

# INNOVATION IN A REINVENTED WORLD



10 ESSENTIAL ELEMENTS  
TO SUCCEED IN THE  
NEW WORLD OF BUSINESS

+ WEBSITE AND WEB TRAINING

DEE McCROREY



**Additional Praise for**  
***Innovation in a Reinvented World***

“A ‘must read’ book for anyone aspiring to leadership in the coming decade. While written through an American lens, the lessons provided in this thought-provoking book are equally applicable around the world.”

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*Associate Professor, Deakin University*

“Dee McCrorey’s incisive guide is essential for both seasoned and emerging innovation leaders. Filled with collective wisdom, *Innovation in a Reinvented World* teaches new reality thinking and offers a powerful platform for achieving savvy success.”

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*Master Certified Coach and CEO of  
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“Through the voices and experiences of 39 fascinating guides from a breadth of organizations and industries, Dee McCrorey has masterfully woven a compelling vision of how companies, leaders, and career professionals can reinvigorate, reframe, and reposition themselves in this rapidly changing new world of business. A nugget of wisdom from Dr. Patty Lopez (Chapter 8) pretty much captures the gift Dee has given us: ‘Innovation is the talent of taking ideas from disparate fields and integrating them into a unique solution that advances the state of the art.’ Thank you, Dee, for writing a sorely needed playbook to help us embrace these new innovation opportunities.”

Gary Katz  
*Founder and Chief Strategy Officer,  
Marketing Operations Partners*



# INNOVATION IN A REINVENTED WORLD

10 ESSENTIAL ELEMENTS TO SUCCEED  
IN THE NEW WORLD OF BUSINESS

Dee McCrorey



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# Preface

I learned to perfect the art of reinvention by working in the trenches for some of the most successful companies in the world in a variety of frontline, management, and leadership roles.

An inflection point moment came for me in 1996, when Dr. Andrew Grove, Chief Executive of Intel Corporation at the time, published his book *Only the Paranoid Survive*, about managing the complexity of business and the strategic inflection point. About the same time, I was mentoring and training a small group of Intel engineers on how to see around corners, a process that would one day become my personal inflection curve model for reinventing your career.

It would be another decade—and a Great Recession—before I would connect the dots between the two intersecting points. My trigger point was the negative hype portrayed in the media of U.S. companies no longer innovating. It motivated me to share a different reality—stories of businesses and individuals successfully navigating the rough economic waters—and to ask the question, “*How are they applying these ten essential elements for success in the new world of business?*” This book, *Innovation in a Reinvented World*, is the culmination of more than 25 years of practical experience—my successes and setbacks, some great mentors along the way, and expertise that came from the willingness to roll up my sleeves, dig deep, and get the job done.

Fortunately, I’m not alone.

## Connecting the Dots

The reinvented world of business will profoundly affect America’s leaders and workers in the decade ahead. Companies capable of transforming their organizations during this period of great disruption will thrive in a new reality where size matters less than innovation capabilities.

The rules have changed, and we need a new playbook.

*Innovation in a Reinvented World* draws back the curtain to reveal stories for a new reality, profiles of game-changing executives, leaders, and professionals in global corporations and start-up companies, colleges, nonprofits, and microbusinesses that represent success in a reinvented world.

Skillful application of the 10 essential elements continue to keep these business leaders and change makers innovating in front of the curve, reinventing their organizations and themselves for the new world of business.

Providing both a road map and a definitive blueprint for companies of any size looking to bridge the old with the new world of business, *Innovation in a Reinvented World* helps executives, leadership teams, organizational entrepreneurs, and change makers navigate and manage their organizations' inflection points in designing, building, and sustaining innovation—even through the postrecession playing field. This book:

- Looks at the 10 essential elements today's winning companies—for-profit, nonprofit, start-up, and microbusiness—count on.
- Offers practical steps for game-changing leaders and professionals looking to bridge the old world of business (the old thinking) with the new world of business (the new thinking).
- Provides leaders with a myriad of ideas for jump-starting the reinvention of their organizations.
- Draws on the wisdom of global business leaders who walk their talk and offers tips for working outside your comfort zone.
- Inspires action by real-world examples, anecdotes, and practices for creating value with the new currency of innovation.
- Distills my wealth of experience as an in-the-trenches leader and business operations turnaround expert.

## Who This Book Is for

Innovating in uncertain times requires embracing a new courage, and as business complexity grows, so will managing inflection points in front of the curve. But those who can bridge the old world of business with the new world of business will thrive in a reinvented world.

*Innovation in a Reinvented World* is recommended reading for today's game-changing executives and leaders, innovation catalysts, and next-generation innovators with big ideas. Professionals across a spectrum of industries—public and private—will also benefit from the ideas and tips on reinventing themselves and their teams for doing business in a reinvented world:

- Middle managers, program managers, and project leads responsible for initiatives that require managing in front of the curve.
- Human resource change makers responsible for translating talent strategies into innovative business solutions.
- Nonprofit executive directors and teams looking to differentiate themselves in the new world of business.
- Government change agents interested in guiding principles used by successful businesses in solving their own innovation challenges.
- University and college collaborators exploring new partnerships for reinventing education.
- Learning and development game changers helping organizations navigate through business and cultural upheaval as companies transition from the old world of business to the new world of business.

## How to Use This Book

Designed as a series of building blocks, there are four ways to get the most out of *Innovation in a Reinvented World* and what it has to offer.

### *Old World-New World of Business*

In Chapter 1, we offer a snapshot of four industries, comparing the old world of business with the new world of business. We help you connect the dots of how operating in the old world of business hinders how we move forward in a reinvented world. This chapter explores the importance of reinventing in front of the curve—innovating before the business requires it—and embracing the new innovation currency that requires a foundation of entrepreneurial skill sets, adeptness in managing different areas of expertise, and the ability to scale-up quickly in “cross-adjacency” knowledge.

### ***Individual Profiles by Element***

In Chapters 2 to 11, we explore in more detail the 10 essential elements needed to innovate and succeed in the new world of business. We offer case profiles of 39 individuals in the U.S. representing success in a reinvented world, from the micropreneur with less than five employees to the multinational executive responsible for thousands of workers around the world who are all building lasting legacies for their businesses, their workforces, and their communities.

### ***Profile Snapshots, Chapter Takeaways***

Following each profile, we offer a highlighted snapshot in table format of the personal strengths and professional/career differentiators of each individual, which makes it easy to see at a glance the skills, knowledge, and expertise needed to succeed in the new world of business.

At the end of each chapter, we provide you with pointers shared by those who were profiled—key takeaways—that you can use in reinventing yourself, your organization, and your business.

### ***Practical Web-Based Training***

When reading this book, you are encouraged to use its contents alongside my customized webinars (Web-based training), available at [www.InnovationinaReinventedWorld.com](http://www.InnovationinaReinventedWorld.com). The webinars are designed to help you with the “how to” of implementing the 10 Essential Elements in this book and will be offered online both as one-time live events and then archived videos which you can watch for learning on demand. For more information on my webinars as well as links to the scheduled dates and times in order to register and participate, please visit [www.InnovationinaReinventedWorld.com](http://www.InnovationinaReinventedWorld.com). You can also go to [www.wiley.com/go/innovationreinvented](http://www.wiley.com/go/innovationreinvented) and enter the password REINVENTED to find information specific to this book, as well as links to the webinars website.

The following is a list of the webinars that I will offer in the coming months to use alongside this book:

#### **Regarding the Reinventing Organization:**

Webinar #1: Finding Your Organization’s Reinvention Sweet Spot

Webinar #2: Innovating in Front of the Curve

Webinar #3: Succession Strategies for a Reinvented World



**Regarding the Reinventing Leader:**

Webinar #4: Responsible Risktaking in the New World of Business

Webinar #5: How to Quantify and Measure Your Influence

Webinar #6: Managing Career Transitions in a Reinvented World

**Regarding the Reinventing Professional:**

Webinar #7: Managing Your Career in Front of the Curve

Webinar #8: Creating Career Value in the New World of Business

Webinar #9: Virtual by Design: Building Your Digital Influence

**With a special bonus webinar to help bring it all together:**

Bonus Webinar #10: Connecting the Dots: Career Essentials to Succeed in a Reinvented World

**This Book's Setup*****Introduction: Great Recession, Great Disruptions***

The Great Recession ushered in disruptions that will affect Americans for decades. Many of the old rules of business, managing your career, and living your life no longer apply—we need a different playbook for succeeding in a reinvented world.

**Chapter 1: The Old World of Business versus the New World of Business in Four Major Industries** Economic downturns don't happen overnight, and neither do missed opportunities. In the following four industry snapshots, you will have a chance to connect the dots and discover how operating in the old world of business hinders how we move forward in a reinvented world.

***Part I: Succeeding in the New World of Business***

**Chapter 2: Element #1: Vision and Values** This chapter discusses strategies for rethinking and reinventing strategic vision for the new world of business. As examples, we look at four different companies and get advice from an array of their visionary managers.

**Chapter 3: Element #2: Entrepreneurship** Companies that design and build entrepreneurial capabilities into their workforce culture extend the reach of their influence beyond their own organization to a wider ecosystem.

**Chapter 4: Element #3: Navigation** Navigational guides often develop a sixth sense of early marketplace shifts in their industry. Leading others through organizational transformation, these change shapers help bridge business inflection points and guide others in becoming value creators and innovators.

**Chapter 5: Element #4: Responsible Risktaking** Businesses that model responsible risktaking walk their talk. Their leaders ask the tough questions and do the right thing when the right thing does not always equate to the easy thing.

**Chapter 6: Element #5: Disruption and Discontinuity** In the new world of business, the speed at which beginnings, disruptions, and endings occur will require different types of leaders—individuals selected as much for their leadership skills as for their eclectic backgrounds, experiences, and skill sets.

**Chapter 7: Element #6: Experimental and Exploration** Research and development, when tied to a company's innovation engine, is an integral part of the new world of business—agile, flexible, and driven by results.

**Chapter 8: Element #7: Innovation and Invention** Organizations that consider research and development as an investment strategy versus something to eliminate at the first whiff of economic distress differentiate themselves in the new world of business.

**Chapter 9: Element #8: Transition and Training** The risk to companies that disregard training and higher learning investments for their workers is that they will pay a steep price in a reinvented world where emerging skills and new knowledge provide a competitive edge in business.

**Chapter 10: Element #9: Networking and Collaboration** Leaders capable of designing, building, and sustaining relationship ecosystems that extend their own and their company's influence beyond four walls will differentiate themselves in a global workplace and community network.

**Chapter 11: Element #10: Execution** Getting the job done responsibly, whether this means launching a new product, sustaining a process, completing a project, or ending a product's lifecycle in the new

world of business, is about showing up like you mean it and making positive contributions along the way.

### ***Part II: The Practical Side of Reinvention***

**Chapter 12: Navigating Your Way: Implementing the 10 Essential Elements** In Part I, leaders, business owners, and professionals shared their slice-of-business and career profiles, key learning that will benefit organizations, leaders, and professionals who take action on critical aspects associated with each of the 10 essential elements.

**Chapter 13: The Reinventing Organization** Essential pieces needed for reinventing the organization include preparing your workplace and workers by using the readiness checklist. Another key consideration is the time frame for moving forward and the comfort level of the organization at large.

**Chapter 14: The Reinventing Leader** Whether employed by a company or operating their own businesses, leaders must become comfortable in reinventing themselves, their teams, and the organization at large. Reinvention readiness is the first step in doing so.

**Chapter 15: The Reinventing Career Professional** Learning how to reinvent your career and to continuously innovate and create value for the organization and the company will differentiate you in the new world of business.

Dee McCrorey



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D. M.

## INTRODUCTION

# Great Recession, Great Disruptions

**W**e get it when rhythm and blues singer Tina Turner belts out “What’s Love Got to Do with It.” But as Americans continue to struggle with getting their arms around the massive disruptions and deep shifts happening in our country, they might ask, “What’s *disruption* got to do with it?”

“It,” in this case, is innovation.

Innovation has always been at the forefront of our country’s ability to compete in business and to build world-class institutions, and for decades it has provided most Americans with comfortable lifestyles.

However, innovation is not a comfortable process. Preceded by disruptive events or situations—think of a snake shedding its skin—it is the destruction that often leads the way for transformation of economies, industries, businesses, and individuals.

Disruptions occur at any time or in any place. Sometimes we are prepared for them, and other times we are not, although if we possess a flexible mind-set that adapts to changing conditions, coping mechanisms that support us emotionally, and safety nets that catch our fall, disruptions can have less of a negative, painful impact on us.

Clayton Christensen in his groundbreaking book on disruptive innovation, *The Innovator’s Dilemma: When New Technologies Cause Great Firms to Fail*, writes about why established companies—even those run by competent, smart people—struggle with embracing

disruptive innovations still on the horizon. Christensen explains that organizations develop mind-sets and processes that revolve around doing what they already know. Once that pattern becomes established, managers have trouble—with themselves and others—justifying a change to the status quo.

Established patterns of doing things apply as much in business as outside of business, say, in our personal lives. As useful as patterns can be in helping us navigate day-to-day situations, patterns can also prevent us from seeing around corners and taking action in front of the curve, missing opportunities that others will take advantage of, what Peter F. Drucker refers to in one of his earlier works, *Innovation and Entrepreneurship*, as the ability to *exploit* change.

The Great Recession—named because of its resemblance to the Great Depression of the 1930s—ushered in disruptions that will affect Americans for decades. This recession also upped the ante, where in a reinvented world, innovation now resembles a currency with its own exchange value.

This means that many of the old rules of business, managing our careers, and living our lives no longer apply. We need a different playbook, a new blueprint for how to succeed in a reinvented world.

Consider for a moment how you would respond to the following scenarios:

- What would happen if you lost your job *today*?
- Would you know if your industry was contracting or expanding and what to do in either situation?
- What would happen if your company was acquired next week—would you still have a job in six months?
- What if your division closed and the jobs were outsourced—would your expertise and current skill set allow you to land on your feet?
- How will demographic shifts in the next 5 to 10 years affect your business? Your career? Your lifestyle?
- Do you know the industry trends for your business adjacencies?
- Do you know the downstream risks associated with your company's supply chain—their subcontractors and how they conduct business—and any possible negative impact to your company's reputation?



**Table I.1 Old World, New World of Business**

Old World of Business (Old Thinking)	New World of Business (New Thinking)
Vision/Mission/Strategy—structured, rigid, and hierarchical	Vision/Mission/Strategy—innovation is part of the company’s DNA
Change-averse, status quo–driven, culture of fear	Entrepreneurial, adaptive environment encourages responsible risktaking
Workforce as exploitable commodity; human resources as administrators instead of trusted strategic advisors	HR as safety net for value creators and innovation catalysts; leadership strategists with a place at the table
Return on investment (ROI) at any cost	Sustainability as the new bottom line
Research and development (R&D) last added, first axed	Long-range view of new product and service development
Finance driven	Focus on value creation
Legality that stifles innovation	Internal/external open source, smart intellectual property (IP)
Global mouthpiece	Global mind-set

- Do you know how to keep your intellectual property safe without stifling innovation?
- Do you know what is happening in the rest of the world and how it affects your organization and future career?

None of these scenarios is far-fetched, given today’s fast-moving, shifting landscape. We now recognize that the old ways of running our government, the old ways of doing business, the old ways of finding and keeping a job, and the old ways of educating our population must dramatically change if we have any hope of competing on a level playing field with the rest of the world.

Table I.1 compares the old world and new world of *business*; however, its components represent more of a mind-set shift than a specific *type* of organization, such as for-profit, nonprofit, academic, or government.

## Disruptions Are All around Us

America has changed. From the security wake-up call of September 11, 2001, to our financial wake-up call of 2008, this decade has wrought vast changes for our country.

The Great Recession affected us all—directly or indirectly—although to what degree depends on your economic status going into it and the safety nets available to you throughout the recession, which officially ended in June 2009. Big business, small business, start-ups, or microenterprises—no business has come through unscathed.

Bruised as a society, we watch as our economic might and position as a world leader come under attack. Unprepared for the economic tsunami of the Great Recession, we watch in desperation as our already frayed social fabric further unravels.

Continuous winning at something hasn't made Americans gracious losers. Unfortunately, we find ourselves internalizing the pain, watching as it plays out in our society in unhealthy ways: political polarity, racial biases and cultural prejudices, and violence against one another.

But even as the economy gathers steam, unemployment numbers will remain high as unemployed workers who had stopped looking for work return to the unemployment lines. As skills deteriorate based on the length of time someone is unemployed, it becomes harder to find a job, partly because of a mismatch between workers' skills and what employers are looking for.

Some analysts predict this recession may take as long as a decade before we can expect to come close to the 5.5 percent unemployment rate at the onset of the recession. According to a paper released by the Federal Reserve Bank of San Francisco in February 2011, economists and policy makers suggest the new norm may now be more like 6.7 percent.

America is at risk of losing its competitive edge if we continue along the same course, doing nothing today or doing the same thing and expecting different results tomorrow. But it doesn't *need* to play out this way. Our ability to reinvent ourselves is a large part of our DNA, and although we may be a mature economy, our energy, our inventiveness, and can-do attitude makes us a youthful 235-year-old!

In fact, reinventions are happening all across the country, from once-unemployed professionals transitioning into new roles and learning about emerging industries, to businesses stripping away the old and outworn for innovative ways of creating customer value, and state officials elected on platforms of reinventing their areas—all know what's at stake.

However, navigating our way out of this complex maze will be one long, hard slog. We'll need role models in government, business,

education, and parenting—guides who will lead us through the process. The ability to reinvent in front of the curve, whether in business, in managing your career, or in choosing a field of study in school, has become a necessity in a world where innovation has become the new currency.

We'll be challenged with fixing the brokenness of our country, while remaining vigilant to opportunities that reward first responders, areas such as clean technology and resource management. Emerging areas of opportunity often present themselves first as problems. Therefore, we must ensure that our entrepreneurial leaders, workers, and students possess the right skill sets and abilities to recognize opportunities that enter the room as a whisper instead of a shout.

Our country must fix its spending crises, while continuing to not lose sight of making the right investments for the right reasons. Financial and political distractions delay our country's forward momentum and serve as a helping hand for competing countries who, with laserlike focus, scout for the next holy grail of innovations.

Balancing our need to partner and collaborate with global governments and businesses while competing with them adds another layer of complexity. Therefore, America must discover new ways to share the kitchen with more than one chef, as Augmentum Inc.'s Chairman and CEO Dr. Leonard Liu has done, himself a Chinese immigrant to the United States and someone who now models the duo-kitchen mind-set.

But before we can effectively share the kitchen with other innovative chefs, we must agree on a menu with healthy ingredients to feed America—literally and figuratively—for decades to come.

Two things clearly differentiate the United States from other countries: our resilience and our ability to reinvent ourselves. If we can deftly tack and maneuver our way out of this mess, we will have rebuilt our country on a very different foundation—one that will take us well into the next century.

## **Where Are the Seismic Struggles?**

We're different people now. Changes in our social order during the last three decades have created fissures across America's landscape. The Great Recession became the slip on the fault that

caused the ground to shake in clusters and ripple throughout society.

Our jolted landscape has settled into a new social order, which some refer to as the “new normal” or the “reset economy.” Part of living with earthquakes is dealing with the aftershocks. These aftershocks will clearly affect the speed of how we redesign a new foundation for ourselves. Will we rebuild on solid ground or wait until the next pent-up wave of energy is released on its own?

The recession that began in December 2007 led to the highest unemployment rates in almost three decades, along with record-breaking rates of long-term unemployment. Almost three years after the onset of the recession, the unemployment rate, as of this writing, hovers around 9 percent.

Five areas experienced big aftershocks during the Great Recession. When taken together, they represent the biggest challenges for reinventing America in this decade:

- Social fabric
- Business
- Labor
- Education
- Health

### ***Social Fabric: We're Diverse and Aging Fast***

America's population is aging. This will affect our country on many fronts, from workplace dynamics to health care costs. The baby-boom generation—those born between 1946 and 1964—are expected to remain in the labor force longer than previous generations. Combined with economic incentives to work beyond age 65, this explains why this segment of the labor force is expected to grow about 10 times faster than the total labor force.

Families in the United States have experienced some of the most painful changes since the Great Depression of the 1930s, with today's families bundling and living under the same roof to combine their limited resources, while childbearing-age couples postpone having children for economic reasons.

We're more ethnically diverse. In the past 30 years, the Hispanic population has been our country's fastest-growing segment, followed by Asian Americans, while Caucasian growth in the

United States continues to slow. Immigration is adding even more diversity to America's social fabric: Muslims, roughly two-thirds of whom are immigrants, now account for 0.6 percent of the U.S. adult population, and Hindus, more than 80 percent of whom are foreign born, now account for approximately 0.4 percent of the population.

Our belief systems vary considerably from sea to shining sea. A 2011 Pew U.S. Religious Landscape Survey details the religious shifts taking place in America. The United States is on the verge of becoming a minority Protestant country, where the Midwest, by a wide margin, has the heaviest concentration of members of evangelical Protestant churches. Major changes in the makeup of American Catholicism also loom on the horizon, with Latinos representing roughly 12 percent of U.S. Catholics age 70 and older. The Northeast has the greatest concentration of Catholics, and the West has the largest proportion of unaffiliated people, including the largest proportion of atheists and agnostics.

We are also deeply divided politically. The political divides in America have forced politicians to make compromises that promote conflicting ideologies and ideas. The instant appeal of constituent support versus long-term fiscal responsibility has divided our country in its political opinion, contributing to a larger culture war between progressive and conservative Americans.

### ***Business: Our Leaders Remain Fearful***

Fear plays out in business in different ways. A slow response to hiring much-needed workers and leaders unwilling to take appropriate risks in moving their companies forward are just two ways that fear manifests itself in business.

Mass layoffs are another example of fearful leaders—the too-frequent knee-jerk response made by executives at the first whiff of a down economy. Indicative of organizations reacting to missed opportunities for reinventing their business in front of the curve, these companies are left playing the game of survival.

Microbusiness owners and self-employment are part of our economic fabric. A December 2009 Small Business Administration report, “The Nonemployer Start-Up Puzzle,” highlights the challenges the government faces in getting its arms around the under-the-radar nonemployer microbusiness owner. While employer

start-up rates move in line with overall economic cycles, starting a nonemployer firm is more likely to be an occupational decision based on a tight labor market. Firms that survive and thrive are likely to become employer firms down the road.

The field still isn't level for working women. Although there are about 9.1 million women-owned businesses in the United States—nearly 40 percent of all businesses—that employ 35 percent more people than all the Fortune 500 companies combined, women still make only 77.5 cents for every dollar that men earn. Education doesn't appear to close this gap. According to the Bureau of Labor Statistics, the more education a woman has, the greater the disparity in her wages.

### ***Labor: Our Workers Are Discouraged***

Dismantling the U.S. workforce and eroding the leadership base have been occurring for decades. What began as an outsourcing of blue-collar workers has, during the previous two recessions, bitten deeply into the white-collar workers' piece of the pie as well. Large numbers of unemployed workers never returned to their former jobs in 2003, and we can expect the same or worse following this recession.

Our participation in labor unions isn't what it used to be. During the last 25 years, union membership has declined. In 1983, the first year for which comparable union data are available, the union membership rate was 20.1 percent, when there were 17.7 million union workers. In 2010, the union membership rate—the percent of wage and salary workers who were members of a union—was 11.9 percent, down from 12.3 percent a year earlier; the number of wage and salary workers belonging to unions declined by 612,000 to 14.7 million.

A dynamic shift in events may be on the horizon that would reverse a phenomenon of the last two decades, the outsourcing and offshoring of American jobs. As companies review their strategies and the complexity of supply chains in other countries, business leaders are reconsidering whether it makes sense to return manufacturing operations to American cities. Big business is discovering that collaborating closely with stateside customers may actually result in faster product innovations.

In fact, a new industrial revolution may be on the way. Innovative technologies—3-D printing is an example—have the

potential to transform manufacturing by lowering the costs and risks associated with producing products and, thus, where these products are manufactured.

But just when our country needs people to challenge themselves in new and innovative ways, we have workers who are trading down—less pay and less challenge—each time they reinvent themselves for a new job. Americans experiencing the long-term effects of unemployment may be dumbing down their skills upon reentering the workforce.

Unfortunately, because our government only tracks U-3 data—unemployed persons—we won't know how many workers consider themselves underemployed in U-6 data, in the sense that these individuals have accepted a job beneath their skills, training, or experience level. Our country cannot afford to have American workers wasting their time in figuring out how to squeeze the genie back in the bottle.

But there is an even darker side to long-term unemployment: suicide rates. The suicide impact in terms of the long-term unemployed, who were 22 percent of the unemployed in 2010, will not be available for three years following the official end of the Great Recession, according to the Center for Disease Control (CDC). The impact on the social fabric of our country may take another decade to become fully evident.

Economists Richard Dunn of Texas A&M University and Timothy Classen of Loyola University Chicago are trying to pinpoint the effect joblessness has had on suicide rates. Unemployment, they found, does increase the risk of suicide, first, just after a factory first closes down and again about six months later, when unemployment insurance ends.

### ***Education: Our System Is Broken***

We find ourselves as a country dropping lower on lists that track and measure global innovation. Education is critical to reversing this trend.

Our K–12 educational programs, higher learning coursework, and lifelong learning initiatives haven't, in most cases, kept up with the rest of the world. We have ample room to improve: reducing high school dropout rates, raising standardized test scores, and making it affordable to pursue higher learning.

More importantly, we need to (finally) figure out what we want education to accomplish in this country. From a 360-degree perspective, we need to agree on the outcomes we require for educating the whole brain.

This will help us resolve the K–12 teacher argument, which hasn't moved forward with any sound resolution for decades. School administrators and teachers spend as much time infighting as they do teaching, which only serves as another distraction on the road to innovation.

We need to revisit the concept of fair competition between schools. Whether this means school vouchers or another form of equity for parents and guardians who cannot afford the costs of a private school education, we must level the education playing field for different economic realities.

We need far-thinking union leaders, administrators, teachers, and parents prepared to shake the Etch A Sketch and rethink a new way.

Parents need to see themselves as a big piece of the success puzzle and become active partners in their children's education by creating a culture of learning at home. Tossing the baton of responsibility to cash-strapped public schools and stressed-out teachers, expecting them to educate, parent, and serve as chief bottle washers for our children, is unrealistic and sets up our educators for failure.

### ***Health: Our System Is Stressed***

Americans are conflicted in their optimism. A January 2010 Royal Philips Electronics study showed that three-quarters of Americans felt generally positive about their overall health and well-being. A closer look, however, shows cracks in our optimistic nature when it comes to the factors that make up individual health and well-being, such as concerns about our jobs and economic security.

Unfortunately, our bureaucratic and highly expensive health care system is not up to the task of upgrading antiquated hospital technology, offering innovative procedures, and introducing streamlined processes for the twenty-first century.

In March 2010, the average cost for private health insurance benefits was \$2.08 per hour worked. Employer costs for health insurance benefits were significantly higher for union workers, averaging \$4.38 per hour worked, than for nonunion workers, averaging \$1.82 per hour.



Americans spend billions of dollars for out-of-pocket hospital care expenditures: Spending for inpatient hospital rooms and services provided by facilities such as general care hospitals, psychiatric hospitals, substance abuse facilities, and birthing centers, plus outpatient and emergency room care, were \$21.1 billion in 2008. Out-of-pocket expenditures for all services provided and billed by physicians were \$22.0 billion.

Prescription drug spending was \$43 billion in 2008; medical supplies spending, for items such as hearing aids, eyeglasses, and contact lenses, was \$10.5 billion.

Greater numbers of uninsured families—more than 50 million people in 2010, according to the Census Bureau—will continue to strain hospital emergency rooms across the country at great expense to taxpayers.

We're going broke trying to keep ourselves healthy. Our country cannot afford to support this broken system if we hope to rebuild the infrastructure of people for a reinvented world.

## What Happened?

We lost our way. As the country matured, we dropped our guard. We became blind to the fact that other countries noticed our complacency and saw a competitive entry point. Resting on our past laurels and successes weakened our culture of competitiveness.

Too many U.S. companies offered innovation lip service without truly innovating, while breaking the social contracts of employer-employee trust. Too many workers failed to show up like they meant it, ready to fully engage and deliver their best efforts.

Companies sent jobs overseas without accountability for the unemployed left in their pink slip wake, as they competed against heavily subsidized competitors who had created this nonlevel playing field. Our core values began to erode.

The middle class was duped into believing the playing field was level for them. It wasn't. High-interest credit cards provided users with a false sense of security. When we maxed out our credit cards trying to keep up with the American dream, our homes replaced plastic with paper via second and third mortgages.

As an optimistic and trusting bunch, we really wanted to believe that those who ran our institutions were minding the store. We were too busy running up big credit card balances that kept our

economy humming. Our homes were like Monopoly money, and industries that we were told were too big to fail fell like dominoes.

We bought into this image of ourselves as a great world leader, not bothering to validate whether the leadership model had changed, and as the heat cranked up, we didn't seem to notice how close to boiling we were.

What does this all mean for Americans in 2011 as we face an uphill battle to reinvent our country?

It means that we need a new playbook. When the old rules don't work, it's time to change the rules. But it will take more than a few tweaks here and a few policy edits there to get us through this complex maze.

We also need a time element for tackling and accomplishing this major reinvention. The rest of the world isn't going to stop for us to play catch-up, so it's time to apply good, old elbow grease.

Robert Reich, in his book *After Shock*, paints a what-if picture of social unrest in this country unless we move aggressively to reduce unemployment, develop short-term and longer-range plans to address individual wealth gaps, correct trade imbalances, and reduce the tax burden carried by the middle class.

During the November 2010 elections, our country got a taste of what frustrated, unemployed citizens were willing to do at the ballot box. As social unrest occurs around the world, we must remind ourselves that our own country's revolution wasn't that long ago.

## Connecting the Dots: The 10 Essential Elements

In *The Watchman's Rattle*, Rebecca de Costa writes about evolution and the "process and rate at which biological change occurs between one generation and the next" as a critical factor of why civilizations succeed or fail.

In this book, you will discover how a diverse group of people successfully navigated the great disruptions of the last decade from the dot-com bust in the late nineties, the 9/11 tragedy, the recent real estate and banking meltdowns, to the Great Recession by applying these 10 essential elements.

Your reinvention guides range from change makers in multinational firms to start-up entrepreneurs and from education disrupters to microenterprise owners, as well as nonprofits that provide safety nets for the most vulnerable in our communities. These 39

individuals across the United States demonstrate a variety of ways of reinventing a business or a career.

They have self-corrected and course corrected, repositioned, and adapted to new ways of doing business and managing their professional lives. Their evolutionary payout is an increased capacity for solving big problems in new ways and reinventing in front of the curve—ultimately altering the innovation blueprint of their businesses, their organizations, and themselves.

Together, these game changers model the best of the 10 essential elements required for the new world of business.

Table I.2 lists the 39 individuals represented in this book, their company or business, industry, and the essential element that best represents their true north. They are qualified to serve as your guides in helping you navigate this new world of business through their stories, the lessons learned, and the innovative approaches they use for thriving in a reinvented world.

**Table I.2 Your Guides to the 10 Essential Elements**

Name (Alphabetical by Surname)	Company/Business	Industry	Element
Jerri Barrett	Anita Borg Institute	Nonprofit/Tech	Vision & Values
Karen Bartleson	Synopsys	Tech	Networking & Collaboration
Ray Brown	Zuvo Water	Water Filtration	Navigation
Andy Butler	Zuvo Water	Water Filtration	Vision & Values
Sheryl Chamberlain	EMC	Tech	Networking & Collaboration
Chris Claudatos	EMC	Tech	Execution
Tara Collison	Cisco	Tech	Execution
Linda Connly	EMC	Tech	Disruption & Discontinuity
Bill Cook	EMC	Tech	Experimental & Exploration
Skye DeLano	Fresh Lifelines for Youth (FLY)	Nonprofit	Vision & Values
Margaret Diesel	Zuvo Water	Water Filtration	Execution

(Continued)

Table 1.2 (Continued)

Name (Alphabetical by Surname)	Company/Business	Industry	Element
Shawn Douglass	EMC	Tech	Execution
Reiko Emmi-Sota	The Bridge Group	Tech	Entrepreneurship
Elizabeth Flammini	Zuvo Water	Water Filtration	Responsible Risktaking
Patricia Florissi	EMC	Tech	Disruption & Discontinuity
Christa Gannon	Fresh Lifelines for Youth (FLY)	Nonprofit	Vision & Values
Lori Gaskin	West Valley College	Education	Disruption & Discontinuity
Esterina Gentilcore	Zuvo Water	Water Filtration	Execution
Brian Godfrey	Zuvo Water	Water Filtration	Experimental & Exploration
Rich Goldman	Synopsys	Tech	Entrepreneurship
Francine Gordon	F Gordon Group	Consulting	Networking & Collaboration
Heather Healy	EMC	Tech	Execution
Phil Houdek	Zuvo Water	Water Filtration	Transition & Training
Betty Kinney	Zuvo Water	Water Filtration	Transition & Training
Mark S. Lewis	EMC	Tech	Vision & Values
Patricia Lopez	Latinas in Computing	Tech	Innovation & Invention
Exley Mixon	M-Cubed Global	Asset Management	Responsible Risktaking
John T. (Jack) Mollen	EMC	Tech	Navigation
Jeffrey M. Nick	EMC	Tech	Innovation & Invention
Phyllis Stewart Pires	SAP	Tech	Transition & Training

**Table 1.2 (Continued)**

Name (Alphabetical by Surname)	Company/Business	Industry	Element
Bruce Pittman	Space Portal, NASA Research Park	Aerospace	Experimental & Exploration
Dawn R. Rivers	<i>MicroEnterprise Journal</i>	News Media	Navigation
Barbara Robidoux	EMC	Tech	Entrepreneurship
Joseph Taylor	Zuvo Water	Water Filtration	Transition & Training
Steve Todd	EMC	Tech	Entrepreneurship
Gayle Uchida	New World Transitions	Consulting	Transition & Training
Gwen E. Weld	EMC	Tech	Navigation
Telle Whitney	Anita Borg Institute	Nonprofit/Tech	Vision & Values
Kathrin R. Winkler	EMC	Tech	Responsible Risktaking



# CHAPTER 1

## The Old World of Business versus the New World of Business in Four Major Industries

**A**s economic downturns don't happen overnight, neither do missed opportunities, sometimes appearing so obvious to the casual observer that he might ask, "What were they thinking?"

