

Creative Execution: Leadership for the 21st Century



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Creative Execution Premise



- Creativity and innovation have replaced technology, talent and capital as the most difficult asset for organizations to acquire/nurture.
- The key challenge for leaders in the VUCA world is not developing strategy – it's developing strategies that they can execute with predictability and consistency.
- Military and business history are full of examples of Creative Execution leaders who were able to achieve victory against the odds.



TOYOTA



Google



ODGERS BERNDTSON
Leadership Practice

Decoding Creative Execution



- Let's take a look at each Creative Execution dimension and how they worked for companies like Google and Toyota
- As you explore each dimension, spend a few minutes thinking about your own role and organization

Creative Execution: A Formula for Sustained Competitive Advantage



Unique & Simple Strategy



The first ingredient of successful execution is a simple, unique and compelling strategy that clearly outlines what you will do – or won't do – in order to achieve outstanding results.



Four Seasons' Enduring Strategy



FOUR SEASONS
Hotels and Resorts



***Build midsize luxury
hotels with exceptional
service***

Issy Sharpe: How he Built Four Seasons



- Focus only on mid-size luxury hotels that provide exceptional customer service
- From single motel to luxury chain with 100+ hotels in 43 countries
- Golden Rule reflected in the evaluation of every staff member

“If you treat people well, the way you would like to be treated, they will do the same”

Unclear Strategy, Frustrating Questions

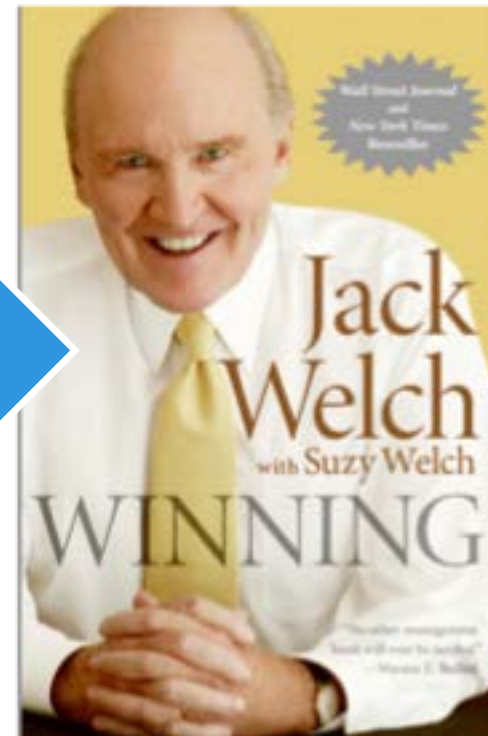


- “I try for months to get an initiative off the ground, and then it is shut down because ‘it doesn’t fit the strategy.’ Why didn’t anyone tell me that at the beginning?”
- “I don’t know whether I should be pursuing this market opportunity. I get mixed signals from the powers that be.”
- “Why are we bidding on this customer’s business again? We lost it last year, and I thought we agreed then not to waste our time chasing the contract!”
- “Should I cut the price for this customer? I don’t know if we would be better off winning the deal at a lower price or just losing the business.”

Candid Dialogue



The biggest little secret in business, according to Jack Welch, is the absence of candor in corporate America and businesses around the world.



