



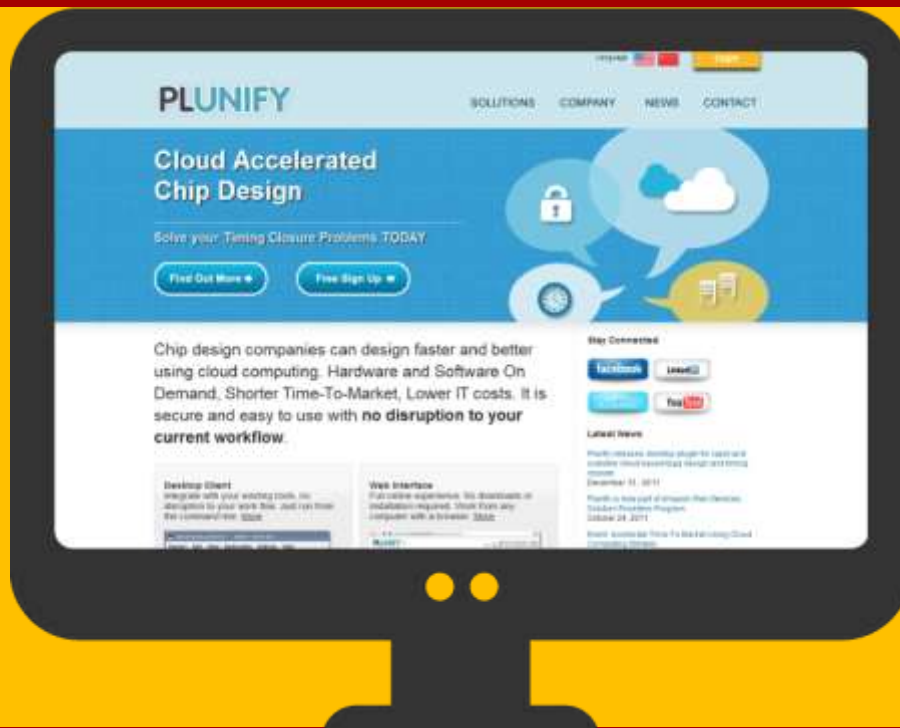
# *Leadership Lessons from the Trenches of Transformation*



**Scott D. Anthony**

**25 September 2018**

**@ScottDAnthony**



# The Parable of Plunify and the Power of Incumbency

Beyond BRICs: 7 Emerging Markets to Watch PAGE 60

# FORTUNE

## THE AGE OF UNICORNS

*At Least 80 Tech Startups Are Worth \$1 Billion or More. Is This Boom for Real?*

PAGE 48

*Plus*

*The Most Powerful (and Hated) Force in Education*  
PAGE 74

*The Algorithmic CEO*  
PAGE 45

*The Quest for the Foolproof Flu Shot*  
PAGE 10

FORTUNE.COM

tinder

MOST RIGHT-SWIPED JOBS

### MEN

1. Pilot
2. Founder/Entrepreneur
3. Firefighter
4. Doctor
5. TV/Radio Personality
6. Teacher
7. Engineer
8. Model
9. Paramedic
10. College Student
11. Lawyer
12. Personal Trainer
13. Financial Advisor
14. Police Officer
15. Military

### WOMEN

1. Physical Therapist
2. Interior Designer
3. Founder/Entrepreneur
4. PR/Communications
5. Teacher
6. College Student
7. Speech Language Pathologist
8. Pharmacist
9. Social Media Manager
10. Model
11. Dental Hygienist
12. Nurse
13. Flight Attendant
14. Personal Trainer
15. Real Estate Agent



# The Parable of Plunify and the Power of Incumbency



**What single word best describes the biggest barrier to innovation in your organization?**



***What single word best describes the biggest barrier to innovation in your organization?***

Inertia



19 October 2016

Scott Duncan Anthony  
Joanne Anthony

Dear Sir/ Mdm

**VANDALISM TO COMMON PROPERTY**

We refer to the above and our telephone conversation on 18 October 2016.

As shared, your children were found vandalizing the flooring at the Multi-Play Court using some materials on 16 October 2016 at 1303hrs. Their action was captured in the CCTV footage as appended below.



Vandalism to the common property is unacceptable.

It is most fortunate that our cleaners have managed to remove the stains on the floor. Otherwise, we would have to claim all damages from you.

Please advise your children on the consequences of vandalism and you shall be liable for all lost and expenses which the Management has suffered to repair, replace or restore any damage or destruction caused by the residents or his guest on the common property, as stated in the House Rules.