It is challenging to connect the dots when you're in the midst of running a business—recognizing and effectively responding to temperature flags before the water reaches the boiling point, what former Intel Corporation Chairman and CEO Dr. Andrew Grove in his 1996 book, *Only the Paranoid Survive*, refers to as strategic inflection points.

In the following four industry snapshots, you will have a chance to connect the dots and discover how operating in the old world of business hinders how we move forward in a reinvented world and the importance of reinventing in front of the curve—innovating before the business requires it. The new innovation currency requires a foundation of entrepreneurial skill sets, adeptness in managing different areas of expertise, and the ability to scale up quickly in cross-adjacency knowledge.

Unfortunately, the old world of business is where many U.S. companies find themselves today, if, in fact, they're still in business. One company snapshot—Circuit City—floundered for years before its death spiral ended in 2008. In another company snapshot—the newly divided and renamed Motorola Mobility, Inc.—a telecom

industry giant struggles to reclaim its top position against rivals Apple, Samsung, and Research in Motion, among others.

Two of the industry snapshots—transportation and journalism, new media, and publishing—represent a more complex set of challenges. These industry bundles reconfirm just how connected we are today, whether we're talking about rebuilding and investing in our infrastructure for the next century or rethinking how we receive our news content.

What we decide or do not decide to do will greatly affect the world as we know it.

### **Industry Snapshot: Retail—Circuit City Stores, Inc.**

Founded by Samuel S. Wurtzel as a television store in 1949, Circuit City Stores was incredibly successful in the 1980s and 1990s by pioneering the concept of the electronics superstore that offered a broad variety of products in a cavernous setting. Poor leadership, basic inventory management, and bad customer service contributed to the demise of a one-time retail giant that filed for bankruptcy in November 2008 and closed its doors shortly thereafter.

Ultimately, the company waited too long to reinvent itself and then attempted to do so in the midst of the Great Recession.

**Complacency and slow response.** In the face of fast-moving retail changes and a downturn in the economy, Circuit City's disjointed actions began a snowball effect that the company never recovered from, after losing its crown as No. 1 American consumer electronics chain to Best Buy in the 1990s.

**Spin-off of CarMax.** The company let many of its best and most experienced people go at a time when their skills were most needed.

**Failed to secure prime real estate early on.** Consumers were tempted to check out competitor Wal-Mart since both were located in out-of-the-way locations.

**Poorly executed CEO's turnaround plan.** The skill sets needed for such an aggressive turnaround were either missing or not leveraged.

**Slow response to Best Buy's purchase of Geek Squad.** Circuit City's installation business, called Firedog, a high-margin service that generated \$300 million in sales, came four years too late to gain traction against Best Buy's service offering.



**Death spiral combination of credit crunch and financial crisis.**

Vendors became reluctant to offer products to a weakened company that could go under without their getting paid (which is exactly what happened).

Table 1.1 shows what happens when a company waits too long to reinvent itself and then attempts to do so in the midst of a major inflection point, in this case the Great Recession, without a sound strategy, adequate resources, or the right expertise and with a weak execution plan.

**Table 1.1 Circuit City, Inc.**

Old World of Business	Missed Opportunities
CEO and execs’ slow response to operational struggles and financial meltdown, no cost-reduction strategies, knee-jerk reactions to cost cutting “Retention” compensation for executives in 2007	Closing weak/poorly performing stores preferable to cutting 3,000 of top sales people; C.C. lost its quality differentiator of professionals who knew the product lines and replaced them with cheaper workers “Retention” compensation came under fire as the company delivered pink slips to thousands of experienced salespeople
CEO distracted with shareholder battles and calls for his ouster	Personal ego got in the way of facing relationship issues straight on Tough, open discussions with influential shareholders and vendors didn’t happen
Low-hanging fruit for competitors: Stopped selling popular appliances—opening for Wal-Mart Missed in-store promotions with thriving companies such as Apple Computer—opening for Best Buy Web presence was weak—opening for Amazon.com	Turnaround team needed to operate as if the company could close tomorrow: Daily war room meetings Aggressive execution plans Agile response to unexpected developments Inside team members partner with external turnaround retail experts
Poor in-store shopping experience and laborious check-out process	Best Buy offered better customer service, faster shopping and check-out experience
Became a copycat, often building big-box stores right across the street from Best Buy	Throwing money at a problem was no guarantee of innovative results

## Industry Snapshot: Technology and Telecommunications—Motorola, Inc.

Motorola Inc. invented the cell phone, popularizing it with its StarTac, before losing its lead to Nokia. The company regained its mojo with the launch of its ultrathin Razr (22 percent market share in 2006), only to see it slip away again with the company's slow entry into 3G, or the third-generation market, as Samsung and LG introduced several 3G phones early for use over next-generation wireless networks. Motorola sold its wireless network unit in 2010 to Nokia Siemens Networks for \$1.2 billion in cash. Motorola Inc. split itself into two separate companies in January 2011: Motorola Mobility Inc. and Motorola Solutions Inc.

Motorola Mobility's challenge is to out-compete entrenched rivals Apple, Research in Motion, and Samsung, among others.

**Shelled out too much money.** Overpaid when it purchased bar code scanner maker Symbol Technologies in 2007 for \$3.7 billion; wasted money on share buybacks in 2006 to 2007, repurchasing \$6.8 billion of stock at an average cost of \$20 per share.

**Brought in new talent to right the ship.** The ouster of CEO Ed Zander following the Razr's stalled 3G strategy ushered in a number of executives who rotated at the helm.

**Lawsuit distractions.** Activist Carl Icahn filed a lawsuit against Motorola. Apple's 2010 patent lawsuit against Google's Android and Motorola's Droid could distract the company from building out its product pipeline.

**Samsung threw a curveball in early 2011.** Korean device maker Samsung Electronics, following cues from Apple, introduced a line of Galaxy S Smartphones in 2010 that saw sales of 10 million units. The company unveiled the Galaxy Tab, its answer to the Apple iPad.

**Verizon threw its own curveball.** Verizon announced that it will offer an iPhone 4, which is expected to sell at least 20 million in 2011, 10 million to 12 million of which will go to Verizon wireless customers.

Table 1.2 shows what can happen when a company rests on its laurels and gets too comfortable (and a bit complacent) before aggressively responding to competitors. The revolving talent at the

**Table 1.2 Motorola, Inc.**

Old World of Business	New World of Business
Attempted to innovate only from the executive suite and unwilling to take risks	Continue to leverage Google’s open source Android and Verizon wireless with new product lines
Attempted to rebrand before it reinvented the company	Refocus on reinventing itself—not just adding a rebranding layer to the business
Company rested on its Razzr laurels by not introducing a digital version—cementing the image and brand in buyers’ eyes of the product as analog	Motorola’s new generation of Smartphones combine Internet access, e-mail, and software applications
Slow to market with 3G version of Razzr that had to compete with Apple’s iPhone buzz	Motorola regarded as comeback kid at 2011 Consumer Electronics Show for its line of Droid handsets and its iPad competing tablet, Zoom, which <i>eWeek</i> magazine touts as the perfect iPad competitor
Round after round of cost cutting in a desperate attempt to right the ship may affect ability to move quickly in an economic upturn	Enterprise crown jewel offers good growth prospects and high operating margins (15 percent). Motorola’s enterprise mobility sells radio, data communications, and other equipment to police, fire departments, and other government operations that won’t buy from a non-U.S. vendor. This unit generated \$1.1 billion of operating profits in 2009 and could be worth \$10 billion, given this entrenched customer base
Putting all its eggs in the Android basket without a Plan B	Develop a pipeline of innovative products, should Google’s Android miss a beat. Prepare for fast marketplace shifts: Six years ago, iPhone didn’t exist; four years ago, there was no Android

helm with shifting strategies and priorities creates confusion and missed opportunities.

**Industry Snapshot: Transportation—Airlines, Rails, and Automobiles**

Our country is sorely behind the rest of the world in implementing the transportation ecosystem that America requires in the twenty-first century. The United States invests at most 2.5 percent of its

gross domestic product (GDP) on infrastructure compared with China, which invests at the rate of 9 percent to 12 percent of its GDP, and we find ourselves in 27th place among 36 Organisation for Economic Co-operation and Development (OECD) nations.

Our growing population paints a picture of a strained infrastructure in the not so distant future—in 2010 the U.S. population reached 308 million people. Imagine for a moment what the Internet of things will look like with the prospect of a trillion connected objects: cars, cameras, roadways, pipelines, and even livestock and pharmaceuticals. Then think about the movement and interaction of all those things.

No doubt intelligent systems will be needed to manage America's needs just in *this* century to augment our shrinking labor force and aging population. Working smarter, not harder, is imperative for the United States.

The old world of business with its disconnected system of vehicles, pathways, and terminals will not get us to where we need to be in the next decade. A mature society that expects to compete in a global economy, where our planet is becoming smarter and faster every day, must put its reinvention of the transportation industry in overdrive just to keep up with the rest of the world. A snapshot of our country's transportation system—airline, rail, and automobile—offers a glimpse into the complexity of this interconnected world.

### ***Airlines***

The deregulation of U.S. air carriers in 1978 leveled the playing field for the flying public with increased competition and lower fares, as no-frills carriers were allowed to join the ranks alongside legacy airlines that had controlled the skies for decades.

Two decades later, on September 11, 2001, the industry found its image tarnished when the flying public questioned its ability to keep them safe in the air. A number of U.S. legacy carriers, already weakened by the spiraling costs of fuel, labor, and general operating costs, filed for Chapter 11 protection; Continental Airlines had already gone through bankruptcy proceedings in the 1980s and 1990s.

The airline business is not for the meek. With each new aircraft delay, new emissions policy, or entry of low-cost carriers (LCC), airline executives must make tough decisions just to stay in business. Decisions to postpone the opening of new routes; whether to keep

older, fuel-guzzling, and higher-maintenance planes in the air longer; buy additional aircraft to fill gaps; or bring planes out of storage until newer planes can be added to the existing fleet add to the complexity of operating an airline.

With fuel prices accounting for at least a third of airline operating expenses, volatile conditions in the Middle East threaten the fragile gains made by domestic carriers in 2010. Delta Airlines and AMR Corporation, American Airlines' parent company, warned analysts in early 2011 that if fuel prices reach \$100 a barrel in 2011, their operating costs would increase by \$1 billion.

Bloomberg estimates that the airlines could lose more than \$600 million because of extreme weather conditions across the country since November 2010 with close to 90,000 flights scrubbed—the most canceled flights recorded by the government since it started tracking this information in 1987.

Industry success story Southwest Airlines has thrived with its lean operations and emphasis on service, no-fee baggage policy, and no rebooking fees for changed tickets. Through its innovations, loyal, nonunion labor force, and direct ticketing (no third-party bookings), Southwest has kept costs in check. In 2010, the company marked 38 consecutive years of profitability.

Domestic U.S. airlines, legacy and LCCs alike, will face severe disruptions—here and abroad—in the next few years that could further shake out the industry.

However, the airlines can turn these disruptions into innovative, profitable products and services by viewing these six challenges as opportunities for reinventing the industry.

### **Reinvention Challenge #1: Reduce Operating Costs without Further Eroding Customer Service**

To offset the rising costs of fuel, most U.S. domestic airlines hedge their bets by entering into a contract to pay a set price for future fuel purchases. Hedging is an important aspect of fuel cost management, a strategy that minimizes the impact of volatile fuel prices on operating costs.

As carriers focus on cutting operating costs, consumers now pay for everything from baggage fees (\$2.9 billion in 2009) and in-service meals, drinks, and snacks to aisle seats and blankets. According to CIT Group's 2011 "Global Aerospace Outlook," nearly 40 percent of airlines now charge passengers for food (41 percent) and their first checked bag (38 percent). The trend is more common among

U.S. carriers (75 percent) than among European carriers (17 percent) and carriers in other regions (19 percent).

A primary focus on cost cutting has come with a price—the rise of customer service complaints. In the last decade, the number of customer complaints has reached a noise level where Congress is considering the prospect of creating a government body for flyers to get some service satisfaction.

**Reinvention Challenge #2: Aggressiveness in Pursuing Innovations** The last time the airline industry introduced something truly innovative was the United Airlines introduction of ticketless travel in 1995, with the help of Electronic Data Systems and AT&T Global Information Solution. As part of its \$3 billion cost-saving program, the company assessed that manually producing a paper ticket cost them about \$8 versus 45 cents for transacting the booking electronically.

Airlines must look to new technologies to help lead the way. For example, Southwest hopes to save \$60 million a year with the General Electric Aviation Systems TrueCourse flight management system that controls the aircraft track to an accuracy of 10 meters (33 feet) and the time of arrival to within 10 seconds to any point in the flight plan. Benefits are the ability to fly shorter flight paths and idle-thrust descents, which reduces fuel consumption, while lowering emissions and noise levels.

**Reinvention Challenge #3: Reduction in Carbon Footprint and Meeting Environmental Impact Requirements** Europe-bound airlines will face the European Union's (EU) newest policy for tackling the high environmental costs of carbon emissions by air carriers. The policy covers all flights that land or take off within the EU. With U.S. airlines expected to face the largest bill of all, court battles are heating up between the EU and the U.S. Air Transport Association (ATA) and three of its members—American, Continental, and United Airlines—who allege that the EU has no jurisdiction over non-EU countries. Associated carbon costs mean that consumers can expect to pay more for the price of a ticket.

Next-generation aircraft, regardless of size, will have one thing in common: planes that produce a smaller carbon footprint. According to Boeing, the new B787 Dreamliner (\$200 million each) will be 20 percent more fuel efficient than the comparable midsize 767 or the Airbus A330.

**Reinvention Challenge #4: Managing Equipment Delays, Cost Overruns, and Complex Supply Chains** Fierce aircraft competitors Boeing and Airbus continue to struggle with manufacturing headaches: delivery delays, cost overruns, labor strikes, engine problems, canceled orders, and disappointed customers who expect compensation for delayed equipment delivery.

Rising fuel prices in 2011 could result in more aggressive decisions to mothball old gas-guzzlers and invest in newer, more fuel-efficient jets to replace aging DC-9s, A320s, 757s, and unpopular 50-seat regional jets, further placing pressure on aircraft manufacturers to get their houses in order.

Supply chain complexity has slowed the delivery of Boeing's Dreamliner—three years behind schedule and at least several billion dollars over budget. This historic design feat for Boeing also marks the company's departure from its own time-honored manufacturing practices, contracting 65 percent of the work to outside suppliers versus Airbus's 52 percent. Boeing leads an international team of suppliers and engineers from the United States, Japan, Italy, Australia, France, and elsewhere.

**Reinvention Challenge #5: Ongoing and Emerging Competition** The Airbus 380—a super-sized behemoth of an aircraft—risks putting to bed the Boeing 747. With its 49 percent more leg room and operating costs cited at around 15 to 20 percent lower per seat, along with its claims of fewer emissions, less noise, and a seat capacity of 800 people, the Airbus 380 puts it squarely in Boeing's crosshairs.

The problems of both Airbus and Boeing have awakened the dragon and given China an opportunity to grab its own piece of the small jet market. The Chinese-made ARJ21 (which stands for the Advanced Regional Jet for the Twenty-First Century) is scheduled for its first deliveries in 2011, carrying between 90 to 105 passengers and serving regional airports in China and beyond—a market poised for explosive growth. In China alone, domestic airlines are expected to purchase almost 3,500 new aircraft by 2025.

**Reinvention Challenge #6: Continued Passenger Safety in the Face of Rising Costs** As U.S. airlines look for ways to trim here and cut there, outsourcing their maintenance to third-party maintenance, repair, and overhaul (MRO) companies continues to be an attractive option. The question then becomes one of whether U.S. carriers are relying so heavily

on cutting costs that they risk inconsistent maintenance quality and increasingly unsafe flying conditions, particularly as planes age and require more maintenance.

According to the most recent survey of nine major U.S. airlines conducted by the Department of Transportation's Office of the Inspector General, close to three-quarters of the airlines now outsource their heavy maintenance work—planes stripped completely down to their shells for inspection and then reassembled—compared with a third in 2003. Labor rates abroad can be a fraction of those in the United States.

Federal Aviation Administration (FAA) inspectors once had oversight for only centralized shops at the airlines on U.S. soil, but with the work now spread across the globe, site visits often require government clearance, eliminating the element of surprise through unannounced audits. Today, American Airlines is the only U.S. legacy carrier that performs its heavy maintenance in-house. Most low-cost airlines do not include the costs of maintaining their fleets as part of their core operations.

United Airlines grounded 96 of its Boeing 757 aircraft—less than a third of its fleet—in February when the airlines discovered that follow-up checks on previous maintenance to air-data computers had not been done according to FAA specifications. The FAA had given United six years to correct the airworthiness directive (AD). Three questions made the rounds of airline-related blogs and community forums: (1) Why had FAA inspectors missed this AD during subsequent site audits between 2004 and 2011? (2) Why hadn't United maintenance crews corrected the problem before it became a potentially pricy FAA fine? (3) Would the FAA have caught this problem during one of their regular audits, had the MRO facility been on foreign soil?

In today's global environment, MRO is the competitive reality of airlines doing business. But perhaps the question isn't *where* the work is done but *how*, and *who* is minding the store to ensure that maintenance is completed safely—even in an outsourced world.

**Reinvention Challenge #7: Sustaining Safety on the Ground—High-Risk Operational Audits** The recent spate of U.S. air controllers asleep in the tower or abandoning their posts while at work and leaving air crew on their own to land jumbo jets obviously points to a serious underlying problem.

This high-risk operational and safety issue has probably lain dormant for years before reaching this level of exposure. Airport locations across the country from Reno-Tahoe, to Seattle, Knoxville, and



Washington, DC, confirm that years of cost cutting, downsizing, and lax internal controls are now risking passenger safety.

What operational controls exist for monitoring critical ground crew situations? If control mechanisms do exist, what is the frequency of these audits, and are they self-administered or managed by an impartial third party? Who monitors the results of these audits, and how can the public access these findings?

Table 1.3 shows what happens when an industry attempts to compete with itself by lowering standards for customer service and responding to operational challenges with a fee structure that charges for everything except oxygen.

**Table 1.3 U.S. Legacy and Low-Cost Carriers (LCC)**

Old World of Business	New World of Business
Decline of customer service and quality flying experience; Congress considering a return to some type of industry regulation	<b>What if?</b> Airport kiosks allowed passengers to share their flight experience with airlines via a Twitter-like tool. Employees respond in real time, with customers electing to receive updates via e-mail, text message, or return call
Charging customers for food and snacks, aisle seats, baggage, blankets, and early boarding feels like individual customer punishments instead of a pricing strategy	<b>What if?</b> Airlines made fees fun. Airline reality chef meals-on-wings contests where passengers vie for a chance to have their menu selected for different routes. Online voting for the best meal, with winners receiving gift cards redeemable for air miles, upgrades, preflight services, or in-flight goodies
Relying too heavily on cutting costs without oversight that could lead to unsafe flying conditions	<b>What if?</b> Airlines became more transparent. Post maintenance specifics online for each plane: age of the aircraft; where the plane was serviced; if outsourced, name of MRO; and when it was last serviced
Reactive, not proactive, in response to environmental concerns of carriers' carbon footprint	<b>What if?</b> Airlines introduced door-to-door carbon footprint reduction programs and partnered with clean tech companies and passengers to discover innovative ways to regreen refurbished aircraft. Southwest is on the right path with its environmental initiatives—a nine-program efficiency initiative that raises the bar for other carriers

(Continued)

Table 1.3 (Continued)

Old World of Business	New World of Business
Slow to innovate—alone or in partnership with suppliers and vendors; supply-chain complexity and poor oversight and execution	Southwest and GE Aviation Systems's TrueCourse flight management system. San Francisco's new terminal—first airport to be registered LEED Gold by the U.S. Green Building Council

## Rails

The history of rail in this country is a mixed bag for many Americans. The United States continues to fight an uphill political battle about whether we need to invest in the next generation of transportation—high-speed rail (HSR)—and whether this is the best investment for our country's future.

We can't stop moving forward unless we want to fall faster behind. Although freight, passenger rail, and HSR needs differ in China and Europe than in the United States, we still need to move forward on the rail agenda. But doing so will be difficult on three fronts:

1. **High-speed rail is considered flighty and fluffy when you don't have a job.** Congressional members, including a number of men and women elected to office in November 2010, came in promising not to support HSR. In a reverse show of support for HSR, two Florida state senators filed a lawsuit in March against Republican Governor Rick Scott, saying he overstepped his authority in rejecting \$2.4 billion in federal funds to build a high-speed rail link in Florida.
2. **Conflicts exist between big oil and those who support alternative fuel and multiple forms of transportation.** An uphill battle will ensue for upgrading our existing infrastructure and finding new ways to drive innovation in transporting freight and passengers.
3. **Political baggage stemming from 100-year arguments could cloud the next 100 years.** Everything from land leases to labor issues and NIMBY (not-in-my-backyard) concerns will need to be surfaced, dealt with, and laid to rest.

Shifting buying behavior will be difficult where gas-run automobiles, SUVs, and trucks are considered primary sources of moving

people and things instead of an alternative to other adjacencies in the transportation ecosystem. Continued unrest in the Middle East could conjure images of long gas lines from the 1970s, resulting in an abrupt U-turn and increased demand for faster implementation of alternative modes of travel.

Ironically, America's love affair with the automobile came about because consumers tired of the railroad barons getting rich by controlling the tracks. Servicemen returning from World War II with money in their pockets and paved highways to enjoy found automakers ready to oblige this independent, wind-in-the-hair customer. Americans became hooked on their personal automobiles.

According to the Environmental Law & Policy Center, Americans spend \$1 billion a day on foreign oil and an average of four weeks each year stuck in gridlock. Add to this massive flight delays and airport security screenings that have rendered short-haul flights an inconvenient hassle, and rail presents a way to give customers greater choice.

**Reinvention Challenge #1: Discover Innovative Means of Transforming Rail Usage That Address Adoption Barriers** Ideas drive innovation. Helping people see beyond the tracks to the possible benefits derived from connecting businesses and their customers can begin to address HSR adoption issues. Getting-closer-to ideas, where companies build divisions and campuses in smaller towns and cities across the United States, could provide an attractive alternative to professionals who want to get home the same day instead of the ubiquitous overnight business trip. High-speed rail discounts could become the newest company benefit.

**Reinvention Challenge #2: Deal with the Immediate, Short-Term, and Longer-Range Funding Issues—Government, Private Industry, and Public Outlays** The billions it will cost to add new tracks and stations and introduce coast-to-coast high-speed rail need to be weighed against the multitrillion-dollar outlay we spend on our existing infrastructure—dangerously under-maintained bridges, pot-holed roads, and congested airports.

Critics complain about the hidden agendas and the real price of this proposed long-range investment. Critics point to Boston's Big Dig, which ended up costing three times more than estimated. Los Angeles's subway initiative continues to be fraught with cost overruns and delays. Congress itself is unsure how much high-speed rail construction would cost. In its March 2009 report, the

U.S. Government Accountability Office found that “while some U.S. corridors have characteristics that suggest economic viability, uncertainty associated with rider and cost estimates . . . makes it difficult to make such determinations on individual proposals.”

Getting people back to work is a big plus for those who support building out our rail infrastructure. But questions still remain about who can bid for these construction jobs—union only or any qualified persons? If a closed bid, how much more will it cost taxpayers versus an open bid?

**Reinvention Challenge #3: Persuade a Skeptical Public That Views Rail Investment, including HSR, as a Waste of Money** The challenge of bringing all sides to the table to discuss and negotiate something as volatile as high-speed rail is not on the short list of priorities in the minds of voters and government officials, especially when federal and state budget cuts will affect education, health care, and possibly social safety nets such as Medicare and Social Security. The run-up to the 2012 U.S. presidential elections could table HSR discussions well into 2013.

### Pro Arguments

- Powered by clean electricity from renewable energy sources: wind, solar, geothermal, ocean/tidal. It’s cleaner and provides a major step toward solving global warming by reducing our oil consumption and emissions.
- It’s a distribution channel of people, products, and freight with a smaller carbon footprint.
- Faster, more efficient mobility, enormous energy savings, reduced environmental damage.
- Creates millions of green jobs nationwide building the new rail infrastructure and manufacturing the railcars.
- Pays for itself by significantly reducing our dependence on oil.
- Offers a convenient, comfortable way to travel without delays, freedom from never-ending flight delays and cancellations, freedom from being forced to spend hours stuck in airports.

### Con Arguments

- There is no single, long-range vision that ties a coast-to-coast rail initiative, thus making it easier to add complexity (and cost) to projects.

- The image of corruptness, bloated management, and back-room union deals still sticks in the mind of many who don't trust the government to oversee a strategic vision of this scope.
- Why spend all this money during a deep recessionary time when there is little to no data on who would actually use high-speed rail?
- Inconsistent reports on ticket prices and how long before high-speed rail would break even. Perception that HSR is mainly for the wealthy (or at least those with good-paying jobs).
- In the 1970s, the railroads were nearly threatened out of existence by the popularity of air travel. The government-owned National Railroad Passenger Corp., better known as Amtrak, was created in 1971 and is still reliant on taxpayer money today.

Table 1.4 shows how old-style “What’s in it for me?” (WIIFM) thinking sabotages complex problem solving and innovative breakthroughs when extreme collaboration is required.

**Table 1.4 U.S. Rail**

Old World of Business	New World of Business
Slow with investing and designing a transportation ecosystem for the twenty-first century	Innovate in front of the curve: move people and freight faster, more efficiently, at less cost, more securely, and with less environmental impact
We lose traction when many of the pre–Great Recession jobs do not return and their replacements require new skill sets that we’re not prepared for	Proactive training and education for new jobs required for operating a twenty-first-century transportation ecosystem
Artificially high costs: line items that contribute to a bloated budget	Surface hidden agendas and address adoption barriers; aggressively move forward in reinventing the transportation system
Historical baggage gets in the way of innovative, integrated transportation solutions	Develop a single, long-range vision that includes government officials, private industry, academia, consumers, and alternative transportation visionaries—change makers in their fields and areas of expertise

(Continued)

Table 1.4 (Continued)

Old World of Business	New World of Business
Amtrak cannot financially support itself largely due to Americans not using rail as their primary or secondary means of transportation	<p>Rail decisions for the future continue to use rail data of the past in building a case for moving forward. We need to ask different questions:</p> <p>What would motivate riders to use rail as either their primary or secondary source of transportation?</p> <p>How will demographic shifts—particularly our aging population—change transportation needs?</p> <p>What environmentally friendly alternatives will we have to address politically volatile sources of gas and escalating fuel prices?</p>

### *Automobiles*

The Great Recession has forced the auto industry—GM, Ford, and Chrysler—to reinvent at a faster clip than ever before in their history, where for more than three decades the struggling Big Three have attempted to sustain a viable business model while the world was changing around them.

Americans and their love affair with the personal automobile, truck, or SUV has come with a price, as billions of dollars in taxpayer bailouts since the 1970s have kept the Big Three afloat.

General Motors and its rivals were caught unaware by a dramatic shift toward smaller, more fuel-efficient cars and away from the pickups and sport utility vehicles that served as GM's mainstay. The company cut its fourth-quarter 2007 production by 10 percent, and by July 2008, overall U.S. sales had fallen 20 percent. General Motors announced plans to idle plants to address the shrinking demand for pickups and SUVs. At the same time, it was adding shifts to try to make enough small cars.

Many of the excesses of the past—overproduction, bloated vehicle lineups, expensive rebates—are gone. In 2009, the UAW agreed to game-changing concessions, ending jobs banks, streamlining work rules, and freezing cost-of-living adjustments. All three carmakers have shed workers and a new breed of top management—outsiders to Detroit—were determined to keep the Big Three lean, agile, and focused on building better cars that earn a profit.

It seems to be working. In January 2011, after a surprising recovery, Ford and GM announced profit-sharing checks for their hourly workers—expected to top \$5,000 at Ford—perhaps the largest in a decade. Detroit’s upbeat mood reflects a growing sense that these changes could drive the Big Three’s turnaround.

With sales rising and promising new vehicles on the way, the automakers are solidly positioned for future profits. But their competitors are also leaner and stronger and account for more than half of all car sales in the United States.

A big piece of the industry’s long-term reinvention depends on the United Automobile Workers (UAW). Founded in 1935, the UAW is still one of the largest unions in North America. In the years after World War II, the union played a pivotal role in expanding the nation’s labor movement, and the generous pension, health care, and job security provisions it won helped define labor conditions for more than a generation.

**Reinvention Challenge #1: Old Ways of Doing Things No Longer Apply** New contract negotiations with all three Detroit car companies slated for July 2011 will be about more than work rules or cost-of-living adjustments. Given the still fragile economy the focus has shifted from wages and retirement benefits to retaining as many jobs as possible as General Motors and Ford attempt to figure out the future of six plants staffed by UAW members.

Workers face a real choice: Do they try to turn back the clock and fight to regain what they gave up in 2009 and 2007, or do they partner with management to figure out a new way forward that allows them to share in the automakers’ success without jeopardizing it?

The automakers also face a choice: Do they restore concessions to keep the peace, or do they hold the line on costs and do whatever is required to remain competitive?

The deal the Obama administration imposed on the UAW during the industry bailout in 2009 prevents it from striking GM or Chrysler. Its only resort is binding arbitration.

**Reinvention Challenge #2: Nonunion Plants and Union Membership Drives** The UAW membership has dropped in the last three years, and its leadership is keen to regrow its base. The UAW is positioning itself as a car company partner rather than an adversary as it renews a campaign to sign up workers at U.S. plants owned by foreign-based car

companies. The union may ask the Big Three for help in growing their membership base with Toyota, Honda, BMW, Hyundai, and others.

**Reinvention Challenge #3: Gas Price Fluctuations** The price consumers pay at the pump could weaken a fragile economy, dampen the outlook for adding new jobs, and reduce pent-up consumer demand for replacement cars or a new type of car—for example, GM’s hybrid electric car, the Volt.

**Reinvention Challenge #4: Innovative and Fast-Moving Responses to Local, National, and Global Challenges** Government measures to cool China’s economy in 2011 and 2012 could bite into the Big Three’s sales. Sales faltered in the United States, China, Europe, and Japan after governments withdrew stimulus measures.

**Reinvention Challenge #5: Collaborative Partnerships for a New World of Business** Whether collaborative partnering refers to automaker-union relationships, dealerships forced to close their doors in 2010, or new deals that increase their visibility in other countries, the Big Three has a chance to reinvent how they manage their relationship infrastructure for the long haul.

Table 1.5 looks at the challenges and opportunities faced by automakers and their extended relationships as they look to reinvent themselves while coming out of the economic slump.

**Table 1.5 Automotive**

Old World of Business	New World of Business
Automakers indicate that labor costs totaled \$73 an hour per worker. Union bully tactics could feed negative public perception with UAW’s recent push to unionize foreign car competitors Toyota, Honda, BMW, Hyundai, and others	The gap in labor costs has narrowed: Ford total labor cost for a worker is \$59, compared to \$56 at Toyota (Center for Automotive Research) Bypass union bully pulpit; grow membership base through value creation and innovative programs
Taxpayer bailouts as a safety net, sense of entitlement, WIIFM mentality between union and carmakers	Carmakers-AUW partners to compete in a reinvented world Compete for the long haul

(Continued)



**Table 1.5 (Continued)**

Old World of Business	New World of Business
Critics portray the union as a major hindrance to Detroit’s ability to compete, muscle-flexing during negotiations	Introduce innovative and fair reward and compensation programs Successfully navigate volatile public sentiments about taxpayer money used to keep GM and Chrysler afloat
Lack of vision, real leadership, innovation	Vision for the long-haul, value creation becomes part of the company culture, initiate across-the-board ideation and faster vetting, decision making
Stodgy, slow to adapt to changing conditions—denial of foreign competition—unwilling to take the necessary risks for reinventing the auto industry	Allows risktaking across the board, reeducate/retrain for auto industry jobs of the future—creating value in front of the curve
Strained dealer relationships; many forced to close their doors during the recession	Innovative ways to help dealers boost sales, repair partnerships, new ways to collaborate going forward

## Industry Snapshot: Journalism, News Media, and Publishing

Not since the Gutenberg press printed its first copies of the Bible using movable type has ink-print copy gone through so many changes. Thanks to innovative technologies and devices, the world of news and publishing continues to transform itself into a game-changing content machine.