Candid Dialogue: Alexander vs. Darius



6 Strategies to Promote Candid Dialogue

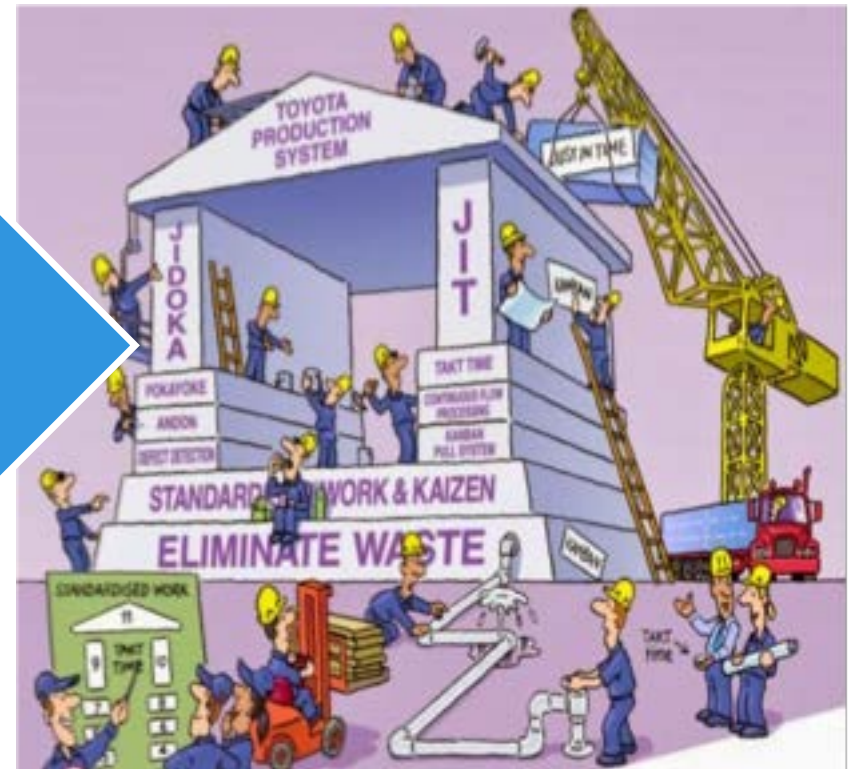


1. Involve Others
2. Be a Role Model
3. Ask for Suggestions
4. Seriously Consider Ideas From Team Members
5. Treat Team Members With Dignity And Respect
6. Value Differences

Clear Roles and Accountabilities



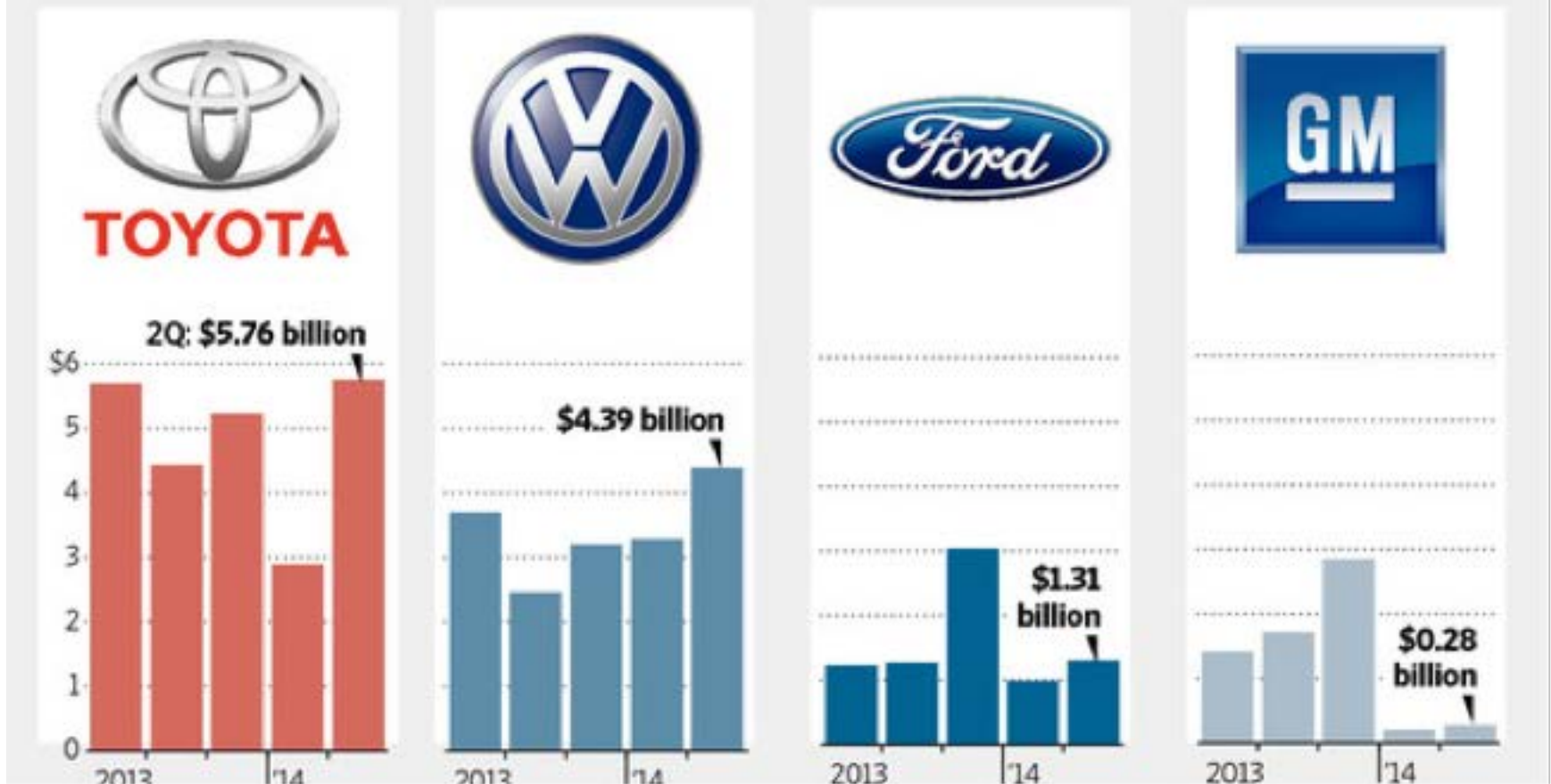
Clear roles and accountabilities are necessary to ensure that the moving parts in the organization work together to drive innovation.