Yours faithfully  
JLL  
Managing Agent

BY HAND

**INNOVATION** 4.3%  
TSR PREMIUM

**AGILE** 84%  
PRODUCTIVITY GAIN



NORMS  
DECISION CRITERIA

PERFORMANCE INCENTIVES

EXISTING PROCESSES

OPERATING METRICS

COMPANY STRATEGY

**CREATIVITY** 3.5x  
MORE LIKELY TO GROW  
FASTER THAN PEERS

**RISK TOLERANT** 19%  
BOOST ABOVE REVENUE  
TARGETS

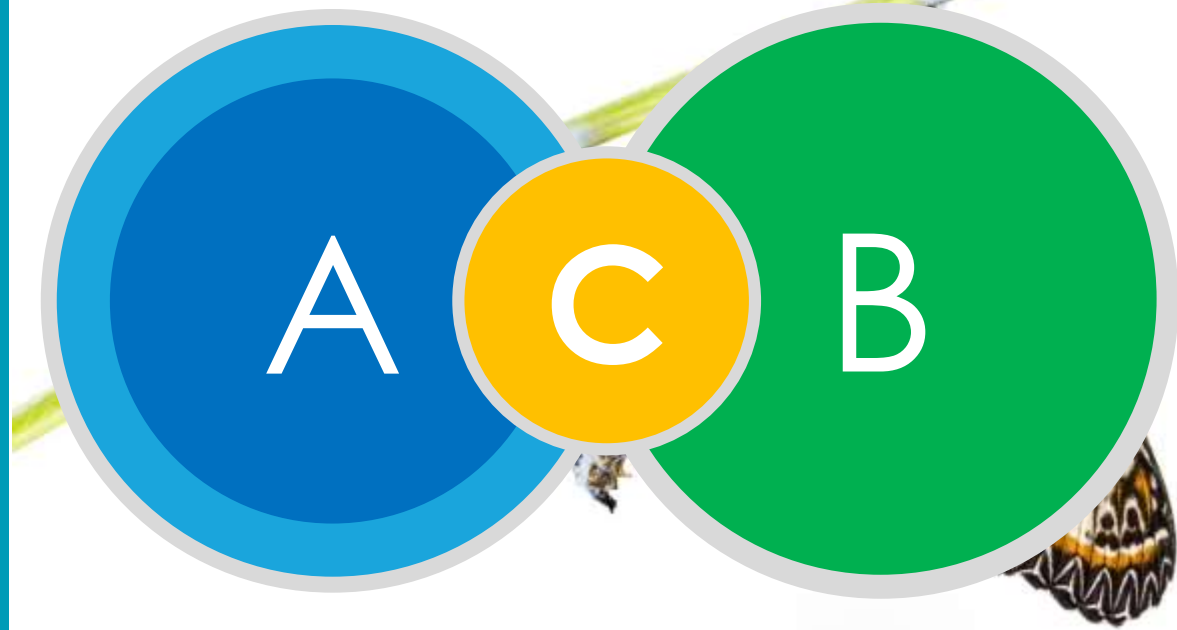


SCOTT D. ANTHONY  
CLARK G. GILBERT  
MARK W. JOHNSON

# **DIAGNOSTIC TRANSFORMATION DUAL**

How to Reposition  
Today's Business While  
Creating the Future

HARVARD BUSINESS REVIEW PRESS



TRANSFORMATION **A**      TRANSFORMATION **B**  
**Reposition Today**      **Create Tomorrow**

**C** ABILITIES LINK  
**Catalyze Core Assets**

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Deseret News



Settlement  
MUSIC SCHOOL



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## THE COURAGE TO CHOOSE

You can be like the steel industry and go into the **fetal position**, and hope to be the last one standing. Or you can **systematically look** at your whole value chain.

The CEO's responsibility is to create a **stark reality** of what the **future holds**, and then to **begin to build the plans** for the organization to meet those realities.