News rooms and journalists unable to recognize and respond to the changes swirling within and around their industry—slow to jump in and embrace the reinvention fray—will continue to lose an audience looking to receive content in new ways, tailored to their needs.

According to the Pew Center’s Project for Excellence in Journalism (PEJ), citizen media continued to explode in 2009 and 2010, thanks to the popularity of Twitter, Facebook, and other social media. But PEJ’s ongoing analysis of more than a million blogs and social media sites finds that 80 percent of the links are to U.S. legacy media.

What would happen if traditional newsrooms closed their doors, since even citizen journalists are dependent on legacy media for links to their content? Although technology is making it easier

for citizens to participate in content creation, it also means that the news we get will increasingly be fast and furious.

One high-profile example was that of Congresswoman Gabrielle Giffords of Arizona and the NPR newscast team reporting she had died in an assassination attempt instead of being seriously wounded. NPR two-source rule—common in most newsrooms—hurt the news organization’s reputation when neither of the two sources were confirmed and identified before NPR went live with the story. NPR’s escalation process of running it up the flag pole, contacting a senior editor for a second opinion, was also overlooked. CBS and NBC did special reports, while Reuters repeated the mistake, crediting NPR. Social media site Twitter—where NPR has thousands of followers—retweeted this report.

With so much news coming our way via rushed reporters and citizen journalists, consumers don’t know whom to trust and so wind up trusting their favorite cable personalities, regardless of whether the news can be traced back to a credible source or data lineage.

Earlier this year, CBS News anchor Katie Couric mistakenly informed her 140,000 Twitter followers that embattled Egyptian President Hosni Mubarak had stepped down after 30 years. The source of the erroneous report was apparently Al Arabiya television, with Reuters relaying the resignation story, later retracted by the Arabic-language news channel.

### ***The Reinvention of News***

Reinventing newsroom operations is one thing, but do we really want our news reinvented? And what are the longer-term risks in allowing the media to disguise hard news—objective reporting—with subjective opinion?

In a November 2010 *Washington Post* column, Ted Koppel, one-time managing editor of ABC’s *Nightline* from 1980 to 2005, wrote: “The need for clear, objective reporting in a world of rising religious fundamentalism, economic interdependence, and global ecological problems is probably greater than it has ever been. But we are no longer a national audience receiving news from a handful of trusted gatekeepers; we’re now a million or more clusters of consumers, harvesting information from like-minded providers.”

Although still in its infancy, online journalism is rapidly reshaping the traditional media landscape. The newsroom as profit center is today's reality. Revenue potential will drive media reinvention decisions, from newsrooms struggling with finding their pay-for-content sweet spot to profit-generating headlines misrepresenting their opinions for hard news for an increasingly younger audience who may not know the difference.

The February 2011 merger announcement between AOL and *Huffington Post* will continue to blur lines between entertainment and information. The \$315 million deal aims to transition AOL from a technology company to a media empire, further shifting the sands for Silicon Valley's Yahoo!, Google, and Facebook. Frequently criticized for its lack of original content—linking primarily to legacy news reports—*Huffington Post* will now have the funds to expand news gathering and original content creation, areas that AOL's chief executive, Tim Armstrong, views as vital to reversing a decade-long decline. With AOL's elimination of close to 2,500 jobs in 2010, roughly a third of its staff, the new merger could add layers of reinvention via new partnerships and collaboration opportunities with legacy newsrooms.

In its 2009 report titled *Moving into Multiple Business Models: Outlook for Newspaper Publishing in the Digital Age*, PricewaterhouseCoopers (PwC) and the World Association of Newspapers (WAN) reported that a future remains for newspapers and established brands that can gain access to the capital needed to fund the transition to digital business models.

One such success includes the *New York Times*, where the key to the newspaper's survival lay in its ability to reinvent itself by crossing the digital abyss and attracting a younger audience—34 percent are under the age of 30, compared with 23 percent of the public—who are discovering the virtues of the venerable Old Gray Lady for the first time through search engines and digital media sites.

### ***New Technologies Level the Playing Field***

Relationships between publishing houses, bookstores, and libraries, although symbiotic in nature, have been uneasy partnerships, at best, with traditional publishers holding most of the cards.

The introduction of e-books in 1971 by Michael Hart, founder of the Gutenberg Project, with a typed-up version of the

Declaration of Independence, by 2010 had made over 31,000 public-domain e-books available for free download.

In the 1990s, niche and small-press publishers started to leverage the Internet by offering e-books for sale that were read on computer screens. Marketers helped make the e-book a must-have in their industry, and within 10 years, the viral impact of e-books—cheap to produce and free to distribute—began to transform the publishing landscape.

Sony offered the first successful e-reader with its Rocket in 1997, but few sold at the time since e-books were such a small part of the market.

Amazon came out with its own competitive product with the invention of the Kindle 10 years after Sony's release. The Kindle could not only read e-books but also accepted orders for new ones and instantly downloaded the book to the reader, giving users more power over their pocketbooks within the device itself.

By 2009, the sales of e-books had taken off, with multiple book-selling corporations investigating how e-readers could be used to boost sales.

But it was the triage of content, hardware, and software innovations that offered real industry disruption. Apple's release of the first iPad in April 2010—the company sold 3 million of the devices in 80 days—transformed the industry and altered how people viewed e-books and online content. With the release of the iPad2 in March 2011, Steve Jobs noted that close to 15 million had been sold in its first nine months on the market—more than all other tablet PCs.

Today's tablet landscape, with devices ranging from Amazon's Kindle and Barnes and Noble's Nook to Apple's iPad and Motorola's Zoom, is leveling the playing field between traditional publishers, intermediaries, and authors.

One success story comes from a woman who bypassed the traditional vetting process after unsuccessful attempts to interest a publisher in her work failed. Amanda Hocking sells more than 100,000 copies of her nine, young-adult paranormal books each month. Virtually all of them are e-books selling for \$2.99 each, where she keeps 70 percent of the revenue, with the remainder going to the online bookseller.

Acclaimed author and marketer Seth Godin is further expanding and redefining how books get into the hands of the reading

public. His partnership with Amazon aims to bypass the traditional publishing model with his “Powered by Amazon” imprint, the Domino Project. His first book under the imprint is appropriately titled *Poking the Box*.

“Brick-and-mortar” bookstores are feeling the one-two punch of online competitors and their e-book cousins. Ironically, large chains responsible for the closure of many mom-and-pop bookstores are now at risk of closing due to fast-moving industry shifts.

Borders, the second-largest bookstore chain after Barnes & Noble, earlier this year filed for bankruptcy protection, and now faces liquidation with no bidders for the chain as of July. Borders was slow to respond to industry shifts as e-books took off and its competitors gained footholds in the marketplace with their branded digital readers, the Nook and Kindle. Unable to keep pace with Barnes & Noble—the largest bookstore chain—and discount chains led by Wal-Mart and online retailer Amazon, Borders saw their position in the marketplace further erode.

What this all means for new media, the publishing industry, and adjacency technology companies is still up in the air. But these game-changing disruptions and innovations are poised to change how we learn—schools are piloting the use of e-readers and e-books as alternatives to print—collaborate, connect, and communicate in a reinvented world.

### ***Reinvention Challenges***

Here are five challenges for reinventing the journalism, news media, and publishing industry.

**Reinvention Challenge #1: Reinventing the Business of Tomorrow While Continuing to Sustain Operations Today** Although reportorial journalism is getting smaller, news media is not so much shrinking as moving into areas driven by new technologies and innovative devices, from smart phones to media tablets.

Before jumping into all things social from blogging to video to tweeting, news organizations need to first determine their immediate, short-term, and longer-range strategic goals: 90 days, 6 months, and 18 months, respectively. Budget centers must be separate, with a reporting structure for the reinvention team outside of operations and with well-developed execution plans, objectives that are

trackable and measurable, and clear lines of ownership. By keeping the day-to-day process team and reinvention team separate but collaborative, both teams ensure that they don't muddy their outcomes and become distracted with conflicting goals.

**Reinvention Challenge #2: Retaining News Source Quality and Original Data Source Traceability** Even if we trust citizen journalists, we still don't often know what fact versus opinion is. The editorial versus the news division is now blurred and will continue to blur. With news conglomerates able to quash, rehash, and selectively choose the content it presents to users—vanilla news—it also becomes easier to manipulate public opinion.

Has WikiLeaks become the new muckraking model? In a *Los Angeles Times* article “WikiLeaks Reflects New Model for Muckraking,” reporters Noam N. Levey and Jennifer Martine state that maverick Julian Assange “has helped pioneer a new model for using the Internet to unearth classified government documents and private corporate memos.” Assange has publicly embraced the role of muckraker, using modern technology to do what he says the mainstream media are not doing enough of, although he has acknowledged that in many cases WikiLeaks does not know the source of a leaked document.

As the pendulum swings from one end of the spectrum—little or no original data source traceability—to users more willing to pay for verifiable content, we are seeing new business models and innovative start-ups differentiate themselves as responsible content providers.

**Reinvention Challenge #3: Reinventing Traditional Journalists into Hybrid Content Providers** Legacy newsrooms will look to increase the number of hybrid journalists who can write for the printed page and the digital screen. More journalists will take the lead in their own career reinventions, regardless of whether their legacy employers adapt to the new reality.

Multiskilling—training an employee to cover a range of different jobs—is the reality of many newsrooms today, with staff mastering both online and print. Minimally, journalists are expected to create content for all channels.

According to a survey from Pew Research Center's Project for Excellence in Journalism and the Online News Association, journalists

who work online are more optimistic about the future of their profession than are news people tied to off-line traditional media, but they still believe the Internet is changing the values of journalism for the worse.

#### **Reinvention Challenge #4: Boldly Go Where Other Legacy Newsrooms Do Not**

As the convergence of print and online continues in the reinvention of traditional newsrooms, bold leaders willing to take risks in an industry accustomed to playing it safe will become the new 3.0 game changers.

Legacy newsrooms will continue to look under the hood for their own spin-off opportunities. Fact checking—a rigorous and largely thankless job—is an interesting example of a job that has spun off into its own niche and online presence. PolitiFact, a 2009 Pulitzer Prize-winning fact-checking venture appears to be filling a void with its Truth-O-Meter. Others in the field include the *Seattle Times's* Truth Meter, a fact-checking initiative that aims to separate truth from fiction in the political arena, and AZ Fact Check, a partnership announced in 2010 that includes the *Arizona Republic*, Phoenix's 12 News, and the Walter Cronkite School of Journalism and Mass Communication at Arizona State University. This trend appears to be picking up steam, according to the *American Journalism Review*, with at least two dozen media organizations or universities having launched or joined fact-checking operations in 2011.

#### **Reinvention Challenge #5: Discover New Ways to Collaborate and Manage Ongoing Publishing Relationships, Policies, and Contracts**

Industry disruptions and innovations are changing who controls the publishing levers and the distribution channels. Due to the explosive growth of e-books, HarperCollins announced in March its intent to limit the length of library e-book licenses and the number of checkouts allowed per license. In the past, library licenses have been unlimited, but trade publishers are debating the digital future where a single e-book license to a library never expires, never wears out, and never needs replacement.

Pricing of digital products by traditional publishers and the e-book royalties shared with authors will offer opportunities for both to rethink and redesign the boilerplate contract of the past. Authors

will look for a bigger piece of the royalty pie, and publishers will look for authors to evolve into creative business partners. Disruptive concepts, policies, and procedures will follow close behind the innovative technologies.

Table 1.6 looks at the big shifts occurring in the world of journalism, news media, and publishing due to technological advances affecting how people consume the news (online, smart phones, tablets) and the changing demographics of who consumes the news (digital generation).

**Table 1.6 Journalism, News Media, and Publishing**

Old World of Business	New World of Business
<p>Ranks of self-interested information providers grow rapidly, news organizations blur the lines of reporting and their relationships to them—less transparency—and truth in news becomes harder to confirm. When it comes to audience numbers online, traditional media content still prevails, which means the cutbacks in old media heavily affect what the public is learning through the new media.</p>	<p>News organizations define their relationships with content providers—online and print—with clear traceability between journalistic and independent content</p>
<p>Increased competition from further afield. Existing customer relationships are at risk because of new competitors with innovative, value-added services.</p>	<p>Business spin-offs by traditional newsrooms and publishing houses offering outsourced solutions for legacy newsrooms and publishers who can no longer afford to support different lines of business.</p>
<p>Legacy newsrooms stuck in the past with no strategic plan on how to move forward and manage their futures.</p>	<p>Newsrooms prepare for the attention economy, where information is no longer a scarce commodity; attention is. The digital generation—people younger than 25, who have lived most or all of their lives with the Internet—demand faster content delivery and more enriched, connected experiences that will affect truth in news coverage.</p>



**Table 1.6 (Continued)**

Old World of Business	New World of Business
Controlling partnerships versus collaborative partnerships.	Ongoing efficiency gains. Finding new ways to cooperate with suppliers by shifting the financial burden of offering next-generation products and services.
The printed book purchased in brick-and-mortar bookstores and checked out from brick-and-mortar libraries.	Digital information and distribution channels that level the playing field and allow pricing models that reflect a new digital golden age.

### **Facing the Facts: The Old Rules No Longer Work**

It is one thing to talk about America’s reinvention—write some policy and maybe even fund a few programs—but quite another to execute a full reinvention for the long haul. This requires a receptive culture for change, commitment from the top, focus on what to achieve and when, champions throughout the organization, project implementation teams, trainers and coaches for people who get stuck, measurements and reporting mechanisms, and recognition and rewards that are consistent and fair.

The United States has two options, either of which will change the course of this country for years to come:

1. We can aggressively take steps to relevel the playing field—what President Obama in his State of the Union Address called out-innovating, out-educating, and out-building the rest of the world.
2. We can choose to ignore what’s happening—at our peril.

### **New Rules for a Reinvented World**

The rules have changed, and today’s world is different. Whether you apply these new rules for transitioning from the old ways of doing business to the new, leading transformation inside your organization, or managing your career, there are five overarching tenets that govern these changes in a reinvented world and provide a nesting place for the 10 essential elements in this book.

#### ***Size Doesn’t Matter***

In today’s world of mobile access, pennies per day storage costs, and social connectivity, businesses of all sizes are able to compete on a

more level playing field. America's challenge in the next three to five years is to ensure equal access to new tools and emerging technologies, especially as budget cuts for education and the closure of K–12 schools across the country create technology chasms. Equal access includes the affordability of new technologies for the smallest of small businesses in helping them compete, regardless of size.

### ***Becoming Your Own Safety Net***

The Great Recession has been a stark reminder for working Americans that neither big business nor government can provide all the required safety nets for this newest reality. Our schools and universities must train their teachers and professors to prepare students for a lifetime of career reinventions and the skills needed for reinventing businesses in front of the curve, whether they work for an employer or for themselves. Consolidation and innovative partnering between nonprofit businesses could occur in this country, as government support dries up and requires niche social safety nets to reinvent themselves in new ways.

### ***Innovation: The New Currency***

The demand for truly innovative products and services will never go away. Innovating in new, faster ways where innovation tribes gather to create, solve, and improve at lightning speed, disband, and move on to the next opportunity will need to become commonplace. Organizational politics could be a thing of the past as cross-functional silos won't have a chance to develop. Professional titles will mean nothing in a reward system where innovation is the new currency and value creation defines the new world of work.

### ***Cultural Collaboration: The New Influence***

Competing in the global marketplace requires a cultural mind shift. Navigating the more nuanced aspects of cultural communication used for solving complex problems and creating bridging opportunities for innovation, whether in the next office or on the other side of the world, will increasingly become the skill of choice for employers and customers.

***Reinventing in Front of the Curve***

The inflection point in differential calculus is at the point when a curve changes sign from a positive (upward) curve to a negative (downward) one. A curvature can quickly change signs (positive or negative) once an inflection point is reached. In business, you want to reinvent better, faster, and at less cost than your competition. In a career situation, you want to reinvent before you become stale and complacent and sabotage your own efforts. Inflection point learning doesn't require knowledge in differential calculus, but it does require business acumen, cognitive skills, research and data analysis, and a good dose of intuitive sense.

Table 1.7 lists each element and its corresponding definition as we explore in this book how individuals successfully apply these 10 essential elements in their world of business, community outreach, or personal and career development.

**Table 1.7 The 10 Essential Elements to Succeed in the New World of Business**

1. Vision and Values	Rethinks and reinvents strategic vision for the new world of business. Core values model consistent messaging, measurements, and accountability that set the tone of trust for the company.
2. Entrepreneurship	Design and deployment of entrepreneurial capabilities throughout an organization that extends its influence to the intricate ecosystem of customers, partners, suppliers, and community supporters. Creates new growth opportunities and sustains the business while evolving the culture.
3. Navigation	Entrepreneurial leaders bridging marketplace inflection points, organizational transition, and talent transformation; helping the workforce shift into role of value creators and innovators. HR transitions from administrative role to that of innovation catalysts.
4. Responsible Risktaking	Accountable leadership and responsible workforce decision making that incorporate the longer-view impact of decisions when moving the organization and business forward. Personal risktaking is valued, rewarded, and an integral part of the culture.

(Continued)

Table 1.7 (Continued)

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5. Disruption and Discontinuity	Leadership capable of connecting the dots in new ways. Leverages innovative technology and disruptive-style collaborations that move the organization forward.
6. Experimental and Exploration	Research and development is an integral part of the organization’s innovation engine. Leaders represent new-world-of-business thinking: agile, flexible, and tied to business results.
7. Innovation and Invention	R&D is seen as an investment strategy versus short-term business response. Leaders successfully leverage the inventiveness of their ecosystem—workforce, customers, partners, suppliers, and communities—as a means of continuous innovation and new business growth.
8. Transition and Training	Designs organizational capability for reinventing in front of the curve and for longer-term business sustainability. Delivers ongoing training for new market innovations and emerging areas of expertise.
9. Networking and Collaboration	Innovative means of engaging workplace talent. Leaders extend influence throughout their ecosystem of relationships, build bridges, and inspire others to do the same. Leverage traditional and digital collaborations for a new reality.
10. Execution	Organization successfully deploys innovative products and services amid market shifts and workplace disruptions. Leaders reinvigorate operations to repurpose programs and reinvent processes. Transforms the business through end of cycle management of products and services in preparation for new growth.

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## The Takeaway

Through these four industry snapshots, you have learned the importance of operating in the new world of business and the risks associated when companies cannot, or will not, reinvent to remain in front of the curve—innovating before the business requires it.

### *Coming Up Next*

In Chapter 2, we explore in more detail the first of the 10 essential elements—Vision and Values—and how four successful business leaders representing different industries, company sizes, and profit structures are building lasting legacies for their companies, their workforces, and their communities.



P A R T

**SUCCESSING IN THE NEW  
WORLD OF BUSINESS**





# CHAPTER 2

## Element #1: Vision and Values



**T**his chapter discusses strategies for rethinking and reinventing strategic vision for the new world of business, as well as how you can work to reshape your company's or business's core values to model consistent messaging, measurements, and accountability and set the tone of trust. As examples, we look at four different companies and get advice from an array of their visionary managers.

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### EMC: Mark S. Lewis, Chief Strategy Officer

Mark Lewis shares a humorous customer story with a punch line that confirms why EMC remains at the top of its game in a wildly competitive industry.

“We were preparing to buy this small, private software company, and I called a customer CIO for a referral who gives me a glowing reference for them. Three weeks later, this same CIO calls me and asks, ‘When are you going to fix this crap?’ he says, laughing.

“What do you mean? You gave me a great reference for them three weeks ago! And he says, ‘Three weeks ago they weren’t a part of EMC.’

“Nothing had changed. He still loved the software. He just wanted to take advantage of everything that EMC wraps around it,” Lewis says proudly.

Recognized in the industry for its high-quality customer engagement and support models, Lewis confirms that prior to

acquiring a company, EMC looks at all the elements of the potential acquisition—especially its support and maintenance—and how much time and money it will have to invest to bring the company up to the level of what EMC considers world-class.

In his role, Lewis leads EMC's overall company strategy for its information infrastructure products business, where he leverages his diverse experience across EMC and the technology industry.

As the company's chief strategy officer, Lewis has his sights set on the opportunity bull's eye—the industry's next big technology disruption: cloud computing.

Cloud computing is a general term for anything that involves delivering IT services over the Internet. A cloud can be private, public, community, or hybrid. A *public* cloud provides services to anyone on the Internet. A *private* cloud is a proprietary network utilized by just one organization. A *community* cloud includes several organizations with common concerns, and a *hybrid* cloud is two or more cloud types that are networked.

“Most customers will wind up on hybrid clouds, a mix of private and public clouds, and our job is to deliver incremental steps for them in getting there,” says Lewis.

### ***New Day, New Strategies and Opportunities***

According to Ernst & Young's 2010 Global Information Security Survey, 23 percent of respondents are currently using cloud computing services, 7 percent are evaluating cloud computing, and 15 percent are planning to use it within the next 12 months.

Lewis sees discontinuity as a means of presenting opportunities for share-shift to happen in organizations and for EMC in helping make the transition painless.

It was the economic disruption that created a sea change of cultural acceptance for EMC, as companies scrambled to find ways to cut costs and customers were suddenly willing to invest in their journey to the cloud.

Lewis reflects on how the IT world has changed, when years ago employees wouldn't have considered telling their CIO that the technologies and tools used by the company were worse than what they had at home.

“It’s a new day. CIOs need to become more relevant to their companies as a business partner and embrace this acceleration.

“Two years ago, they were telling the business units what information technology they would get; now the business unit tells them that they’ll bypass IT altogether and get what they need from the software-as-a-service company down the street.”

Software-as-a-service solutions that employees get down the street can create their own headaches—enterprise security.

According to International Data Corporation (IDC), a global provider of market intelligence, overall security may actually be enhanced in the cloud, particularly as cloud providers at the outset build security and transparency into their infrastructure.

But the fact still remains that the enterprise has responsibility and liability for information stored in its clouds—private, public, or hybrid—and high-profile security breaches, such as the one reported by Epsilon Data Management this past April that had members of Congress vowing to look into how the U.S. government can protect Americans’ digital information, could slow enterprise cloud adoption or, at the least, increase the degree of hand-holding, should customers become overly skittish about security.

You can count on EMC having its Plan B (and C) in place for these types of industry twists and turns.

### ***Reinventing in Front of the Curve***

A critical success factor for EMC’s evolution has been its ability to celebrate company achievements and industry milestones without resting on its laurels too long before moving the ball forward, even if that means disrupting the company’s status quo.

“We have more of an art than a science at EMC,” Lewis says. “Joe Tucci sets a great agenda with a common vision from the top while also getting strong input from the organization. Our success factor in the past has been recognizing change and the capital assets needed to grow—we were very acquisitive for our size. But we need to do more.”

Because living in the technology space means that the bulk of the changes for the company center on innovation, Lewis sees a cultural shift happening for EMC with the introduction of digital natives to the workforce.

“We need to change culturally—how we look at innovation—in order to facilitate more of the user pull in taking on the digital native.

How the organization will work together in future is something we're working on inside the company," he says.

The duality for EMC is how to expand their share of existing markets while still achieving the great operational excellence that the company is known and respected for.

One way the company sees itself doing more is through expansion. Strategic acquisitions—key to the company's stellar growth and industry success—help fuel its innovation engine.

Lewis is quick to point out that EMC's philosophy doesn't focus on buying competitors. "It often results in angry customers and unhappy employees. The company's goal of expanding the markets and ensuring that employees see company acquisitions as strategic to our success—and not as a threat to their jobs—ensures that everyone is on board."

Proud of their record of acquiring companies and EMC's reputation for good sustainability following an acquisition, he knows they can do better.

"As an organization, we need a level of strategic alignment across the groups—our sustainability will come from organizing the strategic context of all these groups."

### ***Business in a Reinvented World***

Lewis still sees too many companies willing to turn the problem of not innovating into an economic one instead of becoming more operationally efficient.

"I'm really afraid for larger companies. Where there is a lot of innovation, there's also a sublimation of companies where it makes it difficult to stay on top."

He uses Safeway Healthy Measures program as an example of a large company looking under its own roof to become more operationally efficient, which he believes helped the company continuously improve and offer more coverage to its employees at less cost since its introduction in 2005.

"It's not about needing more money because health care has gone up. If you can't grow, you'd better become more operationally efficient," Lewis emphasizes. "You need some kind of continuous improvement plan so that you're not always cutting back in other areas."

He believes most technology companies spend too much of their R&D on not *really* being R&D with the mind-set of "You can't

cut my budget.” He notes that best-in-class software organizations resize a team following a launch and then move on to the next thing, even if the next thing is ramping revenue:

Every company needs to develop strong economics management around innovation that as soon as they launch they should disband. As much as you say it’s about great ideas, if you don’t have any money to innovate, you won’t innovate. If you throw money at stuff, it will happen—everything follows the money—and if you throw a lot of money at something, it will stick. You may not be great, but you’ll get something out of it. Companies that don’t put any reasonable spend toward R&D and then wonder why their teams aren’t innovative just don’t get it.

### *Continuous Innovation*

“You won’t get—or even want—discontinuous innovation from the same organization that you have for operational efficiency,” Lewis emphasizes.

EMC will continue to refine how to diversify its innovation engine while continuing the straight-line innovation that they already do so well:

- Staying in tune with university research.
- Investing in early-stage ventures.
- Continuing focus on strategic acquisitions.
- Ramping the internal innovation engine.

Lewis believes that encouraging intrapreneurship will keep their employees fresh, challenged, and engaged while keeping EMC in nimble, athletic shape and at the top of its game, even as the company matures.

Sometimes leaders wrongly look at their own people who have been with the company awhile and make the assumption that they’re not as smart as some whiz-bang kid on the outside. Culture becomes the devil you know versus the devil you don’t know. Look at GE who promotes 80 percent of its workforce within the company and has been successful doing so.

See Table 2.1 for a snapshot of contributing factors for Mark Lewis’s success as a visionary technology leader.

**Table 2.1 Vision and Values Snapshot: Mark S. Lewis**


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Personal Strengths	Storytelling Humor Connects quickly with people Transparent and open, willing to share Recognizes that leadership doesn't mean perfection
Professional/Career Differentiators	Big-picture, long-range view of the company and its place in the world Connects many dots from multiple points inside and outside the company Commitment to delighting customers Passion for innovation and how it positively changes everything

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## Zuvo Water: Andy Butler, CEO

California uses approximately 22 percent of its energy to consume and move water, a constant reminder about the scarcity of clean drinking water for much of the world's population, and the 83 million more people on earth each year means demand will only grow for this resource.

Serial entrepreneur Andy Butler and his 10-person team of focused Zuvo Water professionals plan to change the equation.

"We're raising the bar with our premium water filtration and purification devices and our mission of providing cost-affordable and sustainable access to clean water worldwide," says Butler.

The company's name derived from the German *Zum Wohl* for "health and well-being," a phrase that seems to fit the Mountain View, California, environment the start-up calls home.

"I've always been interested in this category, and although a certain degree of naiveté comes along with this interest, along with this naiveté also comes a certain open-mindedness," he says.

"We're trying to address the world's needs for a great drinking water experience. That is radically different from a company that is only selling to upscale people who want to be more socially responsible by reducing their consumption of plastics and bottled water."

How radical? It means offering a flexible filtration and purification platform for a wide spectrum of users, from the customer in China who wants a product that detects and removes benzene

in drinking water to a U.S. buyer who wants great drinking water but isn't likely to have the same fear of consuming carcinogens in that concentration.

### *Starting Up in a Down Economy*

Closing its first round of funding in August 2008, just as Lehman Brothers collapsed in September, followed by the Great Recession, was a rude awakening to someone even with Andy's entrepreneurial mojo.

"Not one single buyer would talk to us!" he says in disbelief. "We couldn't have picked a worse time to launch a company."

Butler attributes his graying hair and the biggest corrosive agent to his stomach lining to the challenges he and his team face each day.

Zuvo Water's evolutionary leap would come from a change in the team's perspective when they shifted their point of view from that of a company selling a filtration product like everyone else to a water appliance company.

"Once you take that philosophical leap from the competition, it changes everything—it ripples throughout the organization and becomes the guiding mission for the company. Our competition markets to plumbers. This makes sense from a peer distribution standpoint, but it doesn't make sense from our standpoint. We market to people who drink water in their homes."

From someone who's been there more than a few times, Butler knows the balancing act of a classic venture capital formula: risk and reward. "Survive but also invest in building a great team," he says.

"The technology world is littered with companies that started a revolution and then stayed static—they stopped paying attention to the end user, their product didn't change, and they died," he says.

"They started the revolution, but didn't keep up with the pace of change. Tech companies congratulate themselves too soon."

Describing the Zuvo team's high-wire act as a balance between looking good and falling, Butler knows that remaining competitive means introducing new product, but bringing on additional employees means increased overhead.

"The balancing act is about adding just the right number of employees at the right time and asking yourself is it worth the risk or not worth the risk. As a start-up, until you break even you don't

control your destiny; you're fooling yourself if you think you're not vulnerable. Until you can say I can survive without the help of anybody else—without any more funding—you're in a welfare state.”

### ***A Little Help from Your Friends***

A critical component for surviving this Great Recession was the company's ability to manage its manufacturing costs at a time when companies were shutting their doors.

Having done business in China since 1987, Butler approached a potential manufacturing partner and shared his excitement of starting a company in this area but also advised their executive team that any investment would need a long-term commitment. In exchange, he committed to keeping Zuvo Water with them for the long haul.

“I told them that it would be a slow start with sales all over the map. I know China manufacturers don't like to start up a line, shut it down for four months, and then start up a line for two months—very few manufacturers in China will play that game with you.”

Butler's personal credibility helped establish the trust factor with their manufacturer and sealed the deal for Zuvo Water.

Following a successful marketing campaign and the availability of their filtration system at warehouse giant Costco, the Zuvo team now prepares for the launch of its product with big-box retailer Menards.

Butler's concerns turn to whether they have enough employees to support the rollout, and with no immediate plans to bring on more hires until the product proves itself in the store, the team's decision clearly makes him uncomfortable.

“You hope you'll bat .600 on the decisions that you make—you know that you won't bat .1000—that's not possible. And when you strike out, you want to recover quickly,” he says, using baseball metaphors to drive his point home.

“But it's also about the need to be truthful to yourself and the company so that when a bad decision has been made you recognize it as early as possible and correct it as early as possible. This balancing act requires a constant calibration of judgment calls.”

### ***Customer Feedback: Zuvo's Strategic Weapon***

Responding to the world's demand for great drinking water includes many variables, something the Zuvo team plans to nail with its strategic use of customer feedback. They plan to fast-track



their way to learning what these variables are by listening for what the consumer wants, how their needs evolve over time, and how their desires change as the market changes.

“More than anything else, if we have closer contact and more media real-time feedback from the customer, we believe this will be a strategic weapon for us—helping us keep up with the change we became a catalyst for.”

The start-up plans to get their product in front of consumers via infomercials, event marketing, and other points of contact with consumers that Butler believes will make the company smarter faster.

“Our product requires a market education campaign at a point of purchase display—what the competition *isn't* doing—because we need to focus on communicating what makes a great water experience and then listening to what our customers think,” Butler explains.

### ***Changing the World, One Project at a Time***

The balancing act is one of designing and engineering a variety of products that share a common componentry so that economies of scale will make the units more affordable on a worldwide basis. That is the long-term challenge of Zuvo Water; a range of products that can bridge needs on every continent of the world.

“I’d like to have a model to support those in Africa,” he says, “because the most successful products that drive change in the world are those that help people afford the goods they desire so they’re not dependent on handouts.”

The team agrees that the difference they make in the world will come from not only the Zuvo product itself but also their ability to drive social change where it makes sense for the company to do so.

One way they walk their talk is their support for the Africa-based Hippo Water Roller Project, an innovative solution that aids rural villagers with transporting potable water with significantly less effort. Zuvo Water donates all profits from the sale of its line of stainless-steel water bottles to the project.

### ***CEO for a Reinvented World***

Andy Butler is a leader for the times. Part savvy businessman who holds a B.S. in mechanical engineering from Stanford University, part renegade, part philosopher, and a visionary who can see

around corners, it comes as no surprise to learn that he sailed the oceans for seven years as a young man, lived in Tahiti, and experienced another culture that influences him to this day.

“It’s more than just being comfortable in a multicultural environment. When you throw yourself into a culture at a younger age, you teach yourself to observe. You quickly learn when you walk into situations in another culture and have preconceptions, about how wrong those preconceptions can be, and what a fool you can make of yourself,” he says, laughing. “You just learn so much because you’re out of your element.”