Toyota by the Numbers



Net profit, in billions



GM's Creativity Glut



Meet the *Shusa*



- 38 Product Engineers in Toyota City who create design, business case and pulls together multi-functional team to develop, test and market an entire vehicle
- Creative tension between product vision and functional experts who understand what is technically feasible
- “After I joined Toyota, there was a period when I drove 200 cars in one year – different types, other companies’ cars. I want to be able to tell what distinguishes one car from the next.” – Akio Toyoda

Bold Action



Bold action generates incredible momentum. It firmly propels the organization toward its new direction, and provides the first tangible taste of how the strategy will be deployed.



Google's Early Start



*“If you’re not doing some things that are crazy,
then you’re doing the wrong things.”*



- Downloading the entire Internet
- Diverting their plane from New York to London
- Set the rules for their IPO, ignoring investment bank traditions

Moon Shots: 10x Gains



- Project Loon
- Waymo: self-driving cars
- Verily Life Sciences
- Wing (drone delivery)
- Calico (aging and aging-related diseases)

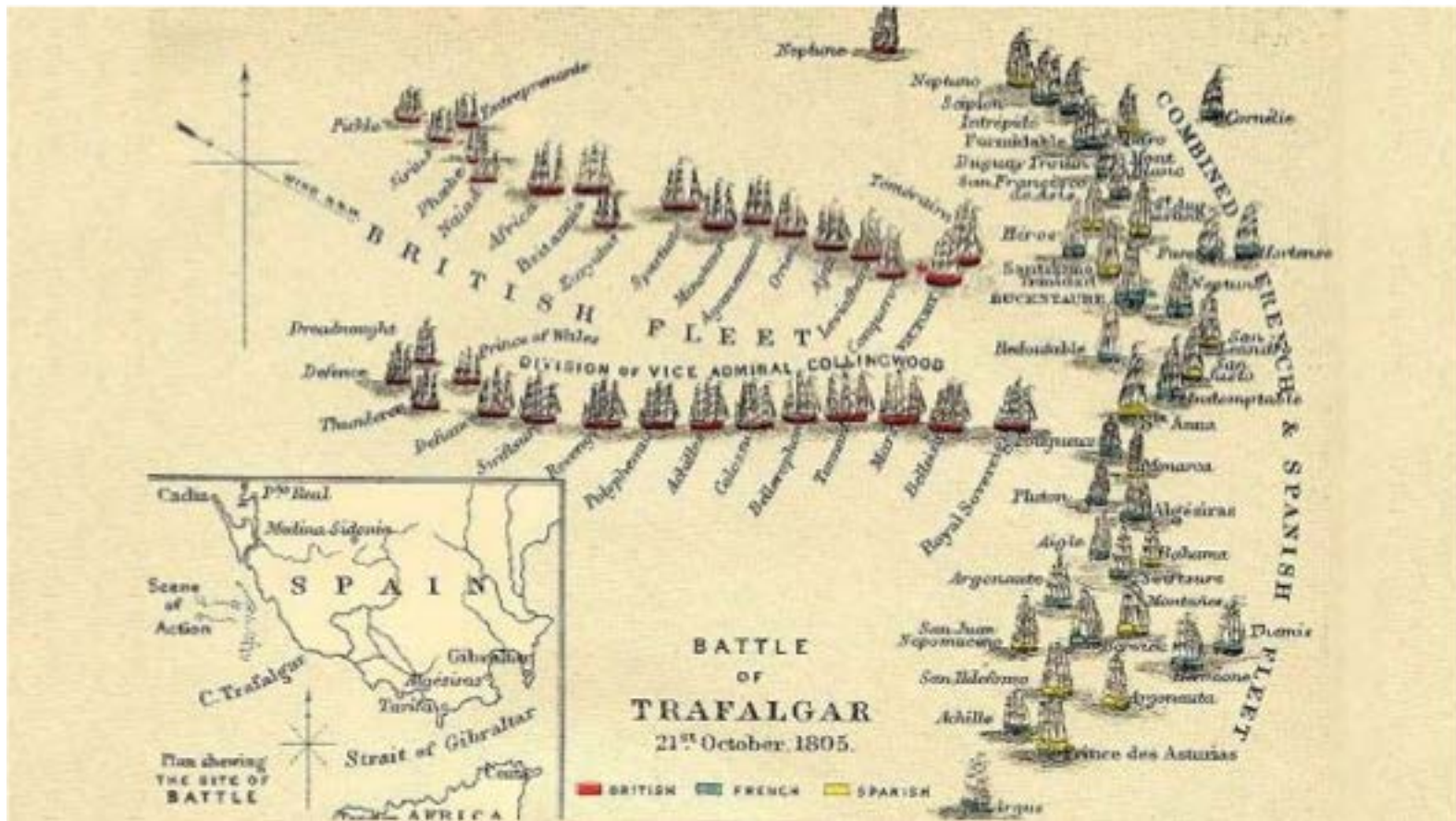
Visible Leadership



Visible leadership of the organization's senior leaders is necessary to maintain a common focus, keep track of execution milestones, and create a positive culture of learning, courage and perseverance.



Nelson's Touch of Creative Execution



Admiral Nelson at Trafalgar



Order of Battle:

- 33 French/Spanish
- 27 English ships

The “Nelson Touch”:

- Sought “total victory”
- Abandoned line ahead
- Doubled rate of fire
- Gave captains flexibility

Battle’s Outcome:

- 18 French/Spanish sunk or captured
- 14,000 killed or wounded



Section 2:

How Can you Unleash your Creative Execution?

Individual Discussion