*Mark Bertolini, CEO & Chair, Aetna*

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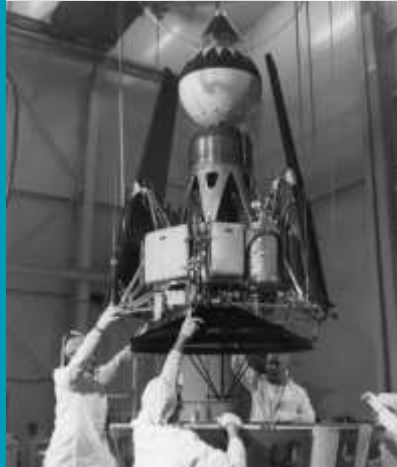
# DBA TRANSFORMATION DUAL

How to Reposition  
Today's Business While  
Creating the Future

HARVARD BUSINESS REVIEW PRESS

## THE CLARITY TO FOCUS

We propose to accelerate the development of the **appropriate lunar space craft**. We propose to develop **alternate liquid and solid fuel boosters**, much larger than any now being developed, **until certain which is superior**. We propose additional funds for other **engine development** and for **unmanned explorations** — explorations which are particularly important for ... the survival of the man who first makes this daring flight.





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CLARK G. GILBERT  
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# **DIII I TRANSFORMATION DUAL**

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## THE CURIOSITY TO EXPLORE



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# DIIA I TRANSFORMATION DUAL

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## THE CONVICTION TO PERSEVERE

We believe our first responsibility is to the **doctors, nurses and patients, to mothers and fathers** and all others who use our products and services ...

We are responsible to **our employees**, the men and women who work with us throughout the world....

We are **responsible to the communities in which we live and work and to the world community** as well. We must be good citizens – support good works and charities and bear our fair share of taxes ...

Our **final** responsibility is to our **stockholders** ... When we operate according to these principles, the stockholders should realize a **fair return**.

# Thought starter questions

## Environment / Risk

- What disruptive trends have the greatest potential to change our industry?
- What does our world look like in 5+ years if we *don't* transform?

## Tomorrow's Business

- What business are we really in? What business *could* we be in?
- What would a “post-disruption” business model look like?
- What is our story of the future? How will we write it? How will we communicate it?

## Strategic Choices

- What exciting new opportunities do today's disruptions open up to us?
- What strategic bet are we making today as a gift to the next leadership team?
- What do we need to *stop* doing to create space for innovation and growth?

## Capabilities and Culture

- Which of our capabilities incite competitive envy and startup jealousy? How could we further capitalize on them?
- How will our culture enable or inhibit transformation?