As CEO, knowing how all the elements—intellectual and emotional—come together in making critical decisions ensures he doesn’t discount anything. In fact, Butler credits much of his efficacy in business today with having his base assumptions challenged at such a young age.

“That part of the experience is what I bring to this venture. I’m able to observe aggressively due to this training. I’m not a water expert, but I approached it with a level of observation that people who have been in this industry don’t have and who may take more conventional assumptions to heart too soon. This has been a systemic advantage for me in this company and in other start-ups.”

But quick to point out that business hasn’t come without its hard knocks along the way, Butler says that his learning came from his failures even more than his successes.

His first company was a venture-backed start-up where he says he had no business being a CEO at age 32. Unprepared for managing people and handling the daily responsibilities of a CEO, he feels fortunate to have made big mistakes quickly and just as quickly learning from them—rich lessons he’s carried with him in every start-up since then.

“I also had to unlearn my solo sailing days, where I learned to be too reliant on myself—something you do to survive—but something you need less of when you run a company. You need to be reliant on other people, and you need to instruct, help, guide, and work as part of a team.”

Butler talks about the complexity of running a company and the need to listen to other people you trust.

“You need to calibrate their opinions with yours based on the gestalt of these people and their backgrounds and use this to formulate

**Table 2.2 Vision and Values Snapshot: Andy Butler**

Personal Strengths	Humor Low-key leadership style Storyteller Passionate and pragmatic Listens on multiple levels
Professional/Career Differentiators	Fearless in his pursuit of Zuvo Water’s vision of offering a great water experience to the world Comfortable sharing the stage with the Zuvo team Strong adaptive skills in diverse environments and with different cultures Keen observation abilities

the business. You’re headed for disaster, if you try to make decisions in a closet.”

Andy pauses for all of two seconds before he answers what keeps him excited about Zuvo Water and coming to work in the morning.

“It’s the challenge and the potential—the potential by far of all the companies that I’ve started. It has a great mission, we have a great product, and we have a great team working on it. Our expectations are almost limitless—nobody has tried to pull off what we’re trying to do here. No one else is doing what we’re doing.”

Table 2.2 provides a snapshot of contributing factors for Andy Butler’s success as a leader and serial entrepreneur.

### **Anita Borg Institute for Women and Technology: Dr. Telle Whitney, President and CEO, and Jerri Barrett, VP of Marketing**

Creative energy finds a way. The techie creatives at the Anita Borg Institute for Women and Technology (ABI) know this firsthand—ideas generated in Silicon Valley don’t stay in the valley—which suits this nonprofit just fine, given its mission of leading positive cultural change for female technologists and their organizations across the United States and around the world.

Reinventing itself is now matter of fact for an organization that has done so for more than 17 years, from the inception of Sisters, a community that was formed in 1987 by visionary technologist Anita

Borg, to the kick-off of its first Grace Hopper event in 1994 and the current Institute founded in 1997.

An organization like ABI is needed more than ever as business has become increasingly challenging for technical women. Three years ago, the ABI leadership team decided to step up its innovation game in an effort to address the growing challenges of female technologists, thus creating a sea change for their existing communities and extending the organization's global reach:

- Initiated the inaugural Grace Hopper Conference (GHC) in India in 2010, with plans to hold both a U.S. and an India GHC event going forward and adding a new country in the next three years.
- Embarked on serious advocacy work, where the organization launched its global movement of individuals focused on changing the culture of technology for technical women—a movement that enlists each of the ABI communities

Dr. Telle Whitney has served as president and CEO of ABI since 2002. A seasoned veteran in the semiconductor and telecommunications industries for more than 20 years, Whitney has held senior technical management positions with a number of companies, is a cofounder of the Grace Hopper Celebration of Women in Computing Conference, and the recipient of numerous industry and business awards for her leadership in creating a more level playing field for female technologists and mobilizing industry change where needed.

“We’re going to mobilize some big changes in the next three years. As a nonprofit we can’t stick with just who we touch, and so we’re investing pretty heavily in ways to reach people both online and in other ways for them to mobilize action,” says Whitney.

### ***Walking the Talk***

Proud of their achievements to date, the ABI team members are never happy (for long) unless they’re moving the ball forward within their organization, with their business partners, and in the communities they serve.

Three success stories shared by Whitney and Jerri Barrett, VP of marketing, reach across three ABI communities and demonstrate the power of influence.

### ABI Community: Students

**Telle Whitney:** “ABI has a track record of success in keeping students studying computer science. I learned of three San Diego college seniors who had not intended to go on to graduate school, but after attending a Grace Hopper Conference, they left fired up with plans to pursue higher learning.

“One of the women returned to school and set up a research program after learning about the importance of setting up such a program during the conference, and although she was a bit late in doing so, she still applied to the top schools and is now attending MIT.”

**Jerri Barrett:** “We see it again and again how we change people’s lives. A student who had attended her first Grace Hopper Conference interviewed for and received several job offers during the event and returned the following year in order to recruit other women for her employer. This woman was the first person in her family to graduate from college and was an underrepresented minority.”

### ABI Community: Technical Women within Organizations

**Telle Whitney:** “The hardest part for some tech women is to do their best, get the promotions that they want, and develop their own leadership skills. This is something that they can learn at ABI conferences.

“Often success in the workplace and in our careers is about finding the right sponsor. One woman who works for one of the large companies that work quite closely with us was able to meet a VP within her company through her work with Grace Hopper. This executive mentored this emerging leader, where she learned what was going on in the larger organization. Through her mentorship with this VP, she was able to move to a new group and achieve her desired promotion to director.

“There have been occurrences at our conferences where women might work for the same company but not know one another. This is one of the reasons why we encourage companies to get involved on a company level.”

### ABI Community: Companies

**Telle Whitney:** “Creating change within companies and larger organizations often gets a jumpstart by beginning with data.

“It gets people’s attention. A few years ago, we published a study, *Climbing the Technical Ladder*, and a number of companies invited us in for briefings with their executive teams.

“One such company compared ABI’s data with their own data. Real traction came about because of the conversation the two organizations had about what could be done differently.

“The company’s leaders were thoughtful about their process for reviewing and selecting Fellows—the top technologist position at most companies—at a time when they had very few women Fellows. Without diminishing the program’s quality, but by thinking more robustly about the contributions of what constitutes a Fellow, there are now more women Fellows at this company.”

### *Mobilizing Change*

Whitney and her team realize the importance of working directly with companies as they grapple with recruiting, retaining and advancing the technical women in their organizations.

Serving as strategic advisors and organizational guides for companies interested in transforming themselves, ABI offers assistance to executives and leadership teams by helping them understand that company transformation takes time and that it takes longer when thousands of people need to transform themselves at the *same* time.

“Some of the biggest shifts I’ve seen at companies are when the CEO and CTO come out and clearly articulate that this is a priority for the company. They follow it up with ‘meaty measurements’ to gain traction. There is nothing more compelling for a company to look at workforce consistency of where they are today and where they want to get to,” states Whitney.

Driven by a commitment to change the equation and the impact that it has on people’s lives, excitement is building for the implementation of their three-year business plan that will address three critical areas for ABI’s future success:

- **Understanding the knowledge:** creating change through the use of data.
- **Pipeline of technical women:** reaching technical women and helping them in their career path.
- **Ecosystem of partners:** bringing organizations together to learn from one another and to help drive tremendous change through collaborations.

## *Changing a Company's Culture*

Working directly with companies over the years, Whitney determines that success requires a team comprised of at least the following:

- Senior executives who support ABI's mission.
- Technical leaders who understand the company and ABI.
- Change agents to build traction and drive implementation.

"I believe that mentoring offers the greatest impact for transforming organizations. If companies were going to introduce one program, I would recommend mentoring; IBM makes being a mentor part of their leaders' performance reviews—it sends a key message to the organization that mentoring is important," says Telle.

Another way she believes that organizations can alter their landscape is by exploring ways that ensure women participate in key programs. Whitney offers an example of a CIO who discovered that her organization held a retreat for top executives reporting to the CEO, but one that overlooked junior status or newer female executives on the team.

"Unfortunately, there wasn't a way to determine how executives were using these invitations in an inclusive way, but once the opportunity to invite more senior women found its way on the radar of these executives, it became easier to introduce change via a new process," says Whitney.

**ABI's Change Agents** "We're constantly evolving and reinventing ourselves—we grew our 2010 Grace Hopper Conference by 37 percent in terms of attendance and shut down our registration a month in advance!" says Barrett.

The 2011 Grace Hopper Conference will be held in November at a convention center in Portland, Oregon, that will ensure enough space exists for the ever-growing event. The team proudly wears its badge of honor—the ability to differentiate each year's Grace Hopper Conference (GHC).

"Some conferences offer the same experience year after year. They become too comfortable, but GHC prides itself on stirring things up," says Jerri.

"So, even though the pillars that support it are similar, we offer a fresh, new conference every time by engaging our community

**Table 2.3 Vision and Values Snapshots: Telle Whitney and Jerri Barrett**

	Telle Whitney	Jerri Barrett
Personal Strengths	Collaborative style Values her connections Storyteller Strong sense of self	Creative problem solver Passionate storyteller Risktaker
Professional/Career Differentiators	Technologist who understands organizational dynamics Networker Strong sense of ABI's mission	Collaborative, gets the job done Negotiating skills Strong sense of ABI's mission

and building a conference that works for them—as their needs evolve, we evolve. You're going to see the top technical women. When you come, you're going to see the latest and greatest.”

“See what I mean,” Telle says, laughing, “I'm so grateful to be working with an extraordinary staff that embraces continuous change.”

See Table 2.3 for Telle Whitney's and Jerri Barrett's success factors in leading and operating this innovative nonprofit.

### **Fresh Lifelines for Youth: Christa Gannon, Founder and Executive Director, and Skye DeLano, Director of Development**

Social safety nets touch the lives of people in communities across the country. For more than a decade award-winning Fresh Lifelines for Youth (FLY) has offered a safety net for Silicon Valley's at-risk youth who might otherwise fall through the cracks of the legal system.

Each year in Santa Clara and San Mateo Counties, more than 13,000 citations are made resulting in over 6,000 youth being incarcerated. These counties spend \$283 a night per incarcerated youth, totaling more than \$103,000 a year per youth, which amounts to almost \$41 million annually.

Despite these staggering costs, studies on youth released from correctional facilities find that 50 to 80 percent will be back in the system within 1 to 3 years. Caught in a vicious and costly downward cycle, many of these youth end up in prison as adults.

Dedicated to breaking this cycle of violence, FLY sees itself as interrupting the downward trajectory of teens at risk for becoming a statistic when their role models so often include friends and family in jail and/or in gangs.



When FLY began in 2000, it had 1 staff member, 5 volunteers, 25 clients, 2 programs, and a budget of \$32,500. Now, 10 years later, FLY has 26 staff members, 100 volunteers, serves over 3,000 clients in 3 program areas, with a budget of 2.2 million dollars.

The nonprofit's programs have drastically lowered recidivism rates and put thousands of teenagers on a path away from crime and toward college, jobs, and community service. During its tenure, FLY has earned the respect of its system partners—judges, probation officers, district attorneys, and a seat (and voice) at reform discussions.

Research based and outcome driven, FLY's programs utilize best practices in youth development, cognitive behavioral therapy (CBT), and motivation enhancement therapy (MET) techniques to help teens understand the law, identify and build life skills they need, and provide the opportunities and support to become positive leaders in their community.

### *The Gannon Difference*

Christa Gannon, Fresh Lifelines for Youth founder and executive director, is a force to be reckoned with. A former Hall of Fame Basketball player from UC Santa Barbara, Gannon is known and respected for her vision, drive, and extreme optimism and for attracting talented staff, volunteers, community partners, and Board members to rally in support of helping this often overlooked population.

Gannon graduated from law school in California with a plan on making the world a safer place by incarcerating criminals. But fate intervened when she volunteered to teach incarcerated youth about the law, an experience that would ultimately change the course of her life.

Underneath the shells of hardened juvenile delinquents she discovered kids who had grown up believing that by the time they were 18 or 21, they would be in prison or dead; kids who over and over again would tell her “if only.”

Haunted by the youths' stories and determined to change the status quo, Christa went directly to the source and asked, “What would you do to help other kids from ending up here?” The juveniles told her:

- Teach kids about the consequences of crime to help them learn how to make better choices.
- Connect them with a positive role model to help them be successful.

- Give them a chance to give back to their communities to help them show it's not too late for so-called juvenile delinquents to change.

“One of your challenges will also be one of your greatest successes,” Gannon recalls advice from a mentor. “My success stories of at-risk youth becoming productive community members and role models wouldn't be something you read about in the newspapers.”

### ***Funding at Risk***

“For a nonprofit, it's always about funding,” says Director of Development, Skye DeLano.

Funding to support and sustain its programs has become critical for FLY due to the drop in funding by the State of California as it struggles with its own budget issues.

“We have the blessing and curse of blended funding streams: 40 percent government, 30 percent foundations and, 30 percent individual donors,” says DeLano. Prior to 9/11, the “triple bottom line” served as a donation guide for companies, but today corporate donations have become more strategic and mission aligned.”

“We're working hard to make up the difference through corporate and family foundations and individual donors. It's an ongoing challenge to educate and engage potential donors who ask why would they want to help a juvenile delinquent when there are so many other causes?”

The tipping point for FLY comes from community giving with their largest donors having some sort of connection, through a family member, a friend, or someone who received a mentor's intervention at the right time in her or his own life.

Donations also come in the form of pro bono support. A single recommendation by Tippingpoint.org created “FLY magic” through the strategic planning advice provided by the Tipping Point community.

### ***Raising its Profile***

Fresh Lifelines for Youth wants to do more: engage a broader audience, serve more youth, and raise awareness of the youth they

already serve in Silicon Valley communities. The nonprofit looks forward to the day when the organization can support a pipeline beyond their current programs.

“We need people who want to partner with us as ambassadors and reduce the number of kids going back in the system,” says DeLano.

Thousands of FLY success stories exist with the concept of paying it forward, something real and powerful for those whose lives have been changed by the program.

“In 2010, one of FLY’s first clients, Julia, joined our Leadership staff team; now in her mid-20s, a former small business owner and dedicated mom, Julia demonstrates the resilience, optimism, and success that our youth (and programs) can have. And, it also shows that the impact has a ripple effect on the next generation in our communities,” DeLano emphasizes.

FLY reports that for every dollar invested in their programs, their team can deliver a 10 to 1 savings for taxpayers—a savings of millions of dollars each year.

- It costs \$103,000 to incarcerate one youth for one year in California. FLY’s most expensive program costs \$8,000 per year.
- Three months of incarceration costs over \$25,000. The equivalent time spent in FLY’s three-month law program costs only \$1,000.

FLY’s model has received recognition for its innovative approach to working with at-risk teens.

“There is always a place for punitive measures for adults and youth and where parole is more black and white. Instead, we partner with the judicial system by maximizing our philanthropic relationships and by taking a longer view of our investments over time,” says DeLano.

“We’re here to change the cycle with our youth from ‘I don’t have a problem’ to ‘Maybe I have a problem’ to ‘I don’t want to do this anymore,’” she adds.

FLY offers its law class graduates the opportunity to participate in a 1 to 2 year leadership program where they use their advanced skills and knowledge in giving back to their communities.

Although founded on the recommendations of juvenile justice youth, Gannon and FLY have steeped every aspect of their programs in best practice. National research conducted by U.S. Department of Juvenile Justice and Delinquency Prevention (OJJDP), shows that teens exposed to law-related education have improved attitudes toward their behavior and the law, and are less likely than their peers to commit delinquent acts, do drugs, cut classes, or cheat in school.

FLY’s training does not teach youth how to get away with crime, but about the legal and social consequences of their behavior while developing their life skills to make healthier choices.

When designing the curriculum, FLY worked closely with the OJJDP funded national Law-Related Education Consortium and has received the Consortium’s best practices grant award.

Despite reaching 4,500 probation youth and 8,000 middle school youth in the first decade of service, FLY has waiting lists for its programs.

“At FLY, the youth we seek to serve continue to be our greatest teachers, reminding us that those we want to help have the greatest insights into what they need and an incredible capacity to serve as part of the solution,” says Gannon.

Table 2.4 provides a snapshot of Christa Gannon’s and Skye DeLano’s success factors in leading this visionary community outreach program.

**Table 2.4 Vision and Values Snapshots: Christa Gannon and Skye DeLano**

	Christa Gannon	Skye DeLano
Personal Strengths	Passionate storyteller Humor Risktaker	Approachable, uses humor to connect Builder
Professional/Career Differentiators	Fund-raising across a wide spectrum of donors Articulate speaker and writer Negotiator Strong sense of doing the right things for the right reasons	Knows where to find data gems Tirelessly committed to FLY’s mission Cognitive leader

**Table 2.5 Vision and Values Chapter Takeaways**

Mark Lewis	Andy Butler	Telle Whitney, Jerri Barrett	Christa Gannon, Skye DeLano
Keep your skills and knowledge relevant for the business	Don't walk in with preconceived ideas—naiveté brings a certain open-mindedness	Company sponsors and mentors improve your chances for career success	Volunteer your time and become a role model for your community
Reinvent in front of the curve	Change your point of view to gain a new perspective	Create an ecosystem of partners—inside your business and with your extended community	Pay it forward—mentor others if you receive mentoring
Don't blame the economy for your not innovating	Introduce a revolution—then be prepared to keep up with the pace of change	Use data to get a jump start on creating change	Transformation always begins with yourself
Continue to innovate—one time isn't enough	A start-up business is always a balancing act		
Intrapreneurship keeps companies fresh	Customer feedback can be your best strategic weapon		

### The Takeaway

See Table 2.5 for the key takeaways for this chapter by element and by guide.

### Coming Up Next

In Chapter 3, we explore the second essential element—entrepreneurship—and the various ways this element is applied in business. We look at how executives and professionals leverage entrepreneurship within their organizations and in their careers, from those working within a multinational company to the microbusiness owner in possession of an intricate ecosystem of global business partners.



# CHAPTER 3

## Element #2: Entrepreneurship



**C**ompanies that design and build entrepreneurial capabilities for their workforce extend the reach of their influence beyond their organizations to include an intricate ecosystem of customers, partners, suppliers, and community supporters. The entrepreneurial spirit has no walls and no boundaries; it sparks innovative thinking that creates new growth opportunities and sustains the business while evolving the culture—something these four entrepreneurial thinkers and doers experience daily.

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### **EMC: Steve Todd, Distinguished Engineer, Author, Intrapreneur**

It's been a couple of years since Steve Todd wrote his first book on intrapreneurship, *Innovate with Influence*, as a fast-track way of training his EMC colleagues on how to successfully do the same.

"I had a new role as a Distinguished Engineer at the company and thought it could serve as a template for new employees and a means of talent recruitment for EMC," he says.

Todd discovered that others outside the company were interested in the same topic, and by sharing his high-tech stories of an intrapreneur after a decade of having worked for EMC, he raised the company's and his own profile and created a positive brand for both.

"Intrapreneurship at EMC has really changed over the last 10 years," says Todd. "We have more technologies and more technologists

at our fingertips; we have access to things that others in start-ups don't have. And because our culture breaks down silos internally, it has become easier to share across organizations and to collaborate with individuals from companies that we've brought on board over the last decade."

Todd's career in innovation started right after college, followed him when he worked for Data General as a co-op employee in 1986, thrived when EMC acquired Data General in 1999, and has kept him on a roll ever since—fodder for many books to come and something that ensures repeatable successes for him as an innovator and intrapreneur.

His success didn't come without hard knocks along the way. A few career setbacks here and there led him to course corrections that, in a number of ways, better prepared him for the new world of business.

"I was denied a promotion within EMC for three consecutive years," he says, laughing. "I learned that if you like your job, then the title is less relevant. It was then that I learned how to manage my own career by asking people in more factual terms about what they felt I needed to work on."

It was his resolve to work on these areas that helped him build the foundation of successful intrapreneurship within EMC:

- Get a mentor who can help you navigate the lay of the land.
- Progress your idea while still getting your day job done.
- Navigate your visibility while using good time management.
- Create a prototype or proof of concept of your idea.
- Test drive your idea with individuals and teams.
- Prepare for rejection.
- Incorporate feedback.
- Green light? Negotiate funding for your idea.
- Red light? Regroup, as the problem may still exist.

Todd says he uses almost 100 percent of his areas of expertise, from creating software solutions for customers who buy high-tech products, to creativity in proposing new ideas—and the ability to deliver on those ideas—to his verbal and written communication skills.

But although variety keeps Steve excited about coming to work, fueled by the creative process in his mind and the internal reward



structure at EMC that provides him with different vehicles for pursuing his ideas, at the end of the day it still comes down to solving customer problems and hitting his goals.

“Change is about learning, and learning is the core of innovation. Solving the problems of customers and challenges of technologies, you need to become an expert in something before you can do this . . . so it takes learning.”

A quote from his first book, *Innovate with Influence*, offers up what he contributes for his career success:

I established a solid reputation as someone who can get things done. This sort of credibility is a great resource upon which to draw in the workforce. I didn't think about innovation but focused on quality and timeliness. The idea for the product was someone else's, but I figured out how to implement it and then improve its performance.

### ***The Globe-Hopping DE***

The Distinguished Engineer (DE) is an individual contributor track at EMC, a role that frequently means leaving his East Coast home base and traveling to different EMC sites around the world to meet with engineers about reaching DE status—a more demanding role with increased scope and responsibility.

“The role of a Distinguished Engineer at EMC becomes more complex, where you need to meet more of the right people, but as a software engineer you also need alone time,” Todd explains.

“In my case, I meet people in the trenches in order to get horizontal exposure to other DEs and engineers, while also establishing good rapport with others across the company. I also make certain that my manager and his boss know what's going on. All of this increases my influence across the organization.”

EMC expects their Distinguished Engineers to become part of a larger community that collaborates with other engineers while serving in mentoring roles for others in the organization. Company executives look to their DEs as the front line for technical recommendations on where the company should be going.

“Our job is to stimulate innovation both inside the company and in collaboration with our university partners for incubating new ideas and for talent recruitment,” he says.

On average, Todd says he spends 20 percent of his time on these critical areas, although during a recent 10-day trip to visit EMC's Center of Excellence (COE) site in Russia, the visit consumed 90 percent of his time. It is not surprising that everyone wants a part of Steve's expertise; however, his manager still must approve the trip, and if no obvious tie-in exists for his business unit, then it's up to the sponsoring location to find the funds.

### ***Learning to (Just) Think***

Steve shared some mentoring advice for professionals in preparing themselves for a successful career in a reinvented world.

"Learn how to think—just *think*. Set aside time to just be still. People don't think anymore. I thought about my first successful product for four months! The most complex problems will be solved by the 'thoughtful ones,' people who just put their feet on the desk and think about solving big problems. The thoughtful employees will survive and thrive in future," he believes.

A challenge for professionals in today's fast-paced workplaces, where distractions lurk around every corner and where company cultures might not value and support thoughtful decision making, is how to build in thinking time for solving big customer problems.

"It's a juggling act at EMC, too, and one of the reasons that I decided to follow up my first book with a second one about how company employees around the world were innovating through influence."

Both guides provide his coworkers with practical examples for successfully managing their day jobs and future career opportunities, while keeping EMC in front of the curve and learning to innovate by solving customer problems.

"EMC never lost the DNA of execution. We always deliver on what we promise."

How does EMC ensure the propagation of execution as a value to new employees? Todd believes that modeling the behavior has almost become part of the volunteerism at EMC, where employees mentor—formally and informally—their new hires, ensuring that the execution DNA gets passed on.

### ***Success Comes in Different Flavors***

Did writing a couple of books on influence and innovation change things much for Todd?

**Table 3.1 Entrepreneurship Snapshot: Steve Todd**

Personal Strengths	Approachable, friendly Humor Creative problem solver Collaborative Deliberate and responsible risktaker
Professional/Career Differentiators	Entrepreneurial, innovator Technologist who leverages his connections Adaptable and flexible Go-to person for getting things done Personal idea generator, bridge builder for the ideas of others Communicator—speaker, writer, social networks

“Not much. We’re all just busy around here. People would say, ‘Hey, you wrote a book? What?’ Then they all went back to their jobs,” he says, laughing.

But both books did open doors for Steve. Today, he visits and shares more with the different EMC Global Centers of Excellence on stimulating innovation, and his blogging has increased inside and outside of EMC. Of course, there are the events and conferences where he’s invited to speak and participate on panel discussions.

Is it time to write a third book?

“I have some ideas bouncing around in my mind. I always have ideas.”

Table 3.1 provides a snapshot of Steve Todd’s success factors as an innovator intrapreneur.

### **Synopsys: Rich Goldman, VP Corporate Marketing and Strategic Alliances, CEO Synopsys Armenia**

From its modest single-product beginnings 22 years ago, Silicon Valley–based Synopsys is now at the top of its game—a world-class leader in providing developers with the tools and solutions for designing digital and integrated circuits.

Rich Goldman has been part of the Synopsys tribe for 18 years, with roles at other high-tech companies before that, placing him squarely as both participant and observer of the radically changing landscape of technology and culture.

In his 20s, Goldman set up application-specific integrated circuit (ASIC) operations in India for semiconductor manufacturer Texas Instruments, long before global became an overused word.

“They asked me to start up this operation by hiring 25 engineers. The first week I got there, we had one thousand resumes and I interviewed 100 people in five days,” he recalls.

As a result of his search for self-starters with a good education and the ability to solve engineering problems, these 25 people became the core of TI’s India operations.

“In the mid to late 80s, the culture in India was very different. Our team used ox carts to bring in their equipment!”

In 1992, Rich found himself in the midst of the Soviet Union’s dissolution, as the country spun apart and the Russian Federation became an independent country.

“It was then that I became a culture chameleon by learning to take on a culture as much as possible, respecting it and immersing myself in it.”

### ***The Culture Chameleon***

Goldman developed a knack for building cultural bridges, something that has helped him form deep and lasting partnerships around the world. The need for understanding and respecting different cultures has grown in importance as a means of doing business in different regions of the world.

“Respect for the culture and respect for the people you work with are critical elements for success in business and in life. I learned to communicate very well because my message might not translate well in another culture,” says Goldman.

What he couldn’t have known was that his experience in Russia would serve him well years later, when the executive team at Synopsys asked him to set up an engineering division in Armenia.

It was a yes that would ultimately create a leading role for him in the design of an education, engineering, and technology center for Synopsys Armenia.

### ***Reinventing a Country***

“Where is Armenia?” he says, laughing, recalling that initial conversation he had with his manager.

Located in the southwestern part of what was once the Soviet Union, just north of the Middle East, the Synopsys team discovered a very compartmentalized Armenia, where the Soviets had them primarily focused on semiconductors and cognac.

The country experienced a difficult transition, during which Armenia's unemployment at one time stood at nearly 100 percent, but by 1995, had started a rapid progression.

"In 2004, although we found very good engineers, we also discovered that most hadn't practiced for 10 years, and the universities had received very little investments for 15 years," he remembers.

Once again, Rich found himself rolling up his sleeves and diving deep into a culture that he knew nothing about while leading a team whose challenge was to rebuild, reinvent, and repurpose Armenia's universities with the help and support of the local government, which had declared IT a priority.

"We surveyed every site in the region but couldn't find anything that met our safety standards, so we wound up renovating an old semiconductor manufacturing site, buying virtually all the available steel in the country, only to have to go out and buy new steel because it wasn't certified properly," Goldman recalls.

"We invested \$6 million in the site to make it seismically safe for our employees."

The challenges for the Synopsys team didn't end there. Transporting office equipment may not have been via ox cart, but it felt this way at times, given the country's landlocked position and not entirely friendly neighbors.

"In the beginning, water wasn't available 24 hours a day, so we had to create reservoirs of water, and electricity wasn't reliable, so we had to bring in special uninterruptible power supply (UPS) units," Goldman says.

"We needed people to support UPS systems and computing and network equipment, and this didn't exist in Armenia at the time, so we had to go to places like Kazakhstan for this support. But we couldn't afford the time to import and go through customs—if the Internet was down, we couldn't do business and might as well shut the site down. The infrastructure just wasn't in place to support a high-tech environment," he says.

Today, Synopsys supports and encourages the development of a high-tech economy in Armenia in order to attract other high-tech companies and businesses wanting to set up shop there.

Goldman has added CEO of Synopsys Armenia to his business card, a position that pays \$100 a month required per local law, which allows him to lead the site and develop local management. “Since I had previous experience in India and Russia, it made sense. But no matter how long I’m the CEO here, Armenia will ensure that I stay involved,” Rich says, laughing.

### ***Education: The Key to Armenia’s Success***

Education is critical to Armenia’s success. Today, with strong government support and in partnership with local universities, Synopsys created a state-of-the-art education and technology center. The company is now the largest multinational in the country.

This past year, Synopsys Armenia was named one of 12 finalists for the prestigious Corporate Excellence (ACE) Award by the U.S. Secretary of State for its education center.

The education center offers a practical, high-tech curriculum for interested engineers, who can then immediately become productive, providing Synopsys Armenia with a local hiring source. Although other companies in Armenia can source and hire these graduating students, Synopsys is still the largest local employer.

The renovated education center offers five high-tech classrooms where every student has a seat, a computer, and sophisticated software used in industry for designing computer chips. The team assigned 35 teachers, trained 75 faculty administrators, and in 2009 graduated 130 people with BA, MS, and PhD degrees.

### ***Translating Corporate Social Responsibility***

When Synopsys Armenia had a large enough employee base, Goldman figured it was time to transfer the Synopsys tradition of corporate social responsibility (CSR) to the workforce and suggested spending a Saturday volunteering their time to a local cause. Rich discovered that cultural situations are often more nuanced than they appear on the surface.

“I had a lot of trouble getting people to volunteer until I learned that during Soviet times everyone had to volunteer their Saturdays. Then during Armenia’s dark days they cut down trees so people could keep warm and heat their apartments.”

Even today, the capital of Yerevan is very deforested. So, the local workforce partnered with the Armenian Tree Project for a

*Sunday* outing, planted 400 trees—one for each employee—and discovered that volunteering could be fun, an event that has now become an annual tradition.

“This really turned the situation around for us and got us on a good track with CSR. Since then, we’ve donated toys during Christmas for the local orphanage and opened a new computer center for the disabled in Armenia. An art exhibit and sale by a Synopsys employee’s wife was used to purchase the computers,” he says with pride.

### ***The Digital Side of Leadership***

Goldman acknowledges that his success has come from building strong relationships and having strong teams at his side.

“You know, I’m a work in progress because I realize that I don’t know everything—I had a humbling experience when I became the VP of corporate marketing, realizing that I knew almost nothing about the job,” he says.

Continuing to evolve as a leader and a technologist has kept Goldman at the edge of new developments.

“I needed to stay on top because things were changing so quickly in the world of digital communities and marketing. Synopsys customers resemble who we are—brilliant chip designers and highly technical people who are looking for ways to do their jobs better. They don’t want to hear marketing BS. So, we decided to focus on G2G—geek to geek—marketing,” he says.

He ensured that everyone on his team walked the talk by embracing the new digital media tools of Twitter, Facebook, internal and external blogs, and online videos and in 2010 introduced a branded Internet radio show called *Conversation Central*.

“I don’t use Twitter because I want to know what people had for lunch. Just as there are hundreds of cable channels on TV that interest people, I can also share information about our company and have people tune in to what I’m saying.

“So, I mix my personal and professional life on Twitter to give people a 360-degree view of who I am. And because I’m on the road so much, I tweet, ‘Where in the world is Rich?’ and send clues on Twitter—followers love it.”

Table 3.2 provides a snapshot of Rich Goldman’s success factors as an entrepreneurial leader and culture chameleon.

**Table 3.2 Entrepreneurship Snapshot: Rich Goldman**

Personal Strengths	Warm, friendly nature draws people in easily Humor
Professional/Career Differentiators	Entrepreneurial, adaptable leader, flexible technologist Bridge builder (initiatives, programs, and people) Early adopter (good ideas, technologies, etc.) Passion for education and innovation Culture chameleon; 360-degree communicator (people, print, digital)

### The Bridge Group: Reiko Emmi-Sota, Cultural Ambassador

Reiko Emmi-Sota has been building cultural bridges her entire life, from a young girl growing up in Japan to the life of a corporate professional and ultimately as a serial entrepreneur in the United States.

Sensing the winds of change a decade ago, Emmi-Sota sought to bridge Asian and American businesses in new ways. But due to the Great Recession in the United States and the lingering innovation slump in Japan, she decided it was time to regroup and reinvent her company in preparation for helping clients bridge their business success for a new reality.

“It’s not just economic conditions, and although it made this all happen faster, it is still only a symptom. If we have a mind-set that keeps us locked in fear, we’re only going to see things from a limited perspective. People are struggling with seeing the possibilities beyond where they are today,” says Emmi-Sota.

“Of course, it is human nature to protect ourselves. We want to stay together, but the group mentality of fear has a reverse, toxic effect on innovating. Fear has a way of blocking people from seeing the light, seeing hope, and seeing the possibilities. Unfortunately, once this negativity is pressed, the more energy it takes to bring us to the same place we were originally,” she adds.