Which company in your industry or geography exemplifies the principles of Creative Execution?



3 Things you Can Change



- ① **Change your mind**
- ② **Change your habits**
- ③ **Change your perspective**

Change your Habits



We are what we repeatedly do.
— Aristotle

A Creative Leader

- Engages people
- Is clear and direct
- Welcomes new ideas
- Tolerates mistakes
- Learns from others
- Pursues his/her passions
- Stays grounded
- Tries again

A Destructive Leader

- Distrusts new ideas
- Insists on getting his/her way
- Discounts negative feedback
- Punishes failure
- Tunes out new facts
- Has inflated views of himself/herself

Change your Perspective



www.alamy.com - A2JJB7

Success is not final, failure is not fatal; it is the courage to continue that counts.

— Winston Churchill

Finally: Ask Powerful Questions



“If I told you we weren’t going home until this war was won, what would you do differently?”

-- General Stanley McChrystal

Additional Readings



- **What Got you Here Won't Get you There: How Successful People Become even More Successful**, by Marshall Goldsmith
- **“The Best Performing CEOs in the World”**, Harvard Business Review, Nov 2016.
- **“What Great CEOs Do Differently”**, Harvard Business Review, May/June 2017.
- **Stop Holding Yourself Back** (Five ways people unwittingly sabotage their rise to leadership) by Anne Morriss, Robin J.Ely, and Frances X. Frei., Harvard Business Review
- **Creative Execution: What Great Leaders do to Unleash Bold thinking and Innovation**, by Eric Beaudan

Odgers Berndtson Overview



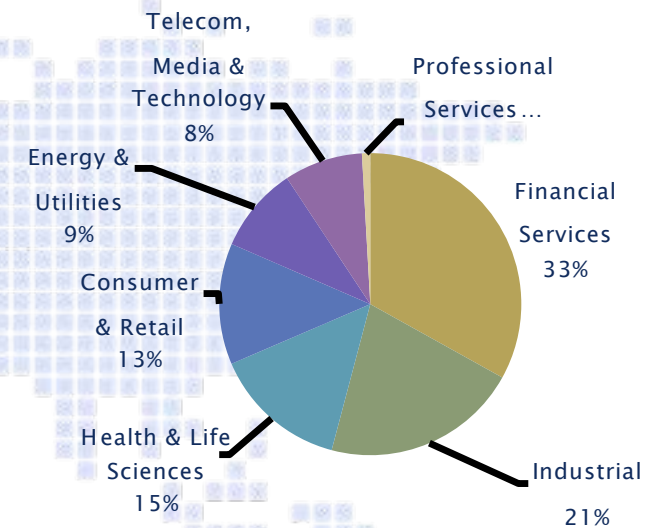
Global capabilities...

- Founded in 1965
- 50+ offices across 28 countries
- Advises 50% of Fortune 100, and 40% of Fortune 500
- Over 370 Partners and Consultants
- 80% of our business comes from existing clients

Lines of Business



Industry Sectors



Thank You!



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