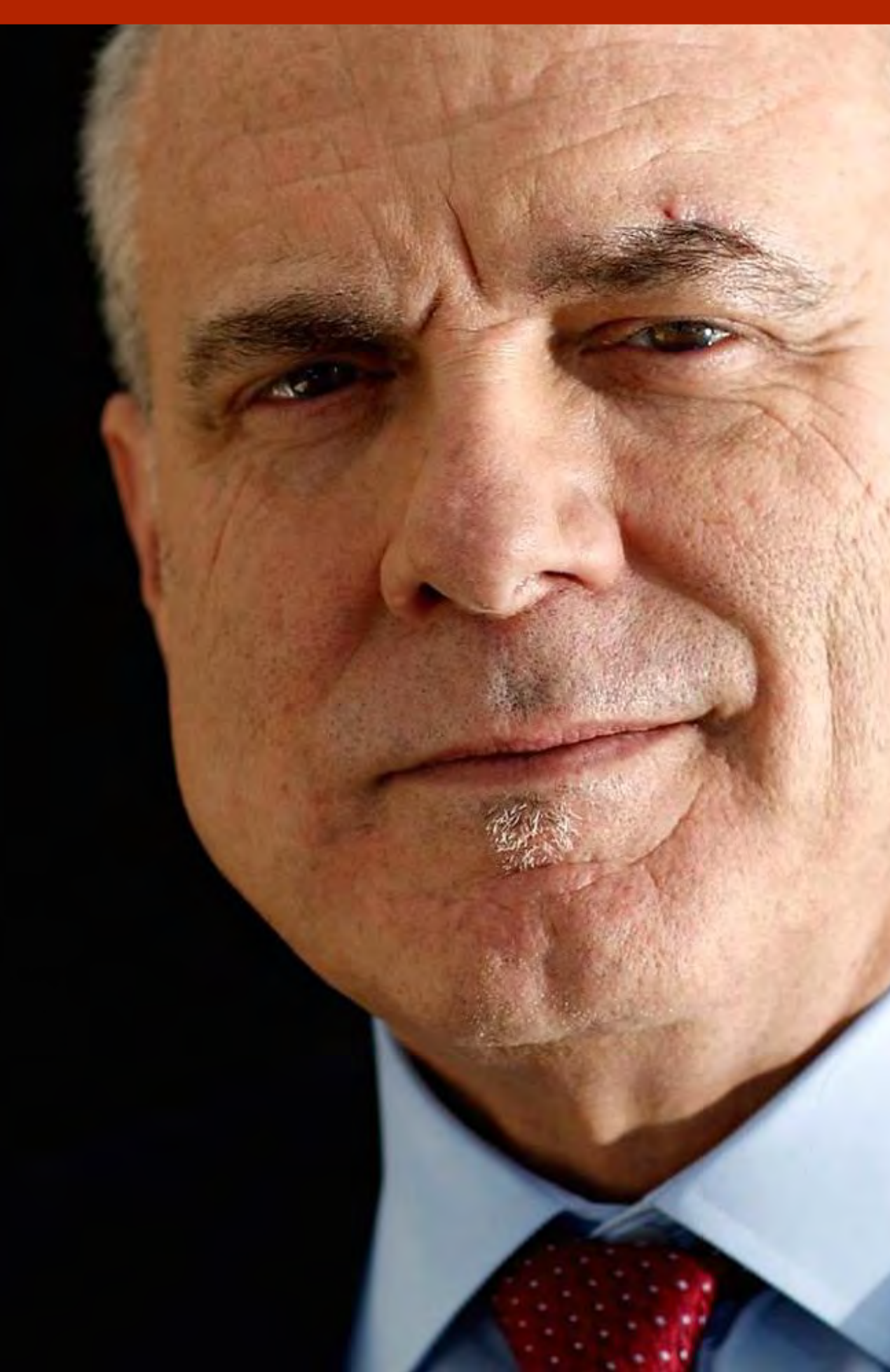




Leading Dual Transformation



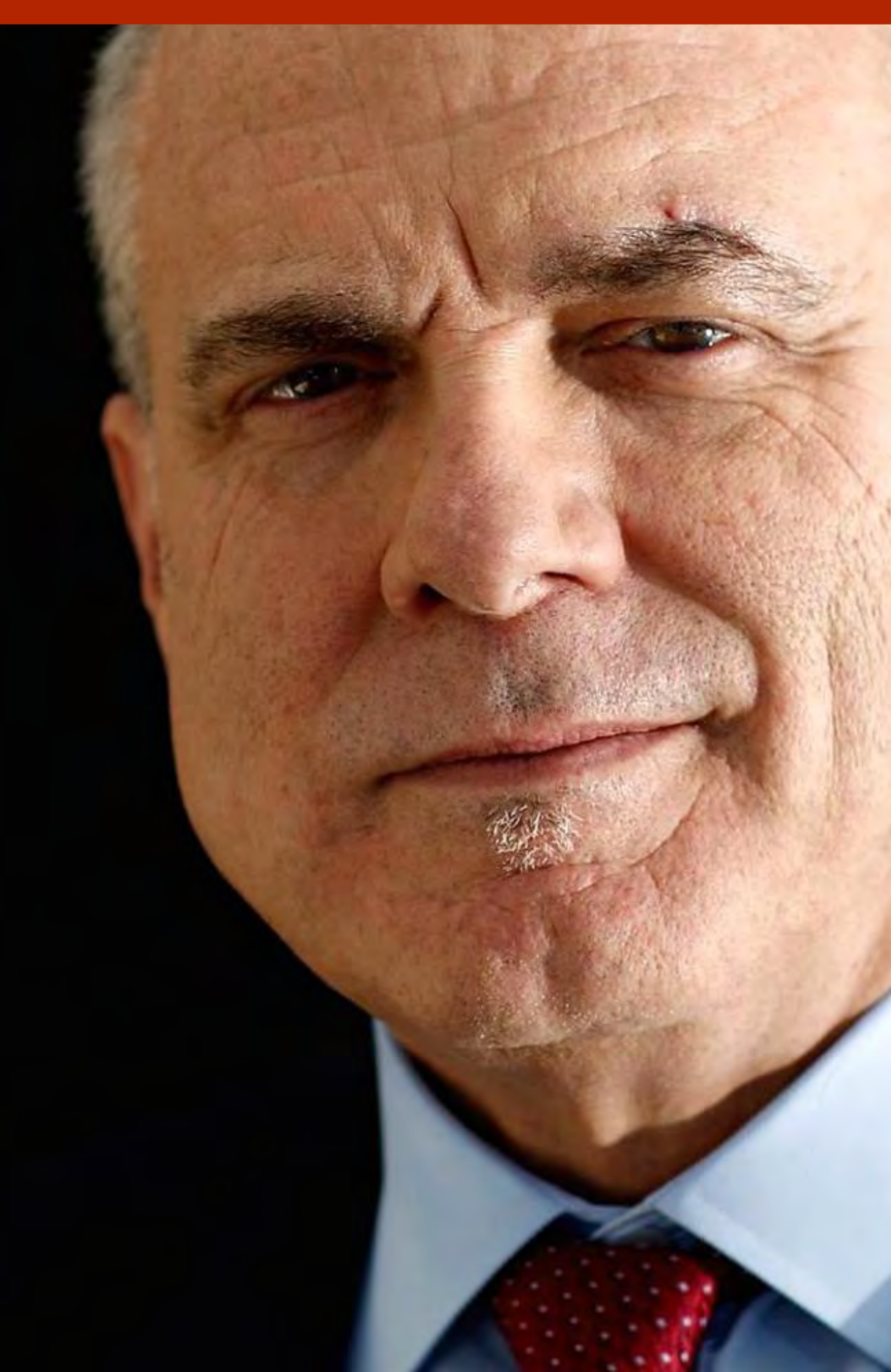
The **COURAGE**
to Choose

The **CLARITY** to
Focus

The **CURIOSITY**
to Explore

The
CONVICTION
to Persevere





The COURAGE
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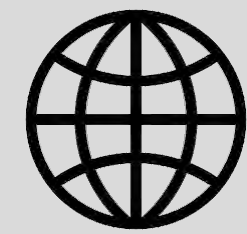
The
CONVICTION
to Persevere

'Future-back strategy' ...

Who will we become?



What Is
Baseline today



What Will Be
Align on the Future Environment



What Must Be
Blueprint the Future State



What Will Have Been
Walk the Future Back



What Will Be
Develop the Path Forward

How will we get there?

Co-created by key leaders; directional answer but precise assumptions

... grounded in purpose

- Our first responsibility is to the doctors, nurses and patients, to mothers and fathers and all others who use our products and services.
- Be the Earth's most customer-centric company, where customers can find and discover anything they might want to buy online
- Give people the power to share and make the world more open and connected
- Organize the world's information and make it universally accessible and useful.
- We aspire to be captains in the lives of offenders committed to our custody.

Beyond numbers, both the job you do and why it matters

DUAL TRANSFORMATION CRISES



COMMITMENT

Does the historical core have a future? Are you serious about investing in new growth? What will you do when a hyped new growth effort stumbles?



CONFLICT

Who gets privileged access to scarce resources? How do you break ties? What happens when stakeholders complain that progress is too slow?