Emmi-Sota trained as a feng shui practitioner in San Francisco, which offered her a chance to learn about a system established thousands of years ago in China, to satisfy her curiosity about studying in the United States, and to learn the art of energy.

“I learned that harmonizing energy with creativity is a path to more enjoyment in whatever we do—it’s about reinventing ourselves so that we don’t tie up energy with who we used to be,” Emmi-Sota says.



Knowing more of the reasons behind feng shui, Emmi-Sota has become more aware about reading energy in different ways, helping people open energy doors by moving effortlessly through energy, and helping them use it for their benefit instead of pushing against it and wasting their energy.

Using the example of how energy can affect those looking for work when their personal energy is not aligned with the bigger energy, Emmi-Sota explains that in the last three years, she has seen many people over 50 who cannot find jobs because they're unable to compete with younger generations.

"The time we're in now requires a different way to compete, a different energy."

### ***Connecting the Dots***

"Connecting the dots helps us learn what the past has to teach us about our future."

In preparing herself for her next business reinvention, Emmi-Sota selected three experiences from her past—Symantec, Business Café, and Splice International—which she feels taught her about the use of energy, including her own, others', and external environments and situations.

**Symantec Experience and Takeaway** "My role at Symantec was to help their newly established company in Japan bridge two worlds in order to gain a foothold in the country. The small start-up experienced problems at the start due to Symantec's worldwide policy of requiring that all standard agreements be in English and headquarters demanding that its Symantec Japan subsidiary use the standard agreement. Because of their limited history in Japan and because of headquarters' contract and business requirements, potential business partners—distributors and resellers who were often well-established, large companies—were reluctant to do business with Symantec Japan when asked to review an agreement in a foreign language (English) while also required to follow American rules of business. Symantec Japan found itself unable to negotiate and close any local deals, but as a result of implementing the sales material in the local language, I was awarded the Symantec Star Award, which was quite unusual for a Japanese employee who worked at U.S. headquarters."

Leaving Symantec and the corporate life required a leap of faith for Emmi-Sota, with her family questioning why she was

leaving the security of a full-time job. “I realized that transformation is about moving forward and peeling the layers of our lives, a process that doesn’t easily happen in corporate life, where we often add extra layers—build thicker skins—to protect ourselves from company politics and other toxic energy. But a thicker skin is just an individual adding more layers to their life.”

**Business Café Experience and Takeaway** “This was both a start-up company and an incubator here in the United States, where I was able to experience the vision and passion of the founders and their small teams. At the time, I didn’t think of this as energy. Establishing something new requires a lot of energy and efforts—small steps that must happen, small steps we’re not always clear about why we need to go here or there.

“Entrepreneurs and our leap of faith! We’re always asking ourselves, am I crazy or is it because I trust myself? It’s about building on our successes instead of dwelling on the setbacks—the benefits versus the risks,” says Emmi-Sota.

“If you’ve never experienced this leap of faith, you are always seeing it from the outside. If you don’t jump in, then you will never understand what it really means to trust yourself and to take a chance on yourself.”

**Splice International LLC Experience and Takeaway** “I started Splice over seven years ago where we specialize in partnering with Asian-based start-ups who desire a presence in the United States for offering their unique, innovative products to this market. The culture distance in business always exists and is something that you cannot change. You may be speaking the same language and feel that you’re ready to begin negotiating, but understanding one another’s culture and point of view is really when negotiations begin.

“Japanese companies often think that if they have English-speaking staffs with MBAs from U.S. universities that culture is no longer important. But this is not true. It’s always about communicating from a deeper sense,” says Emmi-Sota.

### ***Possibilities in a Reinvented World***

Emmi-Sota has taken her life lessons, business acumen, and career expertise and incorporated them into her newest start-up, the Bridge Group, a division of Splice International.

“It’s the missing piece of our services. We provide business development consultation for U.S.-based companies, primarily manufacturers of computer-related accessories who are looking to extend their reach into Japan and the Asian market,” she says.

“I have a passion for working with people who have open minds, people who are ready to adapt and accept. These people are the ones that make a big difference for what their company is and what it will become.”

In the last five years, Emmi-Sota has seen entrepreneurs transition from a more self-centered belief that success was about the ability to raise funds and raise venture capital—basing future success on today’s great PowerPoint—to today’s more evolved start-up, where survival is seen as dependent on flexibility and an ability to collaborate.

“Collaboration isn’t easy, and people don’t always understand this. Companies may not even know how to value collaboration,” she says.

“Starting a business is very different from building and growing a business—it requires a different mind-set. One company we worked with had an exclusive technology, but because they weren’t able to generate enough funds, they were looking to align with other companies. Unfortunately, believing that their product was too unique to join forces with others soon meant that no one wanted to touch them,” she says with a tinge of sadness.

“As in life, sometimes it takes a close brush with the death of our business before we’re willing to change our perspective.”

### *Innovating Inside Japan*

Reiko Emmi-Sota looks to her country of birth for stark reminders of what happens to those who do not embrace change in front of the curve, watching as Japan exports innovation to other countries.

“Japan has always been innovative, but in the last 10 years companies have exported their assets—people and resources—in order to operate and innovate in other countries and have overlooked growing innovation at home,” she says.

Emmi-Sota says people who grew up in Japan’s corporations learned how to be innovative, but now, as middle managers dealing with the day-to-day aspects of business outside the country, have lost hope about making their next innovation leap.

**Table 3.3 Entrepreneurship Snapshot: Reiko Emmi-Sota**

Personal Strengths	Friendly, approachable Humor (multiple cultures) Patient Collaborative
Professional/Career Differentiators	Multicultural savvy Builds bridges between people and businesses Power networker Intuitive read on technology innovations Helps others leverage personal energy

As senior management focuses more on generating sales revenue and advancing themselves in their companies, she feels that for the first time Japan now finds itself without the intellectual property needed to rebuild on a more solid foundation.

“Japan was so ahead in its innovative thinking, but now the soil is so poor and the seeds are gone because they were scattered to other countries in developing innovation outside of Japan,” Emmi-Sota says.

“I would like to see Japan enrich its soil by educating its younger generations, retrain and rejuvenate the country’s middle management on how to once again innovate inside Japan, but this means that people need to be free to speak within the corporations and must be rewarded in different ways.”

“Destruction is often the seed of innovation, and if Japan chooses to rebuild in new ways, the country will change generations to come.”

Table 3.3 provides a snapshot of Reiko Emmi-Sota’s success factors as a cultural bridge builder between companies and entrepreneurs.

### **EMC: Barbara Robidoux, VP Corporate Marketing**

Barbara Robidoux’s curiosity defines who she is, what she’s about, and why she’s successful at EMC. One tip-off is her education at Babson College in Wellesley, Massachusetts, a school recognized as a leader in entrepreneurial management education, a logical choice for a marketing executive focused on the why of people’s behaviors.

“A former manager once told me that people who know *how* will always work for people who know *why*,” she says.

Robidoux doesn't think her background in classic, high-tech marketing is unusual where she majored in marketing ("Okay, maybe that's a bit unusual," she says) before going on to get her M.B.A.

Joining EMC 16 years ago was another step in satisfying her curiosity streak, just when the company was beginning to invest in UNIX, client systems, and open sourcing.

"The company was big enough to have money to invest, but small enough that I could make a difference and move up the ranks. I was interested in problems the company was trying to solve and why people were buying from us—these are invaluable conversations to have with customers, partners, and prospects," says Robidoux.

### ***Everything Must Change***

What keeps a curious person like Robidoux interested and challenged working with the same company for almost two decades?

"A big piece of the EMC puzzle is the reinvention of what the company stands for and our culture of *Everything Must Change*. What we all work on year after year, by itself, provides a fair amount of change and keeps everything dynamic and interesting," Barbara says.

Robidoux and her team have no shortage of interesting things these days, helping EMC customers, partners, and suppliers navigate their journey to the cloud, while transformational shifts are occurring in the world of traditional IT departments.

Will fast movers position themselves in front of the curve? Will slow adopters risk being left behind in an industry where *obsolesce* is yesterday's word of the day? No one knows for sure, but EMC is betting on the early adopters while prepared to help the more timid move forward incrementally.

According to Robidoux, cost savings associated with moving applications to a cloud environment can be a deciding factor, especially for companies looking to streamline costs without cutting services.

"We're not talking a five-year ROI, but an immediate benefit," she says. "But this isn't the primary benefit—it's really about the speed and agility of IT and a faster response to the business. By spending less time integrating these pieces—server, storage, and applications—getting them to work together, and updating technologies, IT departments can get their applications up and

running faster and improve their relationships with business, and IT positions their department as the go-to side of the business,” Barbara says.

Robidoux uses EMC’s partnership with VMware and Cisco as an example of how customers purchase a preconfigured stack and the partners work together to ensure that all three moving parts bring greater value than just  $1 + 1 + 1$ .

“Innovation comes from the technology itself, but also how EMC partners and collaborates for every updated application. Cisco may have its own update, and VMware has a new update to their offering, which all need to be coordinated and managed in new ways,” she adds.

### ***Entrepreneurial Leadership***

Robidoux’s curiosity about delivering greater value for EMC and its customers continuously draws on her entrepreneurial mind-set and creative problem-solving skills.

So how does one entrepreneurial leader spot these same qualities in others?

“I look for someone with a vision of where we aren’t here today, but we need to get to. I look for someone who is focused,” she says.

“There can be people who are entrepreneurial but not great leaders. What distinguishes great leaders is their level of self-awareness; can they determine their leadership strengths and what they need to surround themselves with to become a better leader? It’s human nature to want to surround yourself with people who are like you; it takes a maturity level to recognize that this is not enough.”

Robidoux believes an entrepreneurial mind-set must be fostered, and so she looks for ways to prepare the next generation of business leaders at EMC who can mature as great entrepreneurial leaders and create economic and social value.

“This has to be the fabric of how a company defines its culture. On the economic side of the equation, we now have more senior managers who have fiscal responsibility for their divisions, more general-manager-like roles where they own responsibility for their P&L. Each year we push this responsibility down into the organization,” says Robidoux.

“On the social value side of the business, we have embraced this as a company and set goals as a company. Once employees see that EMC puts its money where its mouth is, they pick up on it and

**Table 3.4 Entrepreneurship Snapshot: Barbara Robidoux**

Personal Strengths	Challenges comfort zones Humor Strong communicator
Professional/Career Differentiators	Entrepreneurial leader and mentor Emotional intelligence Succession strategies for next generation

foster this culture themselves—it’s really moving when employees just do it on their own.”

See Table 3.4 for a snapshot of Barbara Robidoux’s success factors as entrepreneurial leader and organizational wisdom keeper.

### The Takeaway

See Table 3.5 for the key takeaways for this chapter by element and by guide.

**Table 3.5 Entrepreneurship Chapter Takeaways**

Steve Todd	Rich Goldman	Reiko Emmi-Sota	Barbara Robidoux
Become known as the go-to person who can deliver the goods	Acquire and hire a strong team	Group mentality of fear can have a reverse, toxic effect on your ability to innovate	Curiosity can result in generating big ideas and solving big challenges
Trust yourself and trust your judgment	Complement team members with one another and with yourself	Harmonizing energy with creativity is a path to more enjoyment in whatever you do	Figure out if you’re a <i>how</i> person or a <i>why</i> person and then find your opposite to create a powerful partnership
Identify business adjacency and skill gaps; collaborate with others who can help you close these gaps	Face time is still important, especially during the initial stage of setting up teams	Reinventing ourselves ensures that we don’t tie up energy with who we used to be	Discover what problems your organization is trying to solve and then apply your unique skills to solving them

(Continued)

**Table 3.5 (Continued)**

Steve Todd	Rich Goldman	Reiko Emmi-Sota	Barbara Robidoux
Share the stage— give credit where credit is due	Regularly bring remote and global team members to company headquarters to see what’s going on	Build on your successes instead of dwelling on the setbacks	Innovation comes from the technology itself and how it all works together, but innovation is also about collaborating in new ways
Deliver high- quality results well within deadlines as a means of establishing your credibility	Read all the business books and then throw them away because they’ll be out of date  Stay current by modifying your leadership style for how things are changing		

***Coming Up Next***

In Chapter 4, we explore the next element, navigation, and the various ways that business leaders of different size companies serve as navigators for their ecosystem of customers—internal and external—and their partners and suppliers, bridging the old world of business with the new world of business.



# CHAPTER 4

## Element #3: Navigation



**N**avigational guides come in a variety of leadership and communication styles but often develop a sixth sense of early marketplace shifts in their industries. Leading others through organizational transformation, these change shapers help bridge business inflection points and guide others in becoming value creators and innovators. Discover how four business leaders successfully apply the element of navigation in their respective industries.

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### EMC: John T. (Jack) Mollen, EVP Human Resources

You know you're in for an interesting conversation when the Executive Vice President of Human Resources begins a discussion on succession planning and the company's development of future leaders with a story about signage.

It's the type of founder's story that makes the rounds in a company—one of those inner circle stories that those who have been with EMC long enough just grin and nod as if they already know the punch line to a well-timed joke.

Today EMC is a global leader in enabling businesses and service providers to transform their operations and deliver information technology (IT) as a service. However, a big part of the company's success DNA can be attributed to founder Richard (Dick) Egan who didn't bother to remove the name of the defunct technology

company whose building they took over as a not-so-gentle reminder of what can happen when you get too comfortable.

Egan kept the failed Prime Computer name in the main conference room so that employees would remember to focus on the customer, embrace change, and really think about what it takes to be successful long-term in whatever strategy they went after; otherwise, EMC would become the next Prime Computer.

“These companies came up with ideas but weren’t able to execute against those ideas. Just peel that back, and there’s a fundamental reason—they either didn’t have the courage or the discipline to really talk about what is it going to take to be successful in that new strategy. We take this to heart,” Mollen says in a friendly, no-nonsense voice.

Mollen joined EMC’s Hopkinton, Massachusetts, headquarters 11 years ago, when company executives reviewed their strategic plan annually. Today, it’s reviewed at every board meeting as a way to test the market.

“We’ve gone from a hardware company to a hardware, software, and services company, from a U.S. company to a global company, from one product line to hundreds of products—it’s our way of staying on top of things,” says Mollen.

One way that EMC ensures the organization knows what’s going on is to hold regular organization and so-called sanity reviews with key staff members where everyone starts out by answering three questions:

1. Describe the EMC strategy.
2. Describe your organization and how it fits within the EMC strategy.
3. What does your manager want you to do different next year, and how should you organize for next year—what skills and competencies will you need to do this that you don’t have this year?

“Then we talk about their people. By having this energy and this openness, this give-and-take, it forces people to think about their organization and where it’s going,” Jack says.

“It gets people to think deep and forces EMC execs to ask the tough questions about the coming year—do we need to bring in new talent, develop new skill sets, or buy an investment? We’ve been using

this process for the last six or seven years, and it's helped us take the company to the next level."

### ***EMC's Innovation Engine***

Mollen emphasizes that the future success of EMC depends on its ability to keep the company's innovation engine running. How critical is it? In 2010, 90 percent of EMC's \$17 billion in revenue came from products and solutions developed in the prior 14 months.

"We have to think about speed and agility because if we miss a window of innovation, it really hurts us. How does EMC become *the* most innovative, global high-tech company? That's our strategic imperative, and we're accelerating our use of social networks as a critical avenue for achieving this imperative," he adds.

### ***Policy versus Guiding Principles***

"We hire adults, and we treat them as adults," says Mollen. This allows EMC to run its business not by policy but through what the company refers to as guiding principles.

**Guiding Principle #1: Do No Harm** Tackling the first hurdle of "Is it a world-class product?" ensures that the company targets best-of-breed products and solutions that align with EMC's strategies. The Do No Harm guiding principle allows EMC to acquire a company without dismantling the reasons behind the company's world-class product—their people.

"We want to keep the best people and keep the innovation engine going. We want to know how they think and act," Jack explains.

**Guiding Principle #2: The EMC Effect (Engineering and Sales)** Engineering already has its generation road map for the next 12 to 14 months mapped out. Their challenge becomes the product generation *after* that, where engineering teams begin thinking about and building what will eventually become the generation next release.

Sales teams are given a heads-up on scaling globally (you'll be hearing from countries that you didn't know were countries), which is about growth and scaling in a way that sales could not have done on their own in the past.

**Guiding Principle #3: Synergy** Strategic growth acquisitions are a distant third, according to Mollen.

### *A Culture of Change*

Core to EMC's ongoing success is a workforce that anticipates, almost intuitively, where the market is going and can aggressively respond to and adapt quickly to these shifts—no easy feat, given the size and global nature of the company.

Mollen and his team provide a key link in keeping EMC's culture of change part of the company's DNA. He makes a point of talking with different groups of people in the organization three or four times a week to emphasize the need to reinvent the company and themselves.

"EMC is a technology company in one of the fastest-moving industries in business, which means that we all have to continually develop and continually learn new capabilities, because if we don't, we become obsolete, and if we become obsolete, then EMC won't have a job for you," he says.

EMC's organizational model and company philosophy that everything must change allow executives to move fast while ensuring that everyone is on board.

"Executives do not share future acquisitions with employees, emphasizing instead how company strategy as a products technology company continues to be acquisitive in building out their offerings. Acquired companies may become product lines of EMC, some may become divisions of EMC, and some may be operated as independent companies like VMware. These models reinforce EMC's culture of embracing change however and wherever it comes.

"All these models work because we aim to be very deep in both our product space and our market segment. Once people understand that no one size fits all in this organizational model, people feel comfortable that it's a smart way to run a business," says Mollen.

### *Continuous Learning*

Key to running the innovation engine at full throttle is providing the workforce with the right tools and resources to stimulate employee innovation across the organization. Last year, EMC was ranked 16 on

the Top Companies for Training and Development list for *Training Magazine*.

“If you’re willing to learn, we have what you need to make it happen. But people have to utilize these tools and resources so that they continue to learn new things and add new value. It’s the acceptable way of the twenty-first-century work environment.

“If we can create this environment, then we’ll be successful. Hopefully, in our hiring, we hire more and more people who want to step up to the opportunities we offer,” he says.

The company differentiates itself by offering training customized to the needs of its workforce. Case in point: EMC mentors women and minorities right from the beginning of their employment as a means of accelerating their network.

“Mentoring early in the process does make a difference,” Jack says.

“At the more senior levels, as part of their first 30 days of onboarding with EMC, they meet all the right people, including a one-on-one meeting with CEO Joe Tucci, so that from the get-go they understand the lay of the land and feel a part of the company,” he adds.

“The faster they accelerate their network, the faster they will ask the right questions and continue to grow their network. We set the expectations about growing their network and continuing to pay it forward by mentoring and helping others grow their own networks.”

Jack Mollen’s innovative approach to leading the human resources organization at EMC garnered industry recognition in 2006, when he was named HR Executive of the Year by *Human Resource Executive* magazine, citing his role in building “a modern, responsive, strategy-focused HR team that plays an integral role in executing business goals.”

### ***Setbacks Happen***

Even the most successful companies experience setbacks. But what sets these companies apart and what determines future success is how their people respond to tough, even painful situations and how they translate this experience into their becoming a world-class learning organization.

Reflecting on what he considers to be one of the finest moments of the HR organization was their handling of the Great Recession in the United States and the souring economic situation around the world.

“It was a double-dip recession in that it hit everyone very hard and very fast, and we were forced to reduce our workforce, but then it hit a second time,” Jack says.

“Our executive team talked it through, and we really did see light at the end of the tunnel, but we had to figure out how to make it through this recession without having to go deeper into the organization while positioning ourselves to come out of it faster than anyone else.”

EMC responded, in part, by reducing its workforce in 2009 by 2,400 people, introducing a number of innovative cost-reduction programs, and asking its 40,000 workers in 80 countries to take a pay cut—80 percent of the company’s global workforce agreed that putting some personal skin in the game was the right thing to do.

“Instead of the situation being a negative, it brought everyone together. It really sets the bar for the kind of people we have and the communications and respect that our employees have for the future of the company,” Jack says.

### *Things Always Change*

Looking beyond the Great Recession to the evolving needs of business, Jack Mollen sees five areas that will play a greater role for corporations by 2030 and how human resources will support them:

1. The people ingredient for the success of a company will become of greater importance.
2. Real value-added companies will be driven around innovation.
3. Bringing new applications and new features to the people of the world in a very short window will be important.
4. HR function of the future will be to hire people, bring them together, and foster environments that allow them to innovate faster around ideas.
5. Forming teams for the next new idea and having speed, flexibility, and agility in the workforce will become more critical.

So, how *do* senior leaders participate in organizational learning, succession planning, and the development of future EMC leaders?

It’s pretty obvious—fast and furious.

See Table 4.1 for a snapshot of Jack Mollen’s success factors as talent visionary and strategist.

**Table 4.1** Navigation Snapshot: Jack Mollen

Personal Strengths	Approachable, friendly, direct Strong storyteller Humor
Professional/Career Differentiators	Focused and passionate about his role Visionary regarding workplace trends Provides strategic connecting points for the company (people, product, process, performance) Global talent strategist

## **EMC: Gwen Weld, VP of Global People and Infrastructure**

You realize right out of the chute that an HR executive with the business title VP of Global People and Infrastructure knows how to color outside the lines.

“I just created the title, but it certainly reflects what I really do,” Weld says.

Not only will coloring outside the lines get more interesting for Weld but also she’ll have more crayons at her disposal as Seattle-based Isilon finalizes its merger with EMC this year.

Gwen Weld represents the new reality for human resources, a reinvented world where HR professionals have a place at the table and are actively involved in helping their companies navigate big business shifts and implement deep organizational changes, all while coaching and mentoring others on the practical aspects of adding value to the business as a means of investing in their careers—something she prides herself on doing every day.

Armed with a mix of savvy business and people skills, Weld spends her time focused on HR strategies and priorities instead of deep-diving into policies and procedures.

“Understanding the business imperatives that need to happen and then aligning your people, your guidelines, and your programs to support these makes your workforce so much happier, and you don’t spend time worrying about oh, gosh, did we violate any laws?”

When Weld joined Isilon, she immediately delved into the business side of the company—owning her P&L, spending time in the field, and reviewing the business plan for the next three to five years—something she doesn’t think enough HR professionals do.

“HR professionals need to broadly understand business and learn how to be true business partners. I just think they get stuck in

this administrative rut. You could be in a VP administrative rut or a junior person in a rut, it's still a rut."

She sits at the executive team's table and actively involves herself in their discussions, whether the topic turns to product, finances, or a request that she fly to Japan to help resolve issues.

"That's the key to successful HR. You've got to get out of the backroom so that you're not perceived as the administrators or bureaucrats. That's how we add value and build our credibility. If you're focused on creating HR programs for programs' sake, you might as well just pack it up and leave," Weld says.

Once HR leaders establish their credibility, then she believes the timing is right to transfer knowledge to their managers so they learn how to own the messages without coming to human resources unless they're in need of new information.

"I don't need to hoard this HR info for job security. I want all these leaders and all of these managers helping me by having this information. This way, I can manage the business functions because I'm not drilling into the minutiae of their jobs," Weld adds.

"It's about managers developing *their* leaders without HR doing it for them, which only disempowers them," she says. "By never owning the communication, they never own the issues, and it's always HR this and HR that. At the end of the day, if you do what's best for the business and treat people with dignity and respect, it culminates in greater success at the backend."

### ***Builders versus Maintaining Status Quo***

Weld looks at innovation broadly: Delight the customer, never be satisfied with the current state, and strive to improve and drive the business to greater success.

"As a support infrastructure, we're here to resolve employee issues so that they can focus on issues specific to their jobs. Our role is to make it *easy* for people to innovate," Gwen says.

She uses four guiding principles that both support innovation and develop high-performance work environments where teams are motivated to exceed customer expectations and continuously improve the organization:

- Provide clear objectives.
- Delegate responsibilities.



- Be available if they need help.
- Celebrate success.

Along with these guiding principles, Weld looks to hire people who can make decisions and are willing to make and learn from mistakes along the way.

“I look for builders versus those who just want to come in to maintain programs. These are the creative, innovative, and passionate ones who want to build and improve and who will continue to accelerate,” she says.

### ***The Mentoring Role***

Weld believes that mentoring opportunities are all around us but that we miss seeing them and acting on them, much to our own detriment as well as those lives we might change for the better.

“Mentoring is so critical to a professional’s success. We don’t stop to take the time to see how we can add value in so many ways,” Gwen says.

“When I was at my prior company, I loved what I was doing, but I was so mentally exhausted at the end of the day that I didn’t give people the time. But since leaving, my life has been enriched by spending time with other people,” she adds.

She loves the job she does because of the difference she can make in business and in the lives of leaders.

“I have this VP of engineering at Isilon who told me how he appreciated that I never gave him a pat answer even when he throws something my way and thinks, ‘No way will she figure this out.’ We would always come up with something creative—that’s why I’m here!”

“I remember when people used to say, ‘Oh, no, here comes HR. What did I do wrong now?’ I don’t go there. I prefer to mentor leaders in navigating the world of people and infrastructure without doing their jobs for them,” she says.

### ***A Day in the Life of a Merger***

During the interview, Weld was busy juggling her company’s merger with EMC. Attempting to buffer her team so they remain focused on doubling the size of their business, she helps Isilon employees navigate their way through the acquisition process.

“Until you’ve been here a while, it can be tough at times finding the right people with a direct line to the right answers,” says Weld. We’re small. EMC has 50,000 people. For every one of us, there might be 10-plus EMC employees doing the same or similar things. If they all want to get to know us, meet with us, and help us, well, there goes our day,” she says, laughing.

“We’re small and nimble and we move so fast—every single person is empowered to make decisions here. Because of its size and scope, EMC needs to be somewhat more consensus driven, where major decisions are held at a more senior level. It’s a new model for us, and we’re working through different ways of operating, but we’re figuring it out. We’re definitely getting there.”

### *Human Resource Trends*

Asked what she sees as challenges facing the United States in the next few years, Weld lists three major areas that she believes will have an impact on businesses in general and particularly on the role of HR within larger corporations:

1. **Hiring skilled talent.** “With baby boomers starting to retire, how do we find and develop the talent, and how do we continue to grow our business with the continued shrinking of our skilled workforce, particularly in the technology environment, where it’s already so competitive. Today, Facebook and Google are starting up entities in Seattle—everyone is vying for the same talent.”
2. **Building skill sets in the United States.** “Everyone has tried outsourcing to other countries, and a lot of this is coming back, which gives us an opportunity to invest in new ways. The education system—the shop classes of the old days—and the technical colleges could provide us with the ideal infrastructure of people for so many of the jobs we’re shipping offshore. The question becomes how do we create jobs for American citizens first and link it to what we’re trying to do in education and elsewhere. We have this huge opportunity to reinvent education and address the business challenges by creating bridges and ensuring a smooth transition between the two.”

**Table 4.2** Navigation Snapshot: Gwen Weld

Personal Strengths	Humor Passionate Responsible risktaker Creative problem solver
Professional/Career Differentiators	Passionate about empowering people to step up Business acumen + HR expertise = killer combo Practical approach to innovation

**3. Health care reform.** “My concern is that health care gets to be so costly for the smaller companies that they’ll be unable to hire more people, and for the larger companies, they won’t offer as many benefits.”

“HR leaders need to help others think more creatively about how to address these issues instead of identifying them and then just dropping them. It’s time we looked at these problems from a holistic standpoint and not a piecemeal one.”

Table 4.2 provides a snapshot of Gwen Weld’s success factors as human resources leader, strategist, and practitioner.

### Zuvo Water: Ray Brown, VP Marketing

Ray Brown sees around corners, his sharp instincts and pragmatic smarts leading the marketing charge for Zuvo Water. Together with CEO Andy Butler, he keeps the start-up team focused on continuously raising the innovation bar.

“Innovation is about constantly working for the impossible, the things that no one has ever done before or thought of before. It’s walking out of a design meeting or innovation meeting and saying, ‘Wow!’” he says, laughing.

“It’s not easy stuff. Companies can be innovative one day and then lose it over time—complacency creeps in. We’ve done a nice job of taking this industry and looking at not what’s been done, but what *could* be done,” says Ray.

Brown’s executive retail background has been instrumental in helping the Zuvo team navigate the better, faster, cheaper world of the consumer marketplace.

“The advantage of having a consumer background instead of a water background is that I didn’t come in with preconceived notions of what’s possible and not possible. I can ask those what-if questions,” he says.

“I also have this pragmatic view of what will work or not work in the marketplace. I can talk to people about innovation—here’s what I see from world-class companies like LG and Sony and Samsung.”

Retail is in the man’s bones after spending 25 years of his career in this space, ranging from product launches to, at one point, becoming a buyer responsible for product management. Brown brought his big-box retail mentality to Silicon Valley, working with start-up companies for the last six years to introduce their products in the marketplace.

This experience opened the door to Zuvo Water when he met Andy Butler while working with him on behalf of a mutual client. They immediately hit it off.

“So I get this call from Andy out of the blue and he asks me what I know about water, and I say, ‘Nothing,’ and he says, ‘Neither do I, do you want to come and work with me?’ And I say absolutely!”

Brown pauses to take a few sips of (Zuvo) water before responding to the question about the *three* things that differentiate Zuvo Water from its competitors.

“It’s our product—the water! Really, I’ve become a water snob—it has raised my level of appreciation for great-tasting water. It’s the best-tasting water out there,” Ray says, laughing.

“The second thing is Zuvo Water’s commitment to innovation. This is a stodgy category for many people, but we’re pushing the envelope harder than others and trying to look around corners.”

### ***The Road Less Traveled***

The road to a great drinking water experience didn’t start out easy for the Zuvo team. The tight-knit executive trio of Butler, Brown, and VP of Finance Margaret Diesel set up business in 2008, just as the Great Recession hit.

The team credit Brown’s deep understanding of retail and his second sense of just knowing what will work for closing some big deals that made a difference for the company—deals with Ferguson, Menards, and Costco and online retailers Amazon, Frontgate, and FaucetDirect, to name a few.

Another well-timed opportunity came via an introduction to a regional salesperson for Hansgrohe AG, the European Union-based company with a worldwide presence, known for its innovative, design-oriented products and solutions.

The timing couldn't have been better for Zuvo Water, given Hansgrohe's interest in innovative products that aligned with its sustainable business concept and passion for—water.

“So we got into the mix and compete for the business and after a year of studying us and our competitors, they chose us,” Brown says with more than a hint of pride.

Today, Hansgrohe and Zuvo Water are partners in designing world-class faucets exclusively made to work with Zuvo's system, offering a unique filter in the marketplace and an integrated, single solution for customers.

“It's a great deal for both companies. After nine months of working together, we're turning this into a real collaborative relationship with the acknowledgment up front that we both brought very specific skill sets and industry knowledge to the party,” says Ray.

“Neither company dictated how the other person had to play in one another's sandbox—they have a world-class faucet system, so why would I tell them how to do their job? We appreciate each other's expertise.”

### *Environmental Trends, Zuvo Water Opportunities*

Brown sees a couple of environmental trends in the next three years that could provide Zuvo Water with its best opportunities for growth.

**Concept of Value** “If you think about it, historically we've paid more for doing the right thing,” Brown says. “If you buy organic, you pay more because it hasn't made it into the mainstream where doing the right thing is also affordable. Tough economic conditions, when people fear for their jobs, fear for their business, and fear for their retirement, make customers look for value, value, value. I'd probably pay more for doing the right things, but will I pay 50 percent more to do that? We will likely see a collision course between value and environmental trends over the course of the next two to three years, as people become more environmentally sensitive and realize that they can afford

to do so. Zuvo Water has a chance to garner a place in the market by creating ‘environmental value’ so that everyone wins.”

**Aging U.S. Infrastructure** “We need a deeper understanding of the aging infrastructure in this country—our roads and the electrical grid—where some of this infrastructure has been in place since our parents’ time. I was at Stanford University and asked ‘How many people in this room know of someone who died from drinking tap water?’ No hands went up. We’ve grown up taking this infrastructure for granted. When we turn on lights, electricity comes on, so we’ve become complacent about it, including the pipes that produce our water. The infrastructure is decaying and requires massive upgrades. I think there will be a level of consciousness raised about the opportunity this presents in respect to water.

“People will say, ‘Maybe I will bring in just one extra level of security and peace of mind,’” Brown says.

### *Vision with a Purpose*

What keeps a pragmatic businessman like Brown passionate about his job and logging the thousands of air miles that he does each year; at one point flying to South Africa on the spur of the moment to meet face-to-face with a potential client who wouldn’t do business with a virtual person?

Keen on making a difference in the world, Brown takes a more holistic view of what Zuvo Water brings to the table and hopes to serve the tables of many by offering affordable, great drinking water.

“Zuvo didn’t invent a new concept called water filtration. It’s been around since the dawn of man. Our vision is about bringing it into the twenty-first century,” says Brown. “The things that we’re doing and the places we’re taking water filtration are very exciting for us!” he adds.

“We’re looking at developing a portable product for relief agencies—NGOs—who will be able to take these units into the Haitis of the world. Water filtration may not be sexy, but when filtration can save people’s lives, people will sit up and take notice,” says Ray.

“And the *third* thing that sets us apart from our competitors? It’s our commitment to social responsibility—bringing clean water to parts of the world that just don’t have it today,” he adds.