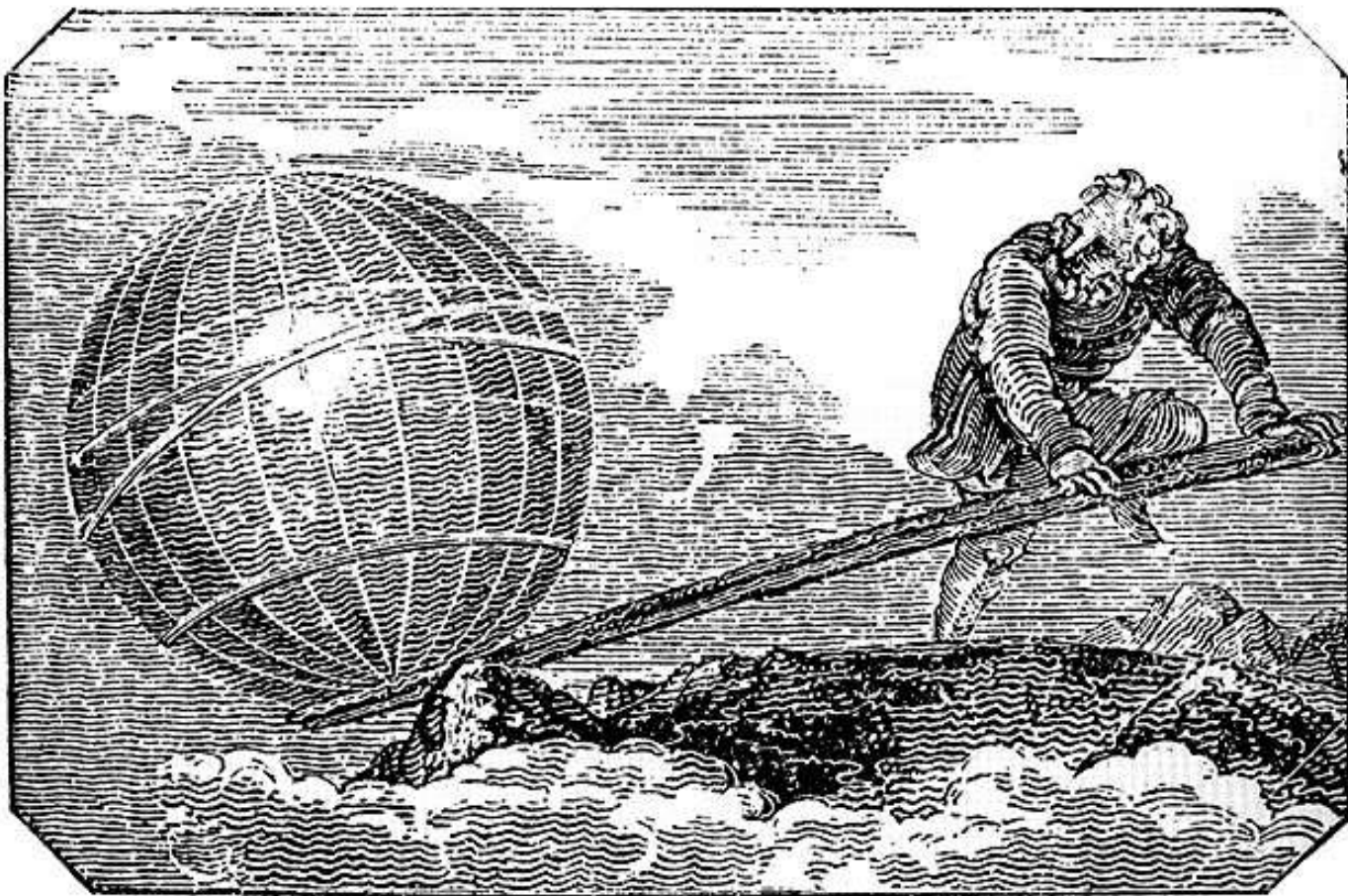


**The Declaration of Innovation** We hold these truths to be self-evident, that all have the ability to innovate, that all are endowed with certain unalienable capabilities, that among these are Curiosity, Creativity and the desire to Grow.

**The Innovator's Pledge** To realize these Capabilities, I commit:

- To triple the time I spend with the customers
- To triple the time I spend at the periphery
- To make a habit of asking “Why?” “Why not?” and “What if?”
- To run an experiment a day
- To look for ways to learn more without spending money
- To read a magazine in a field where I am a novice and find other ways to get to intersections
- To call up the most iconoclastic person **I** know and ask them to introduce me to the most iconoclastic person **they** know





# ***THANK YOU!***

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**@ScottDAnthony**







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**@ScottDAnthony**

***THANK YOU!***



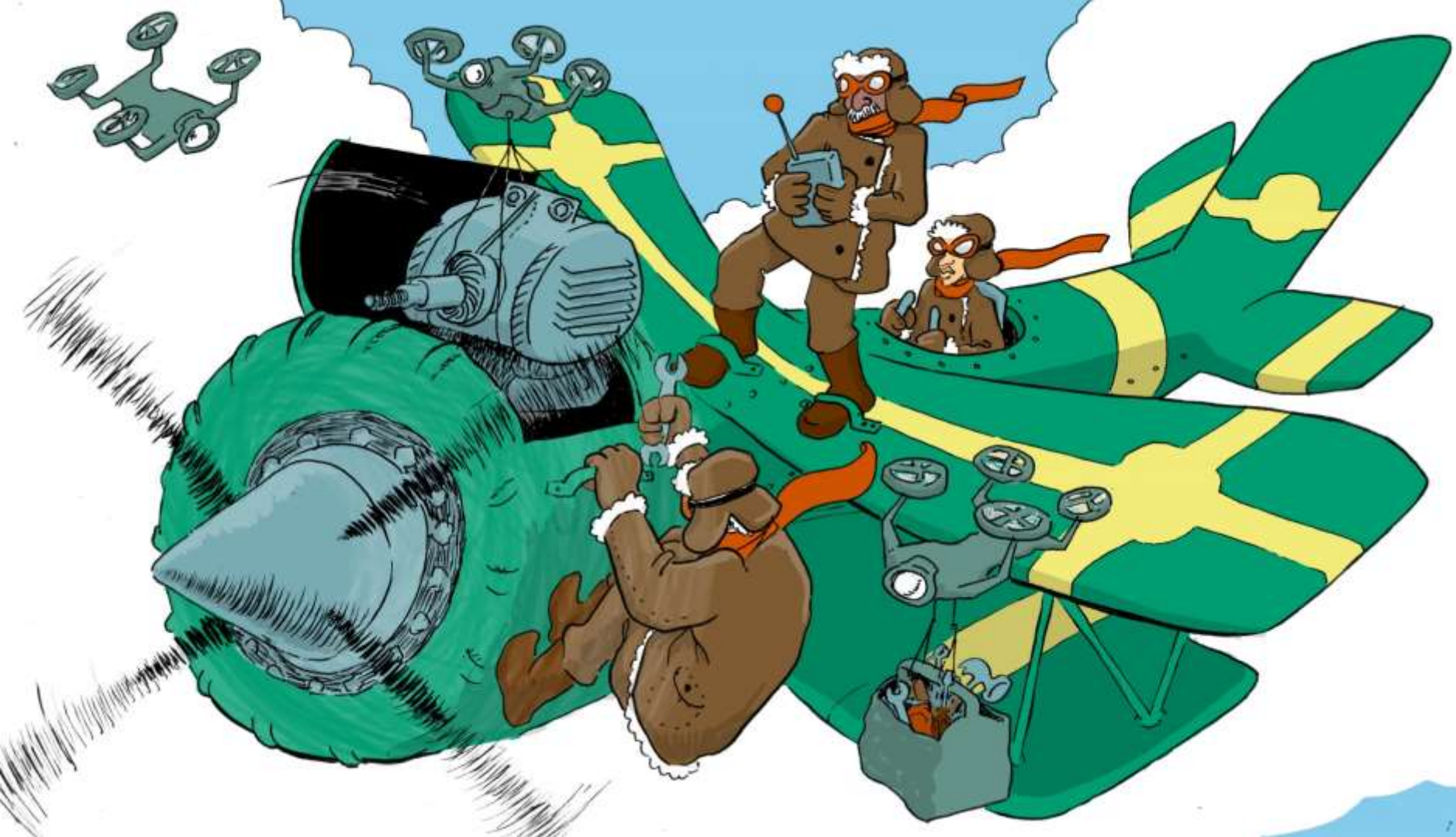
How ready are you and your team for dual transformation ?