IDENTITY

Who are you? Who do you hope to become? What does it mean when the answer to those two questions is meaningfully different?



This is the **hardest**
problem in
business today



I don't think transformation begins and ends. I think it's a continuous process. I think every organization I've ever been a part of has been in constant transformation.

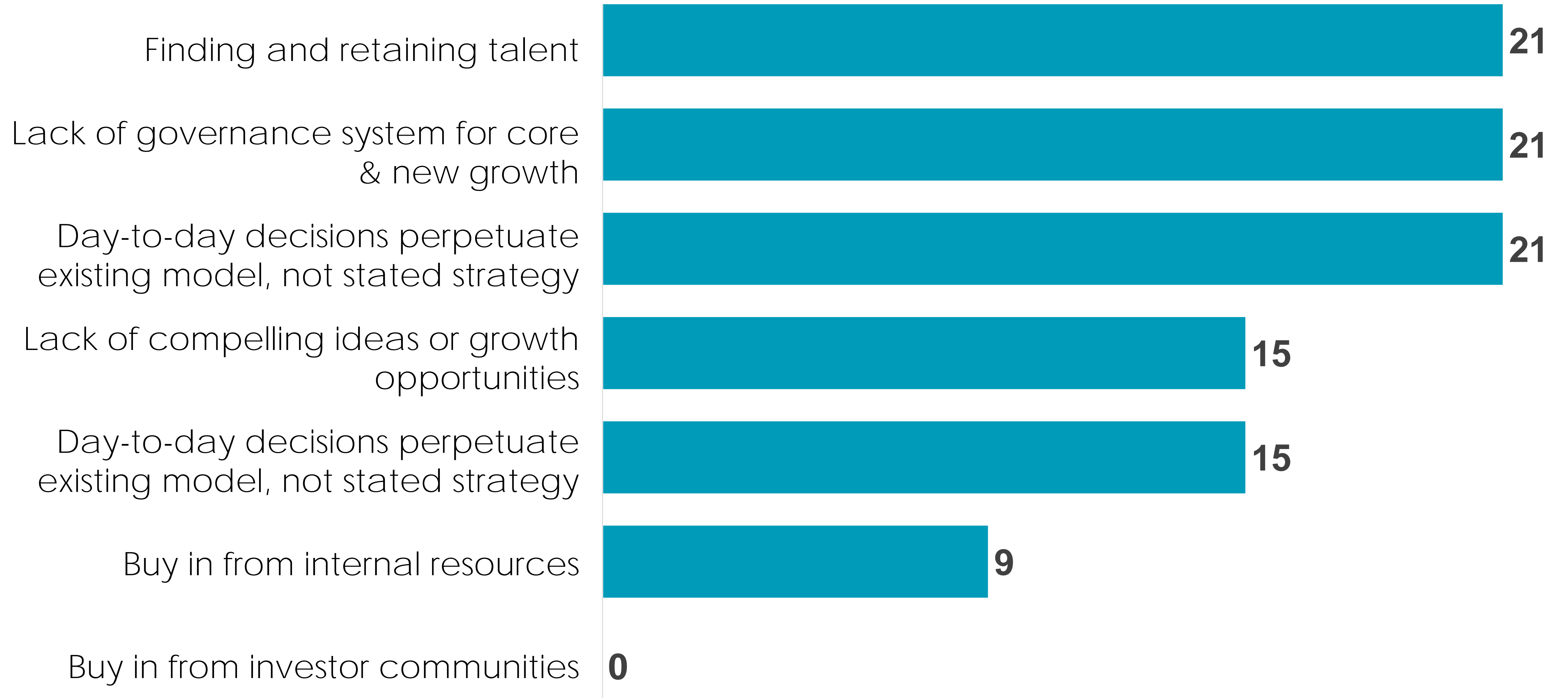
Getting into the digital business was a lot more difficult than we expected. The cultural norms such as the pace of change and what motivates people are very, very different.

Transformation is a rollercoaster ride. You have moments of great highs and lows, moments where you are certain about what you are doing, and moments where you question deeply.

It is not easy. The further you get from the core, the more you need to be resilient. We were way off on our assumptions. You have to trust the process.

What is the biggest obstacle to innovation and transformation?

% of respondents



SELF DIAGNOSTIC



Assess how well you think your organization is prepared to drive dual transformation.

		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Rationale
1.	We have committed to transformation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
2.	We have clearly defined our key strategic initiatives ("moonshots")	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
3.	We have a shared sense as to what we will look like in 5-10 years	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
4.	We have a motivating purpose that gives meaning to our efforts	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
5.	We have allocated significant resources to our transformation efforts	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
6.	We are making sufficient investments in new capabilities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
7.	Our culture encourages exploration and experimentation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	