**Table 4.3** Navigation Snapshot: Ray Brown

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Personal Strengths	Humor Intuitive Pragmatic Responsible risktaker
Professional/Career Differentiators	Sharp instincts + pragmatic = killer combo Marketing savvy Retail expertise Innovating in front of the curve Connector of people + ideas Big-scale problem solver

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“Twenty years from now, I probably won’t remember that purchase order from Costco for 2011, but if Zuvo Water is able to place safe drinking water into the poorest areas of Africa, what kind of legacy would that be for our product, our team, and our company?”

See Table 4.3 for a snapshot of Ray Brown’s success factors as pragmatic marketer who sees around corners.

### ***MicroEnterprise Journal*: Dawn R. Rivers, Publisher, Journalist**

Dawn R. Rivers considers herself a Don Quixote, an advocate in search of a cause, although she certainly doesn’t think of herself as someone who chases after windmills.

Some might disagree, given her decision to take up the fight for microbusinesses in this country, something she says has been a yin-and-yang battle, with fortune not always following fame.

“I suspect that if I had been less focused on advocacy over the last 10 years, I would probably have made more money by now. It’s not a bad thing, but even so, those of us who are Don Quixotes go into business to make money,” she says, laughing.

Her flagship *MicroEnterprise Journal*, in continuous publication since September 1999, focused on women-operated home-based businesses but shifted gears after hearing from male readers that the things she wrote about pertained to them, too.

A natural-born data wonk, her early research confirmed that the home-based business mom romanticized by the media was mostly home-based businesses run by men. Another popular media myth not supported by her research was that home-based women

business owners were doing so for their kids, when, in fact, many were empty nesters.

“So this was when I opened it up to all small businesses of both genders—a huge base that no one was paying attention to—and since then have had some success in changing the conversation about microbusinesses,” says Rivers.

### ***Microbusiness: A Growing Phenomenon***

By 2004, microbusiness had become part of the political landscape with John Kerry’s run for president. His staff kept him focused on the other end of the spectrum, start-ups.

“One of Kerry’s staff subscribed to the *MicroEnterprise Journal*, someone I frequently interviewed for stories. Kerry leans toward entrepreneurial, high-growth business—something that can pay off in a single election cycle—not the microbusiness,” says Rivers.

“At the time, no one in the political sphere was even talking about the microbusiness, and some didn’t even know what they were!”

Dawn says this experience taught her that government economists look at microbusinesses and see that they’re only making a dent and so they become irrelevant to them.

“I *don’t* see tiny businesses that make no money. What I see is 92 percent of the businesses in this country that are microbusinesses—we can’t ignore this growing phenomenon,” she says.

But economic gardening for the microbusiness requires a longer-term strategy, something she says U.S. politicians enamored with quick-fix financial ideas are unwilling to pursue.

“America has an attention-deficit problem. Government politicians occupy the space in the stratosphere with a bunch of corporate CEOs and economists, where no one reports what is happening on the ground, in the real world,” she says.

She doesn’t think that it’s all doom and gloom for small, small U.S. businesses, considering it an exciting time for microbusinesses because of the financial restructuring that is going on in the country—exciting but messy.

“We are the face of American business in spite of how much attention the media likes to spend on the CEOs of the United States. Even though it feels as if we are alone, we aren’t alone. In 2007, the average size of a U.S. firm was 4.35 employees—a number that includes farms and nonemployers,” she says.



### ***Poverty and the Micro-Owner***

“Our politicians can’t seem to get a handle on the fact that the United States has real poverty in this country, too. Microlending is about alleviating poverty, although there’s more to microlending than just alleviating poverty,” reports Rivers.

Given the premium benefits tied to the microloan itself—education and learning—from her standpoint, she sees micro-owners appreciative of this extra training that teaches them how to successfully operate their business.

Given the sluggish U.S. economy that analysts predict could persist well into 2012 or beyond, starting and operating a microbusiness could well become a required skill set.

“Americans are returning to their micropreneurial roots in greater numbers—nonemployer numbers from 1997 to 2007 increased by 43 percent,” says Dawn.

“This signifies a bigger and deeper shift occurring in our country. With old jobs gone, employment contracts obsolete, and big business not having rewarded entrepreneurial thinking and creative problem solving prior to the Great Recession, unemployed professionals didn’t know how to start and run a business,” she says.

“No one was prepared for these labor shifts and changes to the economics. In fact, most of the country is still overwhelmed.”

### ***Dawn’s Golden Nuggets***

“Friends told me to ‘stop with all this journalism stuff’ and go into marketing, but marketing isn’t what keeps me excited about getting up in the morning,” she says, laughing.

“There will always be people telling you what you should be doing, so you need to ask yourself if you want to be doing it and what you want to give up to pursue your dream,” she says.

- Know who you (really) are.
- Know what you (really) want to do.
- Know why you’re (really) doing it.

“I needed to be true to myself and not what someone told me would make a buck. It’s about my integrity and authenticity. In a culture where people will tend to assume that you don’t have anything

to say worth listening to unless you have buckets of money, then money sets the bar on your voice.”

Someone who clearly understands the media access game, Dawn has boldly changed the landscape by becoming a voice for the smallest of small enterprises, helping them navigate their way through potential business and political minefields and providing them with data that help them tell a different story.

“I’ve approached politicians and field experts to participate in my live radio show, and I’ll sometimes get their handler asking me about my circulation before granting an interview,” she says, laughing.

“I don’t consider it a job interview, and I’m not going to fill out an application. In fact, I could probably find someone else to interview if I was really pressed to do so.”

### ***A New Dawn***

Today, Dawn Rivers studies anthropology at Hartwick College in Oneonta, New York, where she’s exploring microbusiness through a different prism, knowing that the world of the microenterprise will grow increasingly important as the years go on.

Researching and writing other people’s research for a decade, she believes that traditional economics has taught us as much as it can but that it can’t cover microbusiness anymore—it just doesn’t work.

“I’m looking at it from an entirely different discipline and expect that I’ll be able to connect the dots in new and varied ways that tell a story I had never considered.”

Table 4.4 provides a snapshot of Dawn R. Rivers’ success factors as microbusiness advocate and journalist.

**Table 4.4 Navigation Snapshot: Dawn R. Rivers**

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Personal Strengths	Friendly, direct Outspoken, gutsy Collaborative
Professional/Career Differentiators	Data driven, strong researcher Connects the data dots to weave a powerful story Creative problem solver Microbusiness futurist and trend analyst

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**Table 4.5** Navigation Chapter Takeaways

Jack Mollen	Gwen Weld	Ray Brown	Dawn R. Rivers
Focus on the customer, embrace change, and determine your long-term strategy	Understand your business imperatives, then align people, guidelines, and programs	Companies can be innovative one day and then lose it over time; complacency creeps in	Know who you (really) are Know what you (really) want to do Know why you're (really) doing it
Have the courage and the discipline to execute to the strategy that will ensure your success	HR professionals need to broadly understand business and learn how to be true business partners	Don't come in with preconceived notions of what's possible and not possible—ask what-if questions	You're only small when you think small
Speed and agility help you to avoid missing a window of innovation	Transfer knowledge to managers so they learn how to own their messages	Push the envelope harder than others and try to look around corners	Continue to reinvent in front of the curve
Continually develop and learn new capabilities	Delight the customer, never be satisfied with the current state, and strive to improve and drive the business to greater success		
Real value-added companies will be driven around innovation	Mentoring is critical to a professional's success		

## The Takeaway

See Table 4.5 for the key takeaways for this chapter by element and by guide.

## Coming Up Next

In Chapter 5, you'll learn how the element of responsible risktaking is helping three leaders and their companies—a multinational, a small business, and a start-up—take their businesses to the next level for succeeding in a reinvented world.



# CHAPTER 5

## Element #4: Responsible Risktaking



**A**n organization that embraces responsible risktaking is a business that walks its talk. The company weaves this value into its culture through the decisions that matter to the organization, asking the tough questions, and doing the right thing when the right thing is not always the easy thing. The three leaders in this chapter model business sustainability as a way of life and a desire for their organizations to walk their talk.

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### **EMC: Kathrin R. Winkler, VP of Corporate Sustainability**

Sustainability seems like a natural progression for someone with a long-held interest in systems.

“I came in through project management and did quite a bit of self-study,” Kathrin Winkler says. “You can’t approach sustainability without understanding a company’s business.”

Winkler’s career has evolved as quickly as the clean tech and green industries, where today she heads up EMC’s Office of Sustainability, providing the vision and leadership in the development and implementation of the company’s strategy for environmental and social sustainability.

“Sustainability is a worldview and not a single person’s role, whether that role is finance or managing the supply chain. The question becomes how we evolve these *individual* functions in order to move to a sustainable world,” says Winkler.

Appearing before the U.S. Senate Commerce Committee's Subcommittee on Communications, Technology, and the Internet in 2010, Winkler provided an overview of how information technology is contributing to energy efficiency and where information and communication technology (ICT) finds itself competing on three levels:

1. Energy efficiency of EMC products.
2. Reducing the carbon footprint of company operations and EMC's supply chains.
3. EMC products and services that make ICT operations more efficient.

"Although not a lot came out of my talk, we are now seeing the federal government supporting clean technology, and within the government itself, there are now more energy efficiencies," she says. "We've turned our hopes to businesses in society to drive solutions, realizing that we can't rely on our governments to move things forward. This is something that events like the World Climate Summit last December in Cancun hope to change."

Winkler's day job keeps her hopping as champion of company-wide environmental initiatives and integrator of sustainability principles that include strategy and day-to-day operations, ensuring that EMC's executives, employees, stakeholders, partners, and suppliers keep their eye on the sustainability ball.

She sees EMC's operations as the most direct method of making change, but the biggest opportunity comes from how the company helps its customers improve their operations with EMC products and services.

"The next circle out for us is our supply chain, where we're looking to reduce our impact and risk by working with our suppliers to ensure that we have a clear set of standards and an auditable code of conduct," Winkler adds.

### ***Honesty: The Best Supplier Policy***

What does it *really* mean that 98 percent of EMC's tier 1 suppliers signed its code of conduct?

The code of conduct defines the sustainability playing field for suppliers by laying out the company's minimum levels of behavior

as a condition of doing business with EMC. It also includes guidance on environmental and social responsibilities such as:

- Employee health and safety.
- Discrimination and harassment.
- Environmental management.

EMC's suppliers report their performance against criteria provided in its code of conduct by completing a self-assessment questionnaire (SAQ) that gives the company visibility into its practices. EMC follows up with audits that provide suppliers with detailed performance feedback on their completed self-assessment questionnaire.

Going from a big bat approach to a more collaborative one aims to strengthen existing value chain relationships, encouraging suppliers to address specific areas of improvement and share exceptional sustainability performance—a bragging rights of sorts for suppliers who advance social and environmental responsibility in the value chain.

Where companies do not have direct access to and visibility into the operations of their suppliers—contractors and subcontractors in other parts of the world—is where membership in an organization like the Electronics Industry Citizenship Coalition (EICC) can help.

The EICC helps EMC improve its efficiencies in monitoring its suppliers and collaborating with the interconnected global supply chain used by many of the same high-tech companies.

### ***Innovation and Sustainability***

Winkler and her team continue to be on the lookout for innovative ways to build sustainability into the company's day-to-day business.

One idea for closing the sustainability loop came in the form of inviting EMC's asset disposition vendor (scrap recycler) to work alongside EMC engineers in designing with the end in mind: Designing for disassembly makes EMC products easier to reclaim, recycle, and dispose of responsibly.

**Recognizing and Rewarding Sustainability** “Opportunities are available to everyone!” Winkler says.

Proving a point that everyone can engage in the sustainability of systems thinking, Winkler proudly shares the company's first Environmental Sustainability Awards from 2009.

“Two cross-discipline teams were recognized for their innovative ideas: one, a tool that measures and improves data center energy consumption and the other for a system that monitors an enterprise’s carbon footprint by tracking and analyzing energy-related events, which tied for second place during EMC’s 2009 Innovation Showcase,” she says.

### *Sustainability Challenges*

What sustainability challenges does Winkler see for business in general and EMC’s global business in the next three to five years? The following is a list of five things.

1. **Managing expectations:** “Different views on climate change, culture change, and public rhetoric will continue to pose a challenge for global businesses and sustainability programs. Most change requires the whole industry, and we need to collaborate in a big way, instead of small incremental change.”
2. **Getting to the next level of sustainability:** “This will become harder rather than easier because we already plucked the low-hanging fruit. We’re hardwired to avoid risks that aren’t imminent, and sustainability requires thinking longer-term—20 plus years. This is hard for us to get our arms around, something that we’ll need in 2060. It’s onerous on companies and their shareholders to push beyond quarter by quarter.”
3. **Exposing the value in sustainability:** “How we incorporate sustainability into capital markets, that is, monetizing sustainability, will become more important.”
4. **Day-to-day EMC challenges:** “Identifying the right metric for sustainability that truly reflects change.”
5. **Balancing alignment with empowerment:** “We don’t want to dampen people’s passion and innovation around sustainability at EMC, but we also need to ensure that we’re heading in the same direction. We need to set clear priorities and communicate these priorities on a regular basis so that people don’t go off and make needless mistakes.”

“An industry peer shared one of her biggest fears with me about being so focused on doing good that we miss something great. It’s my fear, too,” says Winkler.



An ongoing operational challenge at EMC is helping people keep the big picture in mind, while scoping for trackable projects.

“When we lay out the big picture for people, it can overwhelm them. Bounding a project to things that are relevant for the bigger picture helps them contribute to something that makes a difference and addresses the challenge of ‘It’s too big for me to know what to do, so I won’t do anything because I don’t know what first steps to take,’” says Winkler.

### *Giving Back*

In addition to her work at EMC, Kathrin Winkler serves as board member and secretary for the Green Grid, advisory board member for the Global Green Consulting Group™, and director of the EcoLogic Development Fund, a nonprofit organization dedicated to community-based conservation in Central America.

Winkler’s involvement with the EcoLogic Development Fund has helped her to connect the sustainability dots of global innovation.

“Biodiversity is not a large priority for EMC, and so my involvement with EcoLogic helps me to see the bigger picture of community and helps me make those connections real instead of theoretical,” she says.

This past spring, Winkler visited a project in Guatemala where EcoLogic works alongside the Quiché Mayan people of Totonicapán in building fuel-efficient stoves that aim to reduce the amount of wood used, the time for women and girls to collect it, as well as sustainable agriculture techniques.

“We collaborated using our complementary skills and leveraging community dynamics, which brought everything down to earth for me. It also gave me an opportunity to use my technology know-how in retaining the Quiché Mayan traditional culture. I experienced this civil society collaboration between the locals and business—it was intense.”

Last year Winkler participated in a panel that looked at the role of IT in climate adaptation in the developing world.

“We need to look at how we enable improved social well-being in far more responsible ways than in the developed world,” she says.

“Massachusetts may not demographically represent the rest of the world, but I’m very lucky to be in a place like EMC, where I’m empowered to drive change.”

**Table 5.1 Responsible Risktaking Snapshot: Kathrin Winkler**

Personal Strengths	Focused Friendly, approachable Responsible risktaker
Professional/Career	Reinvents career in front of the curve
Differentiators	Adds multiple points of intersection value to organization Collaborator who raises the sustainability bar Industry visionary

“The company gives me the courage to change.”

See Table 5.1 for a snapshot of Kathrin Winkler’s success factors as a sustainability visionary and clean tech strategist.

### **M-Cubed Global: Exley Mixon, CEO**

When, 27 years ago, Exley Mixon started his asset optimization business, Silicon Valley still had acres and acres of orchards, and recycling wasn’t even an industry.

“We started a recycling business when it was considered the ugly, redheaded stepchild—when green was still a color and not a concept,” Mixon says, laughing.

So why start a recycling company in 1984, when others couldn’t see the value?

“Recycling was a personal value for me, but I also didn’t kid myself. I knew it was the dirty side of the business, where I worked with the guy with the cigarettes rolled up in his sleeves,” he says.

But like most entrepreneurs who can visualize business value before others can see it, Mixon knew that value in excess material was there. Manufacturing in 1984 was still in the area, and companies at the time were more interested in developing new products than getting into the business of recycling.

“I was working at HP in the 1970s, when companies used to throw out excess material that would either go to landfill or get retrieved and sold by dumpster divers,” Mixon says.

“This was the first-generation model, where people tossed things that showed up in the marketplace and weren’t supposed to be there—everything from complete systems down to the semiconductor chip level. If it didn’t have OEM information on it, companies didn’t care.”

Hewlett-Packard would be one of the companies in the forefront of what would eventually become the green wave, when 20 years ago, they decided to sell their excess material internally and get rid of the stuff they didn't want.

"Of course, I immediately lost my ass as a new business owner because I didn't control the material, even though I knew a lot of these people through my contacts at HP," he says.

One of Mixon's earliest contracts was a deal he signed with Silicon Graphics, an innovative behemoth in its heyday and a company that allowed his small business to move to a larger space in Sunnyvale that M-Cubed Global still calls home today.

"Because of my corporate experience, I knew what they wanted in the way of milestones and data in order to look good. SGI understood early on how it worked and appreciated that we took care of their headaches—not caused them—and submitted the proper reports, in other words, what was received, reduced, reused, destroyed, and recycled. But it wasn't done on a corporate level; it was done on a division or department level. And we're not talking about a lot of money back then," Exley adds.

Mixon and his team handled the entire SGI campus (Google's current home), winning the different parts of their business from garbage to components to systems and boards and eventually taking care of their warehousing and customer service areas.

"We did this for a long time. We also got Cisco, NetApp, Intel, and Quantum. Our goal was to solve problems, not create problems, and do what we could to avoid landfills."

M-Cubed also became more professional, trying to get out of the junk dealer status and become more sophisticated.

Things were looking so good that he decided to retire at 44 and pursue another one of his passions, fly-fishing, by handing the reins to his brother, who began specializing in disk marketing—systems and disk drives.

Then in 1994, NAFTA was signed, and Silicon Valley began maturing and looking for ways to save money. The Valley became more of the brains—the innovators—and much of what M-Cubed did was sent offshore. The Valley was hard hit by the dot-com bust in 1999, followed by the 9/11 tragedy.

Mixon put aside his fly-fishing equipment and returned to the company six years ago.

"The old asset model no longer worked unless you had a substantial amount of money to invest in buying. It was now about

solving pain in new ways. I came back to help our company transition from a pure scrapper (furnace feeder) to a company that was scrapping but wanted to focus on the top of the network—IT, server, and notebook equipment.”

“My job was to identify what the future would bring and where the company would need to go,” Mixon says.

One day, while he was scanning one of the four daily newspapers he reads each morning, an article about waste electrical and electronic equipment (WEEE) caught his eye—something that was just starting to gain visibility in the industry.

“We went to an Intertek seminar where one of their chemical engineers was attempting to explain WEEE and RoHS [restriction of hazardous substances] to a bunch of reps who looked like deer caught in headlights,” he says, laughing.

“So my brother stands up and says, ‘Bottom line, you don’t know what to do with this crap once you get it.’ Folks in the room got that.”

At the time, WEEE take-back programs and RoHS restriction of the use of certain hazardous substances in electrical and electronic equipment were mostly EU-focused requirements. Companies like HP and Nokia spent hundreds of millions of dollars preparing their equipment for compliance and differentiating themselves with their customers.

Every new product that comes into M-Cubed Global warehouses must be WEEE certified, which can take upwards of a week to complete for a simple computer.

M-Cubed received its first ISO 14001 certification in 2004 and their ISO 9001 certification in 2010—a fully audited downstream process—where they received a 97 percent rating. “We would have received a 98 percent but we were missing a tax form,” Mixon says wryly.

The company began copresenting seminars with Intertek, focusing on the operations side of training and delivering the same training to different companies that helped them get traction with potential customers.

The next hurdle faced by the company was due to size. Large corporations were now in the business of recycling and asset management, handling their own RoHS and WEEE take-back programs or outsourcing it to bigger companies because of environmental compliance concerns.

Leveling the playing field, M-Cubed decided to focus on quality, teaming up with Baker McKenzie, which provided its EU legal interpretation and verified that they could do business in Europe. M-Cubed set up shop in Germany and added “Global” to its name.

### ***Not for the Faint of Heart***

Those in this industry are well aware that unethical behavior exists, from greenwashing—the deceptive use of green PR or green marketing—to bribery, underhanded business practices, and company politics.

“There are lots of us out there that are clean, but in hard economic times, no one wants to pay for it,” says Mixon, shrugging his shoulders. “I hate to say it, but I wonder how many people would care about the environment if we didn’t have laws or because they wanted to protect their image.”

Since 2000, millions of dollars have poured into the asset recovery and management side of the industry, in the belief that this type of business would be easy to start and a fast way to make money. What many of these start-ups hadn’t factored in was the high cost of a brick-and-mortar business, coupled with slim margins.

Major original equipment manufacturers (OEMs) attempting to take control of their products with their own take-back programs eventually discovered that innovation and pushing their products out the door were really their core competencies. Many of these same companies have since shifted this business to smaller—but still multimillion-dollar companies—who can handle the volume or to a Goodwill Industries type of model, such as the Reconnect Program used by Dell in tearing down their equipment.

“You know, this business is a lot tougher than it looks. You either have to have tons of money behind you or companies pay you to do this, or they push a bunch of volume. It’s now turning into a volumes game,” says Mixon.

Becoming a global player opened doors for the company, but then Mixon and his team had to contend with national and local laws that either weren’t environmentally friendly or were controlled at the government level.

“When we do business in China, India, and Brazil we’re always a part-owner. They can do whatever they want to do with the equipment, and there’s nothing we can do about it. We could pay

more to control the process, but customers aren't willing to pay extra for this," he says.

China became a powerhouse when they began accepting the scrap that no one wanted. Today, though, China is contending with the challenges of juggling economic growth with the environmental, health, and safety concerns of its citizens—in which asset recovery and recycling play big parts.

"It's no different than what happened here. The Wild, Wild West of the 60s, 70s, and 80s is now happening in China."

### ***Green Becomes the Thing***

As China drove up the recyclable material value of base metals as well as assemblies, that is, disk drives, memory, and CPUs, green became the thing, with money pouring into the industry. Recyclable material was now worth something—profit instead of waste.

"Although we were just coming down from the last recession, we were better off than many companies because we had the infrastructure, knowledge about the industry, and the expertise of what to do with it," he says.

"Today's recycling value is based on how much of your product *uses* recyclable material in them. If it's good for you, good for the environment, and good for the company, then the value goes up and everyone wins."

### ***Sometimes It Pays to Be Small M-Cubed Global***

The company gets most of its material in the United States and in Europe. "As a smaller company, I can do things that big companies can't do. They're not going to set up shop in India for small quantities. I can. We're more nimble—the large companies are aircraft carriers trying to turn on a dime, and they need half the planet to do it," says Mixon.

When one of M-Cubed Global's customers tried to get their computers out of India, it cost them \$4,000 per computer in taxes, primarily due to the cost of software. In order to be environmentally proper, companies today are required to erase or destroy computer disk drives.

"The customer couldn't leave their \$1,000-priced computers behind, and it didn't make sense for them to set up shop in India.

So they came to us. Otherwise, it would have cost them tons of money to get their computers out of there,” Mixon says.

Mixon shares another instance of how M-Cubed Global’s nimbleness and expertise paid off, resulting in a strategic partnership with a Fortune 500 company.

“This OEM had 400 to 600 computers that needed to be sanitized, hard drives erased and then reused/resold in the open market. Bios had to be reprogrammed and the company’s name removed from the systems.”

M-Cubed Global already had a credible corporate presence with the company’s senior leadership team because they managed its WEEE declaration, their Health Insurance Portability and Accountability Act of 1996 (HIPPA) program, and the erasure of hard drives in compliance with the Sarbanes-Oxley Act.

Fast on his feet, the business development manager took advantage of an opportunity to educate and facilitate a solution. He detailed the legal and financial benefits of implementing a credible equipment take-back program—M-Cubed Global’s area of expertise.

As a result, Mixon and his team were invited to manage the customer’s computer take-back program for their international customers.

“That was a good day for us,” Mixon says proudly.

M-Cubed provided the client with the appropriate auditable paperwork to insure that all regulations and downstream laws were accountable and recorded. Today, the company manages the OEM’s Worldwide Take Back Program and the programs of other customers in the Americas, European Union, and Asia, in addition to receiving equipment in other countries as well.

### ***A Cyclical World***

According to Mixon, money has started to pour back into the industry again, and the market is becoming more stable, although consolidations are still the name of the game.

“A number of companies have gone out of business. Smaller companies with any overhead aren’t going to make it—right now it’s a volumes game with the price of everything so small,” says Mixon.

M-Cubed Global’s five-member team is well positioned to take advantage of the economic upturn. The company knows its business and aggressively works to remain in front of the environmental curve.

**Table 5.2 Responsible Risktaking Snapshot: Exley Mixon**

Personal Strengths	Intense Storyteller Responsible risktaker
Professional/Career Differentiator	Persistent Resilient Connects the dots early + reinvents in front of the curve Clean tech expertise Local-global green presence

“More manufacturing could return to the United States, but we have to be willing to buy American. At the end of the day, consumers just want a cheap deal. You might get 15 or 20 percent of people willing to pay more to do the right thing if they have disposal income, but most people don’t care if the product falls apart in a year or is obsolete even sooner if they can get it cheap now,” he adds.

It’s been almost three decades since M-Cubed Global took its business from the “blue-collar, shady market of scrap” to a professionally presented business that manages assets responsibly.

“We took risks that will either pay off or not. Our competitors may have great stories, but they struggle with implementation.”

Table 5.2 provides a snapshot of Exley Mixon’s success factors as a sustainability pioneer.

### **Zuvo Water: Elizabeth Flammini, Chief Evangelist, Director of Marketing**

What do you have when you take a civil engineer from wastewater to clean water? Answer: a water evangelist.

Along the way, the chief evangelist and director of marketing for Zuvo Water added an MBA, a career in business marketing at Intel, and a 10-month Acterra Be the Change environmental leadership program before returning to her passion for water.

“I missed applying what I learned as a civil engineer. This is a way for me to raise awareness of how valuable water as a resource is, and now I have a way to do both—evangelize Zuvo as well as water,” Flammini says.



### *Timing Is Everything*

Elizabeth Flammini's timing couldn't have been better to return to the environmental field, especially with the increased awareness related to clean tech and renewable resources.

"It was while I was working on the Groundwater Replenishment System project for the Orange County Water District that I realized much of Southern California's water supply wasn't local. It comes from far away: the Colorado River or Northern California. I learned to appreciate how valuable water as a resource really is," she says.

Spending the last year in a very tough economy, connecting the dots of her own career, and asking, "What am I passionate about?" in the process, Flammini determined that water was the thing she was most passionate about and decided to make a difference and have an impact in terms of the way that water is valued.

Flammini discovered her dream job by way of a yoga friend in October 2010, who worked at Zuvo Water's sister company D2M Inc. where she helped design the start-up's filtration system. After two years of yoga with neither woman realizing their water connection, once they did, it didn't take long to set up a meeting between Elizabeth and D2M and Zuvo Water CEO Andy Butler.

The rest is, as they say, history.

"Andy is such a visionary, and he inspires the people who work for him to do good work. I wanted to become part of this team and this innovative product that isn't a me-too product compared to other water filtration systems," says Elizabeth.

"I really respect and admire the leadership team here. Andy and Ray are both really accomplished yet down to earth. But I think we need to begin documenting our company culture and successful stories of our core values!" she says, laughing.

### *Why Zuvo Water?*

People often ask Flammini her thoughts on bottled water and drinking tap water. Why does someone even need a home water filtration system?

"Tap water generally is safe to drink. The most common reasons not to drink it are aesthetics—the taste, look, and smell. Zuvo Water's patented process reduces contaminants and makes your water taste great. It is a less expensive and more eco-friendly solution to bottled water," she says.

“Municipalities do a great job of supplying safe drinking water. However, they are struggling with the aging infrastructure—pipes that are hundreds of years old—shrinking budgets and new contaminants. A home water filtration system is like preparing for an earthquake. It’s adding another layer of safety.”

### *Connecting the Dots*

Networking, networking, networking has been Flammini’s battle cry since joining Zuvo Water in 2010, ensuring that she connected with the water community in the greater San Francisco bay area.

“I also reconnected with my network and contacts in Southern California once I was plugged into the bay area. It gave me street cred to have been involved in one of the largest recycling projects in the world,” she says.

Social media help her extend the reach of the start-up’s small marketing budget; Twitter, Facebook, and YouTube connect Zuvo Water with like-minded people.

“People seem to be finding us in these channels,” Flammini says. “There’s one video on YouTube that I track weekly that is growing. I also use LinkedIn to reach out to my network—word-of-mouth marketing with my friends.”

Water tribes such as Imagine H<sub>2</sub>O, a nonprofit working with entrepreneurs with a focus on water; Sustainable Silicon Valley; Clean Tech Open; and other LinkedIn professional groups connected to water have been a source of information and inspiration for her and the Zuvo Water team.

“Being here is a natural extension for me. I’m walking my talk and talking my walk!” she says.

Although this is her second start-up experience, Flammini considers Zuvo Water a very different experience, given its 10-person size and the fact that the company was fairly well established when she came on board.

“I didn’t show up and discover that I had to do everything from scratch. It was nice to have had a predecessor lay some of the groundwork for me.”

Flammini’s ability to adapt quickly and adjust to the demands of a nimble, fast-moving start-up has retrained her eyes and widened

her peripheral vision—seeing around corners—something valued by Zuvo Water’s founding team.

“The confidence of knowing that I *know* how to do this, I *know* how to approach this—there’s a lot of power that comes from trusting my past successes—building those *knowing* building blocks. It’s great knowing that I can trust myself and that Andy and Ray trust me, too,” she adds.

The Zuvo Water executive team is giving Flammini plenty of opportunities to stretch those knowing muscles, from performing market analysis to participating in high-profile investor presentations to developing and executing the marketing plan to putting together a merchandising strategy for retail giant Menards.

“It’s faster and easier for me to see if my contributions are making an impact. It gives me a chance to self-correct quickly, unlike a large company, when we don’t always know there’s a problem before it’s too late to fix,” she says.

Flammini considers her decision to join the Zuvo Water team as both a professional risk and personal leap of faith.

“My job forces me to trust my gut more—I don’t always have all the information before I have to make a decision—and to take that leap of faith in my abilities, in my own knowing,” she says.

“Sometimes the leap is really just a first step.”

See Table 5.3 for a snapshot of Elizabeth Flammini’s success factors as a passionate water expert and sustainability pioneer.

**Table 5.3 Responsible Risktaking Snapshot: Elizabeth Flammini**

Personal Strengths	Friendly, approachable Passionate Data driven Persistence Responsible risktaker Resilient
Professional/Career Differentiators	Networking Leverages social tools and new technologies Industry expertise and marketing savvy Collaborator and connector—inside and outside her industry of choice

**Table 5.4 Responsible Risktaking Chapter Takeaways**

Kathrin Winkler	Exley Mixon	Elizabeth Flammini
Sustainability requires understanding the company’s business	Your goal should be to solve existing problems, not create new ones	Social media can help start-ups extend their marketing budget for a lot less than paid advertising
Sustainability is a worldview and not a single person’s role, whether that role is finance or managing the supply chain	Always be on the lookout for innovative ways to level the playing field—in business, in your career, or in your industry	The ability to adapt quickly and adjust to the demands of a nimble, fast-moving environment can retrain your eyes and widen your peripheral vision
Develop a code of conduct for your business and suppliers that defines the sustainability playing field	Suppliers need to create a credible corporate presence	There’s a lot of power that comes from trusting your past successes
Everyone can engage in the sustainability of systems thinking	Americans have to be willing to buy American if we want to see more manufacturing return to the United States	Faster-paced organizations force you to trust your gut instincts more—you may not always have all the facts at hand before having to make a decision
Most sustainability change requires the whole industry, and we need to collaborate in a big way, instead of small incremental change	Operating an ethical business is as much about ethics as it is about personal values	Take a leap of faith in your abilities and in your own knowing of what you know

**The Takeaway**

See Table 5.4 for the key takeaways for this chapter by element and by guide.

***Coming Up Next***

In Chapter 6, we cover the element of disruption and discontinuity and the new reality these dynamics create for those who experience them and leaders who find ways to innovate their organizations from the debris left in the wake.

# CHAPTER 6

## Element #5: Disruption and Discontinuity



**T**he new world of business can mean the end of things—the end of a product or service, the closing of a business unit, or the end of a career—transitions that cause angst for leaders, stress for organizations, and difficulties for individuals. Disruptions and discontinuous situations require different leadership types, individuals with diverse and often unusual backgrounds capable of connecting the dots for their organizations in new ways. These innovative leaders offer ideas on leveraging technologies and disruptive-style collaborations for moving business forward.

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### West Valley College: Dr. Lori Gaskin, President

“I’m unaccepting of the term *new normal*,” says Dr. Lori Gaskin.

She refers to the term used by many economists in describing the postrecession economy, a term coined by Mohamed El-Erian in his 2008 book, *When Markets Collide*, where he describes the shift of economic growth from the United States to emerging market economies that will cause economic and social disruptions for Americans—not unlike what is happening today.