		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Rationale
1.	We have a shared view of what we might look like in 5+ years if we don't transform	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
2.	We have a shared view of what we could look like in 5+ years if we do transform	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
3.	We have clearly defined our strategic initiatives	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
4.	We are making sufficient investments in our strategic initiatives	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
5.	We are making sufficient investments in new capabilities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
6.	We experiment rigorously to address strategic uncertainties	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
7.	Our culture tolerates "productive failure"	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	

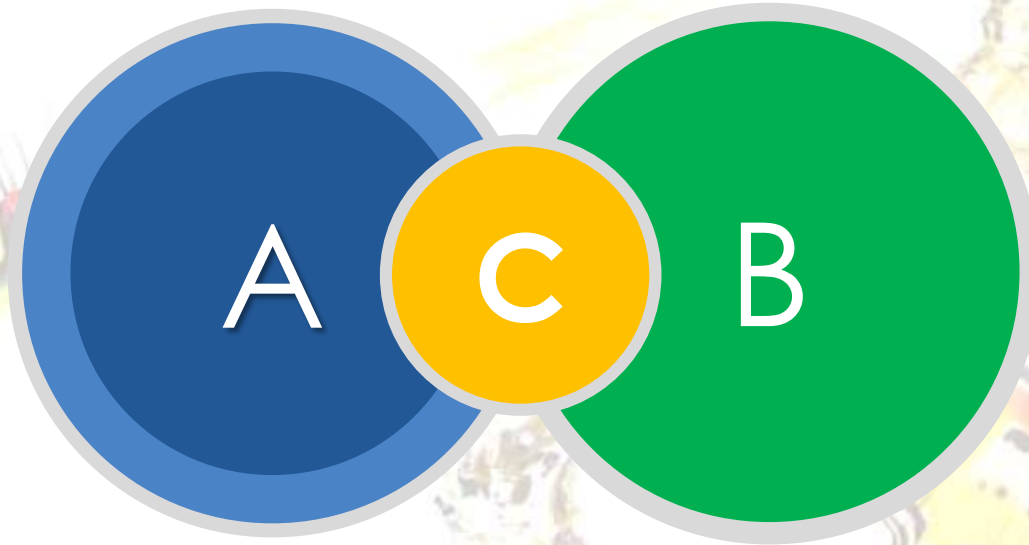


This is the  
**hardest**  
**problem** in  
business today









**COURAGE to  
Choose**

**CLARITY to  
Focus**

**CURIOSITY to  
Explore**

**CONVICTION to  
Persevere**





This is the  
**greatest  
opportunity** in  
business today