“I have an unflagging optimism—I can’t accept that this will be normal because for education, higher education in particular, as a society we can’t allow this new normal to be defined by the degradation of higher education as we’re seeing it.

“It may be the *new reality*, but no one will get me to say that it’s normal!”

Nestled in the rolling hills of suburban Saratoga, California, West Valley College (WVC) is surrounded by million-dollar homes belonging to Silicon Valley’s high-tech digerati and to families who once shared their space with acres of fruit orchards.

This bucolic setting masks the disruptions occurring for Dr. Lori Gaskin, who joined West Valley College as its president in 2009, as she and her team redefine what “educating all” will look like in a state reeling from its own economic reality. The decisions made now will change the face of education for years, if not decades, to come.

Historically, community colleges have accepted all those who walk through their doors, delivering on their mission to provide a level educational playing field for students in four key areas:

1. **General education** and transfer preparation at the freshman and sophomore levels.
2. **Career and technical education** for example, future chefs, computer specialists, nurses, and firefighters.
3. **College readiness** for prospective students with inadequate math and English skills.
4. **Lifelong learning** provides opportunities for continued learning, enrichment, and avocational pursuits.

California’s community colleges constitute the largest system of higher education in the nation, responsible for educating 2.7 million students every year.

This course correction for West Valley College comes at a time when local unemployment remains high, with people looking to train in a new career or to upgrade a current one.

“We’ve been all these things to citizens in this state. But the new reality is that we can’t continue to be all things to all people—our founding tenet—because the state is telling us to focus our efforts, our mind-set, our resources, and the lens through which we look at this new reality,” says Gaskin.

The fiscal reality of the state’s 2010 budget forced the 112 community colleges in the California system to discontinue offerings and cut instructors—fast course corrections that school administrators were ill prepared for.

“We didn’t have the luxury of time to plan for gradual reshaping of our course offerings and academic programs. We’re taking something so ingrained in us as a system, and now we need to shift it to a more targeted mission,” she says.

The California Community of Colleges is part of a three-tier system of higher education in the state:

1. University of California: admits the top 12.5 percent of high school graduates.
2. State universities: admit the top third of high school graduates.
3. Community colleges: educate 100 percent of all who walk through the doors.

“Because of our open access mission, California community colleges educate a heterogeneous population with regard to educational preparation as compared to colleges and universities with stringent entrance requirements. There, the educational preparation of its student body is relatively homogeneous, and as a consequence, community colleges require even more of an academically strong environment for our students as well as an academic support environment,” Dr. Gaskin explains.

### ***Reinventing an Institution***

A tough turnaround for any business becomes a bigger challenge when an organization lacks institutional knowledge and has little or no experience in reinventing itself.

Dr. Gaskin’s academic experience and scientific disciplines of fluvial geomorphology—the study of stream systems—and geography could make her the best person to lead the college through this disruptive reinvention.

Last year, Gaskin wrote and shared with her team a vision paper challenging them to seize the moment and define for themselves the future of West Valley College as it moves into the reality of permanently reduced funding:

We must be able to find a long-term, sustainable balance between academic quality and fiscal efficiency. Further, how do we foster and promote a campus culture which encourages faculty and staff risk-taking and experimentation within our academic programs, the teaching/learning process, and our student

support areas given the pressures for greater efficiency? I am convinced that experimenting and trying new things (even if we fail) leads to greatness.

The process of redefining what the college's new reality will look like going forward will address three mission-target areas:

1. Transfer preparation.
2. Career and tech education.
3. Foundational skills building in math, English, reading, English as a second language.

### ***New Reality, New Opportunities***

The challenges of this new reality also present opportunities for the college to innovate in new ways, something that is already part of its mission—open access. The diverse student population provides West Valley College with more than a concept of egalitarian innovation, where redefining the new reality is also about reclaiming its past.

Open access has also come to mean reaching out to WVC's extended communities: a redesigned logo and a web site that encourages online and face-to-face interactions; use of social networking tools Facebook, Twitter, and YouTube videos to engage their diverse population; and collaborative events that bring their community base together in helping to solve community problems.

"I can't focus on the morass that we're in, in terms of our economic status. I have to think of a bright future: bringing together higher education, the needs of industry and business for an adaptable workforce, and the desire of people to improve their lives and develop themselves. This is a win-win-win all around," Gaskin says.

"Community colleges fill this niche because of their egalitarian, very accessible approach to advancing in a career pathway and for strengthening someone's educational foundation," Gaskin says. "And in order to have these adaptable competencies—to have their radar up for these emerging areas and to be prepared for them—the workforce of tomorrow will need to develop these skills today."

### ***Shifting Sands***

Dr. Gaskin follows the pulse of the activities of both California and the region, where she has served two terms as the statewide president



**Table 6.1 Disruption and Discontinuity Snapshot: Lori Gaskin**

Personal Strengths	Focused Friendly, approachable Responsible risktaker
Professional/Career Differentiators	Responsive to fast-changing conditions Leading the strategic restructuring for a major disruption that changes everything—people, programs, process, and performance Scientific disciplines will provide many of the skill sets and expertise needed to redefine the new reality for the college

of the California Community Colleges Chief Instructional Officers (CIO) organization and as a member of seven comprehensive accreditation visiting teams for the Accrediting Commission for Community and Junior Colleges (ACCJC).

One of the ongoing challenges that she sees for community colleges across the nation is their ability to manage the student populations that require more directed intervention programs.

“The students we serve are traditionally underrepresented in higher education—the first generation of students pursuing higher education, Hispanic students, and African American students—and we need to do a better job of shepherding them to successful goal attainment, whether the goal is an associate degree or completing a few courses,” says Gaskin.

“In this new reality, we need to continue to have a focus on being a nurturing, welcoming, and supportive environment for a heterogeneous population,” she adds.

One of the reasons Dr. Gaskin doesn’t accept the new normal of defunding and underfunding higher education is her belief that it perpetuates our economic downturn.

“Education will get us out of this economic morass. I’m fundamentally passionate about this.”

See Table 6.1 for a snapshot of Lori Gaskin’s success factors as a visionary educator helping her team navigate a forced disruption.

### **EMC: Patricia Florissi, Ph.D., Chief Technology Officer, Americas**

Dr. Patricia Florissi loves the fact that EMC’s vision of innovation is broad and ambitious.

“I completely align with EMC’s vision of becoming the undisputable leader in enabling cloud computing, for both enterprises and service providers. It helps me focus on how we can innovate today to enable tomorrow,” Florissi says.

“EMC’s mission requires that we make a diligent effort to not only nourish the innovation engine, but to also adapt it to the ever evolving landscape. EMC is continuously trying to understand and anticipate the impact that the economical, social, and technological trends have on the execution of its strategy and it then tries to proactively act on this impact by designing and implementing effective adjustments.”

Dr. Florissi says that EMC realized early on that enterprises were going through a nebulous phase with respect to implementing a cloud strategy. Enterprises understood the need to capitalize on cloud benefits, especially cost reduction via economies of scale and standardization of technologies, agility to support business needs and flexibility in resource allocation. Enterprises needed, however, a tremendous amount of support in defining and implementing a migration strategy that could be the least disruptive to the business. EMC is establishing its leadership as a cloud enabler by not only delivering the technology needed but also by guiding and supporting customers through that journey.

“Our role has been one of understanding, empathy, guidance, and leadership. We provide that trusted perspective,” says Dr. Florissi.

“Our customers seek our help as part of the feedback loop, where we are constantly learning and refining our strategy by factoring new lessons learned and taking into consideration different perspectives. Our role is to add clarity because we can more cohesively anticipate and understand the emerging technology space.”

Her role as Americas CTO is a new one in the sales organization at EMC. Patricia takes the lead on strategic customer initiatives that require both a view into EMC’s technology vision and the field view, where she interacts with customers to better understand their needs.

“My job is to constantly link EMC’s strategy to the market needs—I’m the matchmaker,” Florissi says, laughing.

“It is not enough to just have a brilliant idea. Often, our innovative ideas are too far ahead of where the market is. We have the responsibility to nurture these ideas into a mature state, to find a viable business model for them, and to define an effective go-to market strategy for them—we become the mother hen of the

ideas—something that can take months and even years until just the right moment comes along,” she says.

Dr. Florissi says that the biggest challenge of innovation, though, is not the idea itself but everything *around* the idea—the ecosystem needed to fully embrace it—understanding the business model and how you can take the idea to market and how that idea is aligned with everything else the company is doing.

“You must ask yourself if the idea is aligned with the vision *today* and how it fits in the overall implementation strategy. The idea will emerge at different levels of maturity along the life cycle based on a set of characteristics of the socioeconomic environment,” Patricia explains.

### ***Information Trends***

Dr. Florissi sees three information trends in the next three years:

1. **Explosion of information:** “The first one is the data deluge and how to cope and manage with the vast quantity of data being created.”
2. **Harvesting information:** “The second one is how to actually extract information and knowledge from the data created. There is a great need to analyze the data created to understand the relationship between pieces of information and to infer additional dependencies among them. It is truly an evolutionary process. Google brought the value of a search in this process by analyzing all the data available on the Internet to identify, represent, and rank relationships that were already expressed in the data itself, such as an article explicitly referencing another related article. Facebook became a huge forcing engine toward enabling humans to actually create these relationships taking into consideration social, economical, academic, and other aspects of our lives. Next generation analytical tools are now focusing on analyzing the data created to infer relationships and dependencies that we did not realize existed, such as the correlation between geophysical conditions in one area and the presence of a particular epidemic in another distant area.”
3. **Big data analytics and sharing:** “The third is the magnitude of the data being processed and used in collaboration, not

only now but also in the immediate future. You actually collaborate by using Big Data every day, when you watch a movie on the Internet, when you send the results of an MRI to a doctor, or when you look at the weather prediction. Technological advancements must enable Big Data movement in a seamless and scalable manner, and its analysis in a near real-time fashion. Big Data analytics are driving new architectural approaches to capitalize on the commoditization of processing power to implement Massive Parallel Processing (MPP) in unprecedented scales. Emerging methodologies split Big Data into smaller chunks of information and apply dedicated processing power to each chunk in parallel, bringing processing closer to the data and minimizing data movement.”

### *Change Is Constant*

Dr. Patricia Florissi brings a rich background to her role as EMC’s Americas CTO, one that includes life experience as an academic and as a start-up executive.

Given her varied background, Dr. Florissi has much to offer in the way of leadership advice and ideas for motivating and engaging people to do their best work, exceed customer expectations, and continuously improve the organization:

- Build your credibility whether as leader, within the organization, or with customers by demonstrating results based on facts.
- Paint a challenging but clear picture of the future that captivates people to collaborate close together with you toward turning that vision into reality.
- Believe in the present—today’s results—because the present is the foundation for why people will want to join you moving forward.
- Leaders managing in a recession or nonrecession must create processes that allow not only the optimized execution of beaten paths, but, more importantly, also allows innovation to occur.

“Big companies must find the right balance between processes that give you the economy of scale and the efficiencies—activities

that impact your everyday business and the adaptability to identify and respond to opportunities that fail to fit the mold. It's important to choose the right leaders who can discern and decide the difference between noise and opportunity," says Dr. Florissi.

**Acquisition Tips** The acquisition of SMARTS by EMC six years ago was a big change for her, transitioning from a small start-up with a little over 200 employees to a multinational corporation with over 20,000 employees.

"It is difficult to understand all the changes at once—you really don't absorb this level of transformation until later, down the road," she recalls.

Dr. Florissi recommends that companies acquiring a business consider the following three things that would ensure a smoother transition for employees and fast-track them for success in the workplace and in business:

1. **Acquisition mentors:** "Ensure that each new employee has a mentor—a buddy—to help them understand the organization and its culture and how decision making occurs at the company."
2. **Preserving innovator's kindle:** "Employees of acquired companies can have an explosion of ideas and realization of many opportunities after being newly acquired (and up to two years), which need to be managed carefully. Diligence must be deployed to continue motivating the innovator's kindle, while managing expectations of the business."
3. **Pay it forward:** "Create a knowledge base of information for acquisitions, from video and webinar training to podcast interviews of formerly acquired employees, offering organizational and career tips for newly acquired employees and letting people know up-front what to expect—a timeline of sorts that establishes realistic expectations. This becomes part of the DNA of the company, like a tree that gives you a way of growing in a sustainable way."

Table 6.2 provides a snapshot of Patricia Florissi's success factors as a technologist and strategist leading customers through disruption.

**Table 6.2 Disruption and Discontinuity Snapshot: Patricia Florissi**

Personal Strengths	Friendly, approachable Straightforward, honest Creative, high energy Collaborative Responsible risktaker
Professional/Career Differentiators	Draws on rich life experience: academia, start-up, SMB acquisition, multinational business Flexible and adaptable innovator at heart Listens to voice of the customer inside company and in the field—matchmaker for new ideas

### **EMC: Linda Connly, VP and GM, SMB Division & Inside Sales, Americas**

Linda Connly recalls being a part of EMC's first acquisition in 1999 and how very different the two companies' styles were, although headquartered only five miles apart.

"EMC was more entrepreneurial and agile, and Data General more business-plan focused. Our decision-making process was long, but EMC was able to move quickly and take advantage of market opportunities—time to market for EMC was focused on getting 80 percent of the answer quickly and then adapting instead of waiting for 100 percent of the answer and losing time," Connly explains.

"We were perceived as a negative by the EMC community because we were failing financially, and it was the time when EMC was having such great success," she says.

Today, EMC has a solid track record for the integration of new people, technologies, and processes following an acquisition, but like everything in business, it often takes practice to get it right.

"Since then, we've gotten a lot wiser and smarter, learning how to be better at acquisitions," Connly says, laughing.

### ***Everything Changes***

"We've been known as an innovator in our industry for years. Mike Ruetters, our CEO for nine years before Joe Tucci, instilled in the company early on the importance of reinventing ourselves and being able to react quickly to market conditions and customer conditions," says Connly.

“I instill the same vision of innovation with my team—I want us to acknowledge that we won’t get to 100 percent—that learning quickly from our mistakes, adjusting the process, and then executing is critical to what we’re trying to do here,” she says.

Knowing where the holes exist and leveraging extended teams to help seal the holes helps the company execute so well for its size, something that includes filters for helping employees align and prioritize difficult decisions:

- What is in the best interest of company and shareholders?
- What is best for the organization?
- What is best for you personally—career and financial gain?

### ***Being Small Offers Big Opportunities***

The two-punch disruption combo of the Great Recession and cloud computing has opened new market opportunities for EMC, where Connly has responsibility for one of the Americas’ primary revenue growth engines in the newly segmented SMB Division.

“First, the cloud disrupts, and then it’s a journey, whether that journey is to a private or hybrid cloud—the question will be how fast the market will adopt it,” she adds.

“SMBs have smaller IT staffs or no one at all, so it’s an easier consumer model than buying a service, but customers are just beginning to virtualize inside their own environment and aren’t ready to take advantage of the external cloud resources for additional services.

“We help our SMB customers manage their journey in the most efficient, effective manner so that they can spend money on more strategic initiatives instead of managing IT,” Connly explains.

“We do this by providing best-of-breed building blocks for the virtual computing environment [VCE], where service providers can buy servers, virtualization, and storage integrated and tested—the building blocks for service providers or customers to use.”

What information trends does Connly see in the next three to five years that could affect the SMB market?

- Information growth—structured and unstructured growth—such as that between digital photos and videos and digital X-rays.

- Challenge to both small and large companies: how to manage the information effectively and efficiently, protect it, and secure it.
- How to manage business in a cost-efficient manner when IT budgets might be flat or down or budgets could be growing, depending on the economic situation.

“The only difference in the trends is that bigger companies will take incremental steps—they have more legacy systems to deal with—and smaller companies will leapfrog and show enterprise companies how to do it,” says Connly.

### *The Journey to EMC*

Linda Connly’s diverse career has taken a circuitous path that has uniquely prepared her for her role as a VP and general manager at EMC.

“One could say that I was lucky and seized the opportunities as they presented themselves, but I wouldn’t have been selected if I hadn’t been qualified,” she says.

Good advice from a mentor on the importance of getting cross-functional experience early in her career was something she took to heart. Today, she has more than 20 years of high-technology experience with extensive cross-functional expertise in direct and channels sales, strategic alliances, global field marketing, industry marketing, and global operations.

Starting out in direct sales before moving to an inside sales manager job, Connly decided to take a step back after having her second child.

“I wanted more balance in my home life, so I decided to run a small marketing team, which led to a promotion to run field marketing on a global basis for Data General. It took me a few years to get back to my compensation level and previous career position,” she says, laughing.

“When I joined EMC, there was already someone who was running field marketing globally, so I decided to move into global marketing operations. Eventually, I moved back into sales and decided to run a portion of sales globally.”

Six years ago, Connly was asked to run EMC’s Strategic Sales Alliances for the Americas, where her role for recruiting and



managing EMC's largest global and national partners is credited with building the early strategic relationships with VMware, Cisco, SAP, Oracle, and Microsoft, before she left to become chief of staff for the Americas.

"I got a lot done with the right people, and I'm proud of my early successes, which helped lead to the relationships we have with VMware and Cisco today," says Linda.

In 2008 and 2009, Connly was named by *VAR Business* magazine as one of the top 50 most powerful women in the technology integration business.

She feels that her cross-functional experience best prepared her for her role today, where she leads 400 people across the Americas.

### *Leading in Fearful Times*

Connly says that leading is the same whether you're in a flush or a flat economy.

"My staff believes that they have an open door to me and that their ideas matter. This creates an inclusive environment," she says. "I empower people to take risks, but this means that my staff needs regular communications from me."

- **Get exposure:** "Take the initiative. Every manager has a list of five or seven things that they want to get to in a quarter but won't be able to. It shows your initiative and your leadership skills, and a willingness to learn things outside your job. Who do you think your manager will remember?"
- **Hire smarter than you:** "I always hire people smarter than I am from a diverse work perspective, ensuring that I have open and honest discussions that build a trusting environment."
- **Create an inclusive environment:** "Walk your talk—show people that everyone can contribute."

Although busy juggling business, a career, motherhood, and community involvement, Linda still finds time to pay it forward by mentoring others and asks others to do the same.

"Mentoring has been the most impactful for my career. I still deliver brown bag lunches once a month so that I can share my experience and know-how," she says.

**Table 6.3 Disruption and Discontinuity Snapshot: Linda Connly**

Personal Strengths	Warm, friendly, approachable Good listener, adaptable, responsive Data driven Responsible risktaker
Professional/Career Differentiators	Reinvents career in front of the curve Cross-functional experience in direct and channels sales, strategic alliances, global field marketing, industry marketing, and global operations Strategic insight into different business models, issues, and customer concerns

See Table 6.3 for a snapshot of Linda Connly’s success factors as guide and navigator for SMBs through their disruptive journey to the cloud.

### The Takeaway

See Table 6.4 for the key takeaways for this chapter by element and by guide.

**Table 6.4 Disruption and Discontinuity Chapter Takeaways**

Lori Gaskin	Patricia Florissi	Linda Connly
Seize the moment and create your own reality	Make a diligent effort to not only nourish the innovation engine, but to also adapt it to the ever evolving landscape.	Important to reinvent ourselves and be able to react quickly to market conditions and customer conditions
Focus your efforts, your mind-set, your resources, and the lens through which you look at the new reality	Constantly learn and refine your strategy by factoring new lessons learned and taking into consideration different perspectives	Learn quickly from your mistakes, adjust the process, and then execute quickly
Create a long-term, sustainable balance between academic quality and fiscal efficiency	Build your credibility whether as leader, within the organization, or with customers by demonstrating results based on facts	Bigger companies often take incremental steps—they have more legacy systems to deal with—and smaller companies often leapfrog and show enterprise companies how to do it

(Continued)

**Table 6.4 (Continued)**

Lori Gaskin	Patricia Florissi	Linda Connly
Foster and promote a culture that encourages risktaking and experimentation; experimenting and trying new things (even if we fail) leads to greatness	Biggest challenge of innovation is not the idea itself but everything around the idea—the ecosystem needed to fully embrace it  Paint a challenging but clear picture of the future that captivates people to collaborate close together with you towards turning your vision into reality	Important to get cross-functional experience early in your career

***Coming Up Next***

The focus of Chapter 7 is the element of experimental and exploration that includes the research and development arm of a business, which looks to develop the innovative products that change markets in new ways.



# CHAPTER 7

## Element #6: Experimental and Exploration



**R**esearch and development, when tied to a company's innovation engine, is an integral part of the new world of business—agile, flexible, and driven by results. The leaders in this chapter present unique ways of leveraging inventiveness in today's fast-moving marketplace.

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### EMC: Bill Cook, President, Data Computing Division

As the president of next-generation data warehousing and analytics software company Greenplum (acquired by EMC in 2010 and now the EMC Data Computing Division), Bill Cook is in the business of Big Data, something you may not know about or care about today, but in a few years you will come to appreciate. With Greenplum in its arsenal, EMC expects to ride this next major wave of technologies that could change everything.

“Although EMC wasn't perceived as a full-systems vendor like an IBM or an HP, they were amassing a lot of the critical building blocks that matter. By adding Greenplum to the mix, this really leverages those capabilities,” says Cook.

“It's exciting for us that EMC was willing to form a division around our company. It speaks to their confidence in Greenplum and our ability to deliver,” Cook says proudly.

### ***Big Data: The Next Big Thing***

What makes people sit up and take notice of marketplace shifts associated with big data?

“Historically, companies consist of processes driven by transactions—and not usage of data—not around what is happening in real time to make decisions about the business,” says Cook.

“But when people look at reports, they’re looking in the rear-view mirror of what happened *yesterday* or last month or last quarter. Today’s opportunity is about looking into the future and what *might* happen, as opposed to looking at trends, and doing predictive analytics and what *could* happen and the variables that drive that decision making,” he explains.

This changes everything, according to Cook. Business as it relates to what is happening with mobile devices and social networks and how we run our lives would all be affected—it changes every application—and business will need to rewrite how they approach the market, whether business to business (B2B) or business to consumer (B2C).

“Our targeted customers—and first movers—are those with Big Data challenges. These could be smaller companies but with Big Data problems or large enterprises or government agencies with Big Data problems,” says Cook.

So, what would a Big Data problem look like?

“Finding bad guys,” Cook says, laughing. “No, really, this is how government agencies could use our product.

“The financial meltdown at its core was poor risk analytics around loans and mortgages, and derivatives being sold around it, and people not understanding their risk profile. More complete data help you make better decisions,” he says.

“Helping to solve big environmental and social problems, like what happened in the Gulf of Mexico, where scientists, geologists, and others around the world could collaborate in real-time by using and sharing data.”

Greenplum is providing the underpinnings for this to occur. Each of these solution stacks, for example, oil and gas, health care, financial, or government security, would need to build their version of solutions or analytics once this capability exists.

“Once you get the flywheel going on the ecosystem, then you need strategic partners to deliver the full value. You can’t do

everything—you have to know your strengths and weaknesses—and leverage the ecosystem of partners to deliver end-to-end value,” says Cook.

“We’re forming these relationships,” says Cook. “Some of this we’ll do ourselves, and some we’ll help customers implement themselves. We’re also working with larger business intelligent partners and large systems integrators to build solutions and solution practices that can help us leverage this emerging technology.”

Bill Cook sees two information trends in the next three years that will affect how big data is used:

1. **Convergence of innovation:** “Fundamentally we’re enabling technology for convergence to occur, but we’re also riding industry trends and the convergence of timing—the right idea at the right time. This helps us ride the waves of momentum in an industry. The waves we’re riding are that everything is getting faster and cheaper: commodity hardware, storage, and networking. What is possible today at a price point far eclipses what was available even three years ago.”
2. **Data warehousing:** “Before, when you thought of data warehousing, it was about collecting a lot of data on your enterprise, then taking extracts of data, and then building models to predict things. This world is now turned upside down. The new trend is to collect *all* of the data from all devices, all Internet traffic—you don’t let any of your data get away. You can do this economically now. All the data are at your fingertips. The insights you’ll be able to gain into your business once you let your analysts loose on your data—people will get this over the next few years, and in our opinion, it will change everything.”

### *Voice of the Customer*

Cook says their sweet spot is listening to their customers and turning it into a strategy with ongoing feedback that provides new opportunities to innovate.

“From the get-go, it’s been an important pillar of our success. Early adopters of our technology started to share with us their vision of where they were headed: How do I create environments in a much more agile, automated way? I want to do some bigger,

deeper analytics—how do I quickly provision this? How do I share this across my user community?

“These types of questions helped us understand how our customers were using technology but also their desired features beyond the normal requests. Listening to them about the bigger trends and where they were headed and being able to sort through this in an intelligent way continues to help our customers and us to be successful,” says Cook.

“We keep our ears close to our customers’ needs.”

### *Leadership Gems*

How does Cook motivate his team today to exceed customer expectations and also ongoing, as Greenplum evolves for a future with EMC?

“It’s about creating a work environment that people enjoy being here, something that gets them excited. But the important thing is to be self-aware as a leader, so I surround myself with people who do great things that I’m not so great at,” Cook says.

“I view myself and my job as fielding this great team who will deliver on this mission.

“But I’m a simple guy. I hire great people, set the bar high, and let people know what I expect from them. You don’t need to be a hard-ass, but you do need to make people understand what you’re striving for and the mission of the company. People want to know why it’s important. Motivation is usually not about money, but about mission and doing something meaningful and making a difference in people’s lives, and people feeling connected to that,” Bill says.

“I challenge people, but I also allow them to succeed and fail, and I encourage them to take risks. I encourage them to do the best they can. That’s the kind of environment we’ve created here, and it’s not perfect, but we work really hard at it every day. There’s a heart and soul at Greenplum that really connects people to the company. I’m certainly no hero CEO,” he says, laughing.

“I don’t want to sugarcoat it, either. Have fun every day, but we won’t have fun if we’re not winning in the marketplace—our customers don’t give us money to have fun. It’s about winning in the marketplace at the end of the day. Capitalism is hard. You hire people who enjoy the challenge.”



### *Passion for the Discipline*

“To me, it’s about setting a bar. One discipline isn’t better than the other. Engineers are important, and sales is important, and marketing is important. We look for people who are passionate about their discipline. I don’t think that you need to sacrifice one over the other,” Cook says. “All disciplines are complementary.”

“But we also can’t be complacent about who we retain. People own their own careers; they need to be self-motivated. When people don’t work out, we let them know. It takes different skills along the way—some people may be good at one stage but not at another stage.”

Although the company offers extensive internal training, he says that employees are also expected to keep their skills updated, something that can be expected to change.

San Mateo, California-based Greenplum, has gone from a 50-person startup to the 450-person EMC Data Computing Division—which Cook expects to grow to 600 by the end of 2011.

### *EMC Greenplum*

No merger or acquisition is ever the same as another because every acquired company is different. Often, the biggest challenge of integration is getting the balance right, which is what Greenplum experienced during its merger with EMC that was finalized in July 2010.

“We were an independent company with independent thinkers, and finding that balance was important to us—which battles do you want to fight?—so we were very conscious from a leadership perspective that we were going to err on the side of EMC and be respectful of what makes EMC great,” says Cook.

“EMC, from Joe Tucci on down, was unbelievably supportive—beyond my expectations. So, when little things popped up, it kept them little. It was about keeping a positive attitude and keeping a sense of humor about everything,” he says, laughing.

“For me, making those daily calls about what issues to take on and the issues not to take on was a key focus area. Pat Gelsinger and others encouraged us not to take the easy way out—they bought us for a reason and for our innovation—and they’ve challenged us in this area,” Cook says. “So, on the grand scorecard, it’s going very well.”

Bill Cook spent 19 years with Sun Microsystems before joining Greenplum and now finds himself once again part of a global powerhouse. So, how do EMC and Sun Microsystems—acquired

**Table 7.1 Experimental and Exploration Snapshot: Bill Cook**

Personal Strengths	Focused Friendly, approachable Responsible risktaker
Professional/Career Differentiators	Reinvents career in front of the curve Adds multiple points of intersection value to organization Collaborator who raises the sustainability bar Industry visionary

by Oracle in 2009—differ for Cook in their corporate cultures and approach to innovation?

“Sun was very innovative at its core and had more of the innovation culture about them—it was part of their DNA. EMC came from a storage play and is an execution engine—employees rally and fall in line and make stuff happen—and is almost unsurpassed in this area. EMC’s support and focus on the customer are unsurpassed. How Joe runs his Quarterly Business Review meetings can’t be faked; it’s in their DNA and the secret of EMC’s success,” Cook says.

“Sun lost this along the way. Sun wasn’t a great operations execution engine. Sun was an innovation engine.

“I like what Joe and Pat Gelsinger are doing with the West Coast presence thing going on. It is changing the company in a positive way and making it a more bicoastal company.

“Innovation is happening a bit more organically, and by keeping the best of both worlds, its execution engine and the core values of the company—adding a little more innovation and more risk taking—the company is unstoppable.”

See Table 7.1 for a snapshot of Bill Cook’s success factors as the Big Data explorer for real-time collaboration.

### **Space Portal: Robert Bruce Pittman, Director of Flight Projects and Chief Systems Engineer, NASA Research Park**

Bruce Pittman knows what a paradigm shift looks and feels like from the inside out, something he’s refined over the course of his 30-year career.

His expertise comes in handy when his organization serves as a link between the public and private sectors. Much of Pittman’s role today is helping to bridge the gap between the traditional aerospace business practices and the new entrepreneurial approaches of companies like SpaceX and Virgin Galactic.

“We’re battling to go back to a model that is almost 100 years old. Since Apollo, we’ve been dealing with a government-led and industry-supported model, although prior to that the model we used was based on an industry-led and government-supported model—just the reverse—one that was first introduced by the National Advisory Committee for Aeronautics (NACA) in 1915,” says Pittman. “The NACA helped lay the foundation for our aerospace dominance over the last 70 years.

“We’ve gotten away from the NACA model and we need at least part of the organization to go back to it. If you let the government go off by itself with no industry investment it’s like a ship with no rudder. Every time the politics of the situation changes there’s really nothing to provide continuity and direction.

“So, we’re hoping that with this new public-private partnership where companies have money invested of their own—they have some skin in the game—we can have the best of both worlds.”

An example of this is the Commercial Orbital Transportation Service agreements that NASA signed with Space Exploration Technologies (SpaceX) to demonstrate the ability to deliver cargo to the International Space Station (ISS). This \$276 million Space Act Agreement signed with NASA in 2006 covers part but not all of the expenses. Under this agreement, SpaceX is paid not for the time they put in but for milestones they meet. No milestone, no payment. So far this is working extremely well with the first successful launch of the rocket and capsule occurring last year.

Pittman uses Google’s Lunar X Prize (GLXP) as an example of the commercial leverage model where the Silicon Valley based company put up \$30 million in prize money with \$20 million for the first team that puts a robot on the moon, traverses 500 meters, and sends back high definition video. To date, 28 teams have signed up for the challenge.

“Some of these teams say that we could be back on the moon by late 2013 or early 2014.” NASA is leveraging off this investment with an additional investment of \$30.1 million in contracts distributed to six of the US GLXP participants in the Innovative Lunar Demonstration Data project.”

Pittman says projects are typically accomplished more quickly inside private industry versus government-operated settings because of faster decision-making cycles.

“NASA has tried to get back to the moon several times in the past and the programs got so big and expensive that they were eventually cancelled.”

“In respect to these public-private partnerships, because these folks are going back to the moon anyway and since we have things that we want to send to the moon—why don’t we just buy a ride with them?”

The Space Portal organization helped start the Commercial Reusable Suborbital Research Program (CRuSR) at NASA.

“This program is for the suborbital service providers including companies such as Blue Origin, Virgin Galactic, Armadillo, and XCOR that want to regularly fly to suborbital space carrying passengers and/or scientific experiments. We’re now in the process of doing test flights.”

“NASA to date has awarded almost \$500k in contracts to two providers for test flights and is planning to spend \$15 million a year to hitch a ride instead of owning the vehicle—the government just pays for what it uses,” says Pittman, “if we get the money from Congress.”

### ***Bridging Two Worlds***

The Space Portal started as an idea in 2004 when a group of like-minded colleagues got together and invented what they refer to as the “friendly front door to space.” The four-person team (three civil servants and Pittman who is a contractor) decided that someone needed to take ownership for making this new commercial space industry happen.

“I work with an extraordinary team and am proud to be part of what we’ve built and have accomplished thus far. One of our guiding principles is the belief that anything can be accomplished if you don’t care who gets the credit,” Pittman says.

“We’re much more interested in where does an idea begin to take on a life of its own? We like to start the ideas and then wait for someone to just run with them.”

He refers to a term contemporized in Joel Barker’s book *Paradigms: The Business of Discovering the Future* as ‘paradigm pioneers.’ “These are the people who don’t come up with the new idea, but who can see the value of the new idea even if no data is available to justify it. Paradigm pioneers use their intuition and are more intuitive,” says Pittman.

“If you try to hang on to an idea too tightly you can kill it. You have to believe that the next idea is going to be even better.”

“It took us about 18 months to get traction and build momentum. In 2005, we held our first workshop ‘The Entrepreneurial Paradigm for the International Space Station’ that resulted in us getting some funding.

“Originally, we worked under the radar screen, sort of a stealth organization. There are advantages to this, but now we’re more legit with potentially real budgets. It helps to not have any career growth aspirations—we’re all really senior and have been doing this for a long time. You have to be willing to take some risks.”

The six-year-old organization provides an interface for those who want to work with NASA but need help navigating the labyrinth of government regulations and requirements. The team also educates NASA on how to work with the private sector. “We speak both languages,” Pittman says.

Pittman considers himself blessed to be able to earn a living doing what he is passionate about—aerospace—a childhood dream of his was to travel into space. “Right now I’d just be happy to go into orbit,” he says, laughing.

### ***Navigating the Undercurrents***

The new world of commercial space requires skills and expertise in a myriad of areas. Pittman’s ability to navigate the undercurrents between the worlds of private and public sectors positions him as the go-to person on his team for forming alliances and introducing new projects.

What does Pittman look for when navigating these worlds?

“You have to find the undercurrents. Policies come and policies go, fads come and fads go, but there are underlying themes, or currents, and if you can tap into those currents you can ride the wave.”

He looks for trends and capabilities the existing paradigms are ignoring. “The frustrations, the potential, the capabilities—if the organization isn’t making good use of these capabilities they can translate into opportunities.”

What might these trends look like?

“I look for things that seem like they’re crazy. I ask myself ‘What would the world have to look like *to me* to make what that person is doing seem like a really good idea?’”

“Once I understand someone’s view of reality then I can address the gaps. If the person is in a position of power then I can try to

provide them with additional information or incentives to help them see things in a different way—I try to educate them first and then I try to persuade them,” Pittman says.

The Space Portal team addresses treads that others might consider too risky, accepting the fact that not every idea will pan out for them. “Sometimes an idea works and sometimes it doesn’t—the idea may just be too early.”

“One of our current projects that we’re supporting the State of Hawaii on right now is the International Lunar Research Park and University. We’ve come up with a series of phases that start off with terrestrial analogs with us teaming up with the State of Hawaii to use their facilities on the Big Island. Another phase will be robotic, leveraging the Google Lunar X prize capabilities that will prepare us for the phase where we can send people,” Pittman explains.

“We asked ourselves, what happens after someone wins the Google Lunar X prize? What do you do with this capability? You don’t want to waste it. This is where the government can step in and be a customer for these types of services—a real win-win situation,” he adds.

The idea for the International Lunar University was started by a group in 2002 that included Baruch S. Blumberg and one of Pittman’s colleagues at the Space Portal, Lynn Harper. Blumberg was the first Director of the NASA Astrobiology Institute and in 1976 won the Nobel Prize in Medicine for the Hepatitis B vaccine.

“One day, Lynn comes in and says to us, ‘It’s time.’ So we trot out the idea of the International Lunar Research University and someone suggested that it needed a commerce side, which is when we introduced the research park element to our program.”

### *The New Reality*

In 2004, it was announced that the current space shuttle program would end; however, no viable replacement was developed during subsequent years even after spending over \$10 billion on the Constellation.

This past July, NASA marked the end of an era for the agency when it launched its last space shuttle. It also meant lost jobs for thousands of workers.

“They had a really heart-wrenching interview with a guy who leads the close-out crews—the person who puts the astronauts in

the shuttle—someone who had done this same thing for 100 flights. He said, ‘if this thing launches today I’m out of a job’.

“These are professionals who followed the rules and did what was asked of them and they are left holding the bag. This actually happens so often that we now have an award for it ‘The No Good Deed Goes Unpunished’ award.” Pittman says.

According to Pittman, although the United Space Alliance which operates the shuttle is trying to out-place these contractors in new positions as best they can, it’s going to be tough in a down economy.

“The challenges are on both sides—whenever you want to change the way things have been done for a long time, it’s hard, it’s traumatic, the rules of the game change—that’s the paradigm shift,” Pittman adds.

### ***Unconscious Competence***

Pittman indicates that one of the challenges for the aerospace industry is the transfer of knowledge to the next generation in ways that are both efficient and effective.

“We have this tremendous bimodal age distribution where the average age in this industry is in the upper forties. A large group of people are at retirement age with a lot of wisdom and knowledge that is difficult to write down and codify. Unless it is transferred or documented, it could be lost.

“Unconscious competence—it’s when people know something, but they don’t know how they know. It would really help if we had a hands-on apprenticeship program where young professionals work right alongside someone with this critical knowledge, so that they have a chance to ask questions in real time and learn through doing

“I’m all for book learning, but there are certain things in any industry that you just need to get in there and work with people to do it. We’ve lost this ability because of how we tend to do things today. We spend so much studying things and preparing to do things instead of *actually doing things*.”

Pittman says that the real risks lie in asking people to do a job who have never done the job before and may have never *seen* it done before.

“Being in the trenches, knowing the challenges, and the setbacks, knowing what works and what doesn’t work, that’s where experience comes from.”

**Table 7.2 Experimental and Exploration Snapshot: Bruce Pittman**

Personal Strengths	Friendly, approachable Embraces disruption Relationship bridge builder
Professional/Career Differentiators	Entrepreneurial thinker and doer for a new economic reality Passion for generating ideas that move people and organizations forward Ability to help others navigate through sea changes

### ***A Bright Future***

Pittman believes that America is losing confidence in itself as innovators and in our ability to compete with the rest of the world.

“There are a lot of people who are afraid of the future, something I’ve been sensing for a number of years. But if you go back in history, we’ve been through this before; as a country we’ve always been able to rise to our challenges. I believe that if we face our problems honestly and talk to one another as adults, I think we can get through this,” Pittman emphasizes.

“We’re better at this than anyone else and we just need to have more faith in ourselves.

“But it does take courage.”

Table 7.2 provides a snapshot of Bruce Pittman’s success factors as an explorer and navigator bridging the private and public sectors.

### **Zuvo Water: Brian Godfrey, Lab Manager, Research and Development Engineer**

Brian Godfrey has been testing product for Zuvo Water since the company’s inception in 2008, before the company had product to test. Not a problem—he’s adaptable.

“I’ve worked for a start-up before—wearing multiple hats does help you gain experience quickly, but it also requires a high level of competency and multitasking. I’ve also worked for big business, companies with 2,000-plus people and with more structure—policy and procedures,” says Godfrey.



“In a start-up situation, people must be willing to adapt to the changes required of them.

“I was an environmental plant technician where we treated millions of gallons of water, and I also worked with pharmaceutical-grade water at one time. Now I’m in the middle of the road working with drinking water.”

The company’s different technologies and the novel opportunities that Zuvo Water has in implementing them in a home environment keeps Godfrey excited about coming to work.

“Technology typically seen in an industrial environment—we have this novel way of implementing Zuvo Water in a home environment,” he says.

The Zuvo Water Filtration System includes a five-step process that the R&D lab continuously refines, as changing conditions warrant and evolving customer demands for their product require:

**Step 1: Ozonation:** Ozone mixes with incoming tap water to treat contaminants and improve taste.

**Step 2: UV Light Exposure:** Ozone-saturated water is flooded with high-intensity UV light that reduces microorganisms.

**Step 3: Photo-Oxidation:** Patented process that combines ozone and UV to reduce contaminants and oxygenate water.

**Step 4: Activated Carbon Filtration:** A two-micron filter that traps dissolved lead, chlorine, and microscopic particles like parasitic cysts.

**Step 5: Dual-Pass UV:** Filtered water is exposed to a second high-intensity UV dose before the water leaves the unit.

“This is what keeps me excited about coming to work,” says Godfrey.

It also aligns nicely with his practical approach to innovation of taking existing ideas and implementing them in novel concepts or previously unused platforms.

“I go and look at other technologies that exist to see if we can tweak and implement or create new technology or enhanced technology,” he says.

Godfrey would be as much at home working with the U.S. Center for Disease Control—something he considered at one point in his career—as he is working with Zuvo Water. With a BS in microbiology,

a BA in international studies-microbiology, and a minor in chemistry, he is in the right place at the right time with the right mix of knowledge, skills, and expertise.

Godfrey is geared more toward preventive medicine—the control and prevention of pathogenic organisms—where water is a viable pathway for many of these contaminants to spread.

It was also the connection he found in Zuvo Water’s mission of delivering great-tasting, affordable, and safe drinking water to customers around the world.

“I lived in Mexico City for two years, and there the water was heavily contaminated; raw sewage typically flowed into the same areas that you would commonly walk, which is why you can’t drink the tap water because of their infrastructure,” Godfrey explains.

“If you look at a municipality, you have drinking water systems where pipes are spread out for the community that delivers treated water when you turn on your tap. The problem exists in many countries where they have disruptive situations—hurricanes and earthquakes and other diverse problems.”

Godfrey explains that many of these countries know how to make clean water using chlorine or some other treatment, but the problem comes down to safeguarding it: How can end users find an affordable, safe solution at their point of use, that is, their tap?

“Here in the United States, the water is typically treated. There are series of tests to assess our lakes, streams, and reservoirs, but the frequency depends on the population it serves,” he says.

### *A Leap of Faith*

You might not consider Godfrey a risktaker upon meeting him for the first time, but he doesn’t hesitate when asked what his biggest leap of faith has been in his professional life.

“Staying in microbiology—there aren’t that many employment opportunities unless you go into the medical side of the house or clinical work,” he says.

Zuvo Water is glad he did.

Table 7.2 provides a snapshot of Brian Godfrey’s success factors as someone experimenting with water in new, innovative ways.

**Table 7.2 Experimental and Exploration Snapshot: Brian Godfrey**

Personal Strengths	Focused, intense Data driven Social mission, passion for water
Professional/Career Differentiators	Adaptable in a fast-moving environment Connects the dots: science and marketing Inventor and reinventor Unique background and experience in an industry primed for growth

### The Takeaway

See Table 7.3 for the key takeaways for this chapter by element and by guide.

**Table 7.3 Experimental and Exploration Chapter Takeaways**

Bill Cook	Bruce Pittman	Brian Godfrey
Listen to your customers and turn it into a strategy with ongoing feedback that provides new opportunities to innovate	If you try to hang on to an idea too tightly you can kill it. You have to believe that the next idea is going to be even better	In a start-up situation, people must be willing to adapt to the changes required of them
Leverage early adopters of your technology, and get them to share their vision of where they're headed	You have to find the undercurrents. Policies come and policies go, fads come and fads go, but there are underlying themes, or currents, and if you can tap into those currents you can ride the wave	Be willing to continuously refine your product as changing conditions warrant and evolving customer demands require
Create a work environment that people enjoy—something that gets them excited about coming to work	Look for trends and capabilities the existing paradigms are ignoring—the frustrations, the potential,	Sometimes a leap of faith comes from staying in the same space

(Continued)

**Table 7.3 (Continued)**

Bill Cook	Bruce Pittman	Brian Godfrey
<p>Become self-aware as a leader; surround yourself with people who do great things that you're not so great at</p> <p>Hire great people, set the bar high, and let people know what you expect from them</p>	<p>the capabilities—if the organization isn't making good use of these capabilities they can translate into opportunities</p> <p>Once you understand someone's view of reality then you can address the gaps. If the person is in a position of power then you can try to provide them with additional information or incentives to help them see things in a different way—you try to educate them first and then try to persuade them</p>	

***Coming Up Next***

In Chapter 8, we segue into the seventh element—innovation and invention.

# CHAPTER 8

## Element #7: Innovation and Invention



**O**rganizations that consider research and development as an investment strategy versus something to cut or eliminate at the first whiff of economic distress differentiate themselves in the new world of business. The leaders represented here successfully tap (and retap) the inventiveness of their ecosystem—workforce, customers, partners, suppliers, and communities—as a means of continuous innovation, new business growth, and career opportunities.

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### EMC: Jeffrey M. Nick, Senior VP and Chief Technology Officer

EMC is about information storage, management, protection, and analysis.

In 2007, for the first time, storage space exceeded what was available to us, according to an IDC white paper sponsored by EMC titled *The Diverse and Exploding Digital Universe*, which projected that by 2011, the digital universe would be 10 times the size it was in 2006 with almost half of this information not having a permanent home.

We humans are evolving into a bunch of digital packrats. We store our images, video clips, TV shows, songs, voice packets, financial records, documents, sensor signals, e-mail, text messages, RFID tags, and more and expect someone to manage all this stuff for us.

It's enough to keep someone like Jeff Nick awake at night.

“The amount of information at our fingertips is staggering,” says Nick.

“Look at the iPad, where it is now the textbook. The Internet has become such an incredible portal in terms of access and dissemination. I have a daughter in college, and she doesn’t use textbooks, or at least textbooks that they ever open,” Nick says, laughing.

Nick has experienced more than a few industry disruptions. Before joining EMC in 2004, his career spanned 24 years with IBM, where he held a wide range of technical leadership positions before receiving the distinguished title of IBM Fellow in recognition for his contributions as one of the company’s top IT innovators.

His years of industry experience means he knows a thing or two about surviving and thriving during economic downturns. Nick connects the technical dots and sees synergies, symmetries, and differences from past recessions.

“Cloud computing is a huge disruption, but it’s also compelling because it represents the technical maturity of different technologies—grid and utility computing and virtualization transformation, for example—technologies that have matured to a point of delivering economic value to the IT sector,” he says.

“So, really, cloud computing is the evolution of these technologies that now makes computing in the cloud—distributed sharing—and access to information and the offload of infrastructure from IT organizations to a third party feasible,” Nick explains.

### ***Recession as Catalyst***

“This recession has been an absolute catalyst for crossing the medium of the curve. For years, companies have wanted to do more with less—cut costs, cut costs, cut costs,” says Nick.

The Great Recession pushed things forward faster for EMC, since many companies—SMBs and large enterprises—saw cloud computing as a means to their survival.

“It’s impossible for companies to be experts in all facets of IT—they can’t do better than companies that are focused on this as a core competency. The efficiency and delivery of quality services and resiliency, availability, agility, and performance have given rise to the whole-scale embracement by companies of cloud computing.”

Faster adoption of cloud computing by small and medium businesses could even influence the speed at which SMBs come out of this recession.

“IT ownership has never been a competitive weapon for the mid-tier and SMB side or an investment for profit,” Nick says. “It’s strictly a means to an end. They need IT capabilities to run the business, but it’s not the purpose of their business, so adoption is much easier. They get up and running and are sustainable at lower costs because they haven’t had to go to a single-source IT solution.

“Cloud is now enabling SMBs to participate faster and to compete on a level playing field.”

### ***Powerful Megatrends***

EMC is at the intersection of one traditional market and two powerful new megatrends: cloud computing and Big Data. According to Nick, three information trends are coming our way in the next few years:

1. **Garnering intelligence from information:** “Lines are blurring between the silos of information. There is a need for garnering the intelligence from information from the repository where it is sourced. There is a need for connecting the dots between information sources—relational data versus file systems data versus unstructured data content versus streaming data versus event-generated data or checks or documents—and we’re realizing that the richness of information requires the ability to connect these sources together in order to provide a 360-degree view of a particular problem domain or opportunity domain.

“It doesn’t matter what industry you pick—financial services, streaming data for trading or transactions that I receive—these or market information and intelligence from the internet—these are all facets of information. Health care and the 360-degree view of the patient where the patient isn’t just a transaction; the patient is their pathology and images, as well as their relational data. Deriving knowledge from information requires connecting the dots and linkages from information sources irrespective of source schema. Today, we have built up silos of information by repositories and the access method of unstructured information.”

2. **Explosion of information:** “The tremendous amount of information generated and the burden that it puts on companies in managing their information are more of an infrastructure challenge in separating the wheat from the chaff—security, access, and archival. It also impacts the ability of companies to provide service to their consumers or constituents.”
3. **Sharing of information:** “The increasing need to establish communities of interest with secure access to information across organizational boundaries—we see this in health care, where the radiologist versus primary health care providers versus insurance companies versus pharmacist versus the specialist versus the patient all want access to secure information—this is both a challenge and a profound opportunity. This leads directly to cloud scale—across the Internet, across geo boundaries and multiple data centers—it actually facilitates data sharing without the sacrifice of privacy and security.”

### ***EMC’s Innovation Network***

Perhaps the most critical element of Nick’s innovation strategy, however, was the formation of the EMC Innovation Network. Between the years of 2003 and 2007, EMC acquired more than 30 different companies. During that time, it also increased its global R&D footprint to include Centers of Excellence (COEs) in India, China, Israel, and Russia.

The formation of the EMC Innovation Network, for the very first time, provided a common, global framework for the exchange of new ideas and research directions between key technologists and their global counterparts. The Network is made up of research nodes within EMC’s business units, COEs, Sales, Global Services, and the Office of the CTO itself.

Nick hired Dr. Burt Kaliski (from EMC’s RSA acquisition) to run and launch the Network with the mantra to “Expand Knowledge Locally and Transfer it Globally.”

The new Innovation Network needed a venue to effectively socialize its capabilities. In October 2007, Nick and Kaliski helped launch the company’s first annual EMC Innovation Conference and united the company’s elite technologists for the very first time.



The forum provided the sharing of EMC's technical vision and innovation best practices and equipped corporate employees with a vision for innovation across all nodes in the Innovation Network. Most importantly, it served as a foundational networking event for building strong, lasting ties across technologists from the global employee base.

### *Continuous Innovation*

Socialization, however, is not enough. In order to provide real value back to the corporation, the Innovation Network needed a vehicle for materializing ideas. The 2007 Innovation Conference included a "call for ideas" as part of an Innovation Showcase. Employees around the world experienced a level playing field for the submission of their ideas. Top EMC technologists and executives judged the ideas and recognized a set of winners.

Then in 2010, the CTO Office decided to tweak its process. Although great ideas were coming through the company's annual Innovation Conference, the team felt they could do better in setting direction for ideas with the greatest impact for EMC. Nick and his team decided to make it easier for employees to know about the company's strategic priorities.

"You always want to encourage people to think as creatively as possible—we don't want to keep creativity in a box—but that creativity is more effective if you have a sense of the company's priorities at the time."

The CTO advisory team put together seven strategic themes and promoted them as part of the call for ideas during the company's Innovation Showcase. Keeping the process simple, the team hoped to generate early interest in these seven strategies:

- Each theme included one slide with simple bullet points and a tie-in to industry trends
- Nick offered brief recordings that shared his enthusiasm for each of the themes
- Slides and recordings were posted on EMC's internal social media site
- Presenters tagged their ideas during the Innovation Showcase that identified which of the seven themes their idea best represented

The Innovation Network, Conference, and Showcase have grown in stature and success for five consecutive years. The Innovation Network now includes nodes in St. Petersburg (Russia), Cork, Cairo, Tel Aviv, Bangalore, Beijing, Shanghai, and Rio de Janeiro. The conference itself has been hosted in multiple locations (the United States, Bangalore, Ireland) with employees organizing their own local celebrations on the very same day. Thousands of ideas have been submitted to the Showcase, resulting in millions of dollars in realized revenue.

The maturity of the Innovation Network has allowed Nick to bring employee ideas and research outside of the walls of EMC to the key customers represented by the Industry Technical Advisory Council (ITAC) initiative.

### *Voice of the Customer*

Nick runs the Industry Technical Advisory Council (ITAC) twice a year, where the Technology Office invites a select number of EMC customers and technical leaders to preview the strategy that the CTO Office is working through.

“We will take top ideas presented during EMC’s Innovation Conference and highlight some of these to the council, asking them if there’s any interest in partnering with us on these ideas. This way we develop once and repurpose multiple times—leveraging a single conference.

“It’s an interesting voice we’re looking for. We’re not looking for feedback on our products—we already have mechanisms in place for this—we’re looking for the direction we’re going and the direction they’re going so that we can sync up and align our visions,” he says.

“We establish a deeper opportunity for relationship building—we’re looking for the bigger play to connect in different parts of the business. These can steer you in subtle ways—over time you measure the value,” Nick adds.

“It also keeps EMC aligned. There are many things that we can do, but we’re trying to get a few things done well. It is part of the company’s strength—our execution. If we can get good consensus internally and externally, then we can move forward on a few good things.”

See Table 8.1 for a snapshot of Jeff Nick’s success factors as a technologist visionary and innovative thinker.

**Table 8.1 Innovation and Invention Snapshot: Jeffrey M. Nick**


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Personal Strengths	Intense, focused Friendly, approachable Comfortable outside the box
Professional/Career Differentiators	Industry visionary capable of connecting the dots for the organization Innovation that moves organizational knowledge forward Collaborator who leverages information from multiple access points (internal and external) that drives innovation across the board

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## Latinas in Computing: Patricia Lopez, Ph.D., Technologist and Inventor

A passion for innovation is something that comes deep from within a person. It isn't something that can be faked or taught in a classroom using textbooks. Of course, you can teach someone to use the tools of successful innovators, but *passion* for innovation lies dormant until it is tapped, released, or expands on its own.

Dr. Patty Lopez can spot innovation when she sees it and knows what it feels like going through the process.

"Innovation is the talent of taking ideas from disparate fields and integrating them into a unique solution that advances the state of the art. It also involves listening to diverse voices and viewpoints, working through often heated discussions and disagreements that inevitably lead to a better solution," says Dr. Lopez.

Whether we're talking technology, women in computing, education, or workplace dynamics, Patty Lopez is moving the conversation forward inside organizations and changing the success equations of society.

"In the U.S., we have a narcissistic tendency to seek and value the opinions of others who think like us and avoid those who don't. Our values have become skewed: There is a culture of greed and power that is corruptive and precludes an overwhelming percentage of the world's population from enjoying a standard of living that we take for granted," Lopez says.

It reminds me of the T-shirt that I used to see so often in college: "He who dies with the most toys wins."

Dr. Patty Lopez spent two decades as an imaging scientist, creating and studying algorithms for image analysis, processing, restoration, and enhancement; working with top-notch researchers in industry in transferring this technology into products; and developing a keen sense of the user experience needed and strategic insight into where technology was moving and what tactical responses were needed to get there.

A decade-long volunteer role as a campus manager, building relationships across campus with students, faculty, department heads, deans, provosts, and presidents and connecting them to people within her organization to recruit top talent, allowed Lopez to become a consistent conduit for both sides of the relationship.

Dr. Lopez holds seven software and hardware patents invented during her 18 years with Hewlett-Packard.

“I have a lovely set of plaques on my wall at home!” she says, laughing.

“While they may look good on my technical portfolio, what I enjoy most is bringing one or two along when I give talks to K–16 students. It inspires the next generation, and it makes a huge difference to be able to envision that they, too, can be inventors, especially for young girls and minorities. In underserved communities, there are fewer resources to draw upon, and students can be easily derailed by failure. In a country where many believe that intelligence is innate rather than developed, the goal is to change their thinking from a fixed to a growth mindset that builds resilience in the face of adversity,” Lopez says.<sup>1</sup>

Today, Dr. Lopez works for Intel Corporation, where she spends her days focused on logic validation for microprocessors—an innovation challenge as manufacturing chips using smaller and smaller process technologies with vastly different device functions requires more sophisticated validation techniques.

### ***Women in Technology***

Lopez has seen the technical landscape change for women during the last decade.

“With the dot-com bust and the pressure for companies to reduce overhead (especially salaries and benefits) and remain

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<sup>1</sup>Carol S. Dweck, *Mindset: The New Psychology of Success* (New York: Ballantine Books, 2006).

competitive not only nationally but internationally, outsourcing became the norm,” she says.

“The thinking was that you could hire as many as 10 outsourced engineers for the same pay as one U.S. technology worker. This contributed to the boom in employment in countries such as India, China, and throughout South America, but left many U.S. technical college graduates competing for scarce opportunities. Seeing their peers struggle to find employment, fewer students have chosen to pursue tech careers over the past decade,” Dr. Lopez says.

Aacerbating the problem is the perception by young women that computing careers are nerdy or geeky (as portrayed in the media). The National Center for Women and Information Technology (NCWIT) reports in its 2009<sup>2</sup> “By the Numbers” fact sheet that 37 percent of 1985 computer science undergraduate degree recipients were female; that number had fallen to 18 percent.

The demand for computer specialists is expected to add 2.3 million jobs by 2018<sup>3</sup> and with the retirement of tens of thousands of baby boomers over the next decade, tech companies in the United States need to recruit and retain as much talent as possible to remain competitive.

“Unfortunately, the Great Recession has created a strong employers’ market, keeping salaries stagnant and workers struggling to stay employed through waves of cost-cutting and downsizing. The workplace has become increasingly competitive, and workers who are able to put in the extra time and effort required to move up the career ladder have a distinct advantage,” Lopez says.

This has proven to be a double-edged sword for women.

“For working women, many of whom are mothers, it has become increasingly difficult to balance work and life, and for single women, especially those who are recent college graduates earning their technical credibility, it may mean delaying or forgoing finding a life partner, childbearing, or both,” says Lopez.

“Women often excel at collaborative work, which contributes strongly to the financial performance of companies where these skills are valued, measured, and rewarded. But in companies with strong organizational cultures that are results driven (*what* results are

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<sup>2</sup>From <http://www.ncwit.org/pdf/BytheNumbers09.pdf>.

<sup>3</sup>U.S. Department of Labor, <http://www.bls.gov/oco/oco2003.htm>.

achieved versus *how* those results are achieved), women tend not to fare as well. Some women leave tech jobs for other tech jobs, but a great number leave for nontech jobs or leave the workforce altogether,” she adds.

Lopez goes on to explain that the United States can expect a shift from an employers’ market to an employees’ market—the question is not if but when, given the demand for technical talent over the next decade and the shrinking supply. Companies that are not working proactively to recruit, retain, and advance their technical women—and men—will be at a competitive disadvantage with those who do.

“Graduates entering the job market are much more likely to change employers several times over their career, and companies who provide a more lucrative, innovative, and nurturing organizational culture will be able to draw and retain the top talent,” she says.

### *Innovation in Business*

The challenging problems that future generations will face offer a ripe field for innovation. The jobs needed in this country and globally over the next several decades will look very different from those that have existed over the past two decades.

“Most of these will require some level of competence in computational thinking or computing skills and are thus interdisciplinary, so companies need employees who have a wide range of talents and interests as well as computing expertise,” says Lopez.

Noting that computer modeling and visualization tools are critical to many disciplines, from weather prediction to protein folding, from green energy to space exploration, Dr. Lopez says it’s critical that we avoid getting locked into one mode of thinking or problem solving.

“I try to learn something new every day, not just in my own area of expertise, but in disciplines outside my expertise, because some unique combination of these ideas may lead to a breakthrough that no one had ever thought of,” she says.

The top three reasons Dr. Lopez believes companies fail in creating cultures of innovation are:

1. **Managing up instead of managing up, down, and across:**  
“Management may focus exclusively on the business needs at the expense of the individual needs; an example of this may

be forgoing training or equipment to prepare employees for a change in toolsets, methodology, and/or development environments; limiting travel for conferences or professional development; changing the job requirements without consideration for the employee's work-life balance needs; or frequent crises that require employees to work long hours for extended periods of time."

2. **Fostering a culture of internal competition at the expense of collaboration:** "An example of this may be where individuals develop niche skills and are rewarded for maintaining their deep but narrow expertise. This may result in a tendency to hoard knowledge and a resistance to moving to new technologies that improve productivity but require a new learning curve and a temporary loss of status. In such an environment, building bench strength is not rewarded, and as a result, employees have few growth opportunities. They learn and model the behaviors that are rewarded and may become the future gatekeepers of knowledge, thereby reducing the organization's agility and speed in reacting to market pressures and needs."
3. **Organizations that reactively respond to short-term problems rather than proactively develop long-term solutions:** "Short-term thinking tends to put teams into constant crisis mode, requiring long work hours and stressful working conditions, especially when working with international teams. This eventually causes burnout, disengagement, and disillusionment. Employees are at risk for retention, and key talent may be lost to the competition."

### *Reinventing U.S. Education*

How well does the United States compete with other developed and developing countries in introducing girls to science, technology, engineering, and math (STEM)?

Not very well, according to Lopez.

"The U.S. educational process desperately needs to be reinvented in a way that is inclusive, collaborative, multidisciplinary, and hands-on!"

With considerable pressure on school administrators and teachers to produce acceptable rates of proficiency on standardized test scores, rather than risk using innovative methods to improve scores,

she feels the safer decision often stifles creativity in both teachers and students.

“Most of us learn best firsthand by doing, not by listening to someone talk about doing, or by reading about doing. Integrating math and science via hands-on exploration or project-based learning holds the best promise to motivate reading and writing via journaling. When students are motivated to work on a topic that is of personal interest to them, the sky is the limit. It has been suggested that our society values natural ability over accomplishment through effort and persistence.<sup>4</sup> This creates an aversion to risktaking and failure, instead of fostering curiosity and discovery,” Lopez says.

“I’ve never seen a job description yet that says ‘must be proficient at standardized tests,’ yet that is how we measure the success of our educational system.”

Research by organizations such as the Anita Borg Institute, NCWIT, the Level Playing Field Institute, and the Center for Work-Life Policy confirm that technical cultures can be especially challenging to women, especially those in dual-career couples and with children.

“There are still cultures that value educating males over females. This is generally true in countries that have the most competitive risk to the United States in terms of the number of STEM graduates produced—China, India, and Japan. European cultures tend to be the most progressive: Sweden has progressive parental leave policies for men and women; Norway has a mandate that 40 percent of state-owned and publicly traded company board directorships are women,” Lopez says.<sup>5</sup>

### ***The U.S. Workplace: Leading and Lagging***

“Where I see us ahead of the curve is the generation of working mothers that has created a different view of the role of women in the workplace,” Lopez says. “Young men born to working mothers are more likely to be accepting of their female peers and are more likely to share in the household duties and in child rearing.”

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<sup>4</sup>Malcolm Gladwell, invited address at the annual meeting of the American Psychological Association, Chicago, August 2002.

<sup>5</sup>Bruce Crumley, “Boardroom Revolution,” *Time Magazine*, April 26, 2010.



“Young women are now out-earning their male counterparts in major U.S. cities, and the majority of students enrolled in college are now female, with the exception of STEM disciplines.

“Where the United States lags is that pay is still inequitable; men are still offered higher starting salaries and earn higher raises and bonuses than their female peers. Weight affects salary—slimmer women and heavier men earn more.<sup>6</sup> How superficial is that?”

Lopez explains that the predominant practice in many older technology companies is to force employees to be ranked against one another and fit onto a bell-shaped pay curve. Masculine skills such as individual accomplishments and “achieving desired results” tend to be valued over feminine skills such as collaboration and teamwork.

“Aggressiveness, self-promotion, and competitiveness are acceptable behaviors for men, but unacceptable behaviors for women. The playing field is not level: The bar is often higher for women and especially for women of color,” she says.<sup>7</sup>

**Mentoring: Level the Playing Field** Mentoring still offers women the best way to advance in their careers, something that young women need to design as part of their career strategy, particularly those preparing for a successful STEM career.

Dr. Lopez recommends that young girls in middle and high school take as many math and science courses as possible and to not be afraid to demonstrate their intelligence. It’s also important to develop confidence, persistence, and resilience and to find ways to turn adversity into opportunity.

“Finding a mentor is critical, and it’s good to have multiple mentors because each mentor may offer a very different perspective or have a different style that makes them effective. Learning to work with people who are very different from you is quite beneficial. Stick to your values, and know when to listen to others and when to trust yourself,” she says.

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<sup>6</sup>Timothy A. Judge and Daniel M. Cable, “When It Comes to Pay, Do the Thin Win? The Effect of Weight on Pay for Men and Women,” *Journal of Applied Psychology*, 2010.

<sup>7</sup>Jessica Faye Carter, “Double Outsiders: How Women of Color Can Succeed in Corporate America,” *JIST Works*, May 2007.

“My personal experience as a Latina in tech has been that my capabilities are often underestimated, especially when working with new teams. Even when success is demonstrated, it can be perceived as a fluke, requiring the need to demonstrate competence and excellence again and again. This is one of the four basic patterns of gender bias,” she says.<sup>8</sup>

Lopez offers mentoring at work, with MentorNet, and with scholarship recipients and young women she has met through the course of her career, where she often chooses to serve as a quiet advocate, confidentially working behind the scenes to address issues faced by her protégées and peers that they cannot resolve.

“It can be demoralizing to constantly prove oneself, especially when the same expectation may not be uniformly applied to one’s white and male peers. One of my favorite quotes is from a fellow panelist at GHC 2010’s Women of Color: Strategies for Excelling and Thriving session, Sandra Johnson of IBM (an IEEE Fellow and an ACM Distinguished Engineer): ‘Competence trumps everything else.’”

**Developing a Passion for Computing** Dr. Lopez and her passion for making a difference in the lives of Latina girls who might not otherwise be exposed to science or math begins first with the priority of ensuring the success of Latinas *already* in the pipeline, those working on degrees, especially graduate degrees, and those in the workforce.

“Successful role models are critical to creating visibility for the next generation of Latinas, and my role as vice chair of Latinas in Computing (LiC) is evidence of that commitment. LiC is a supportive group (especially chair Gilda Garretón of Oracle Corporation and our senior leadership team). We are very active in our local and online communities and in conferences and we lead or participate on several boards and serve on conference organizing committees, such as the annual Grace Hopper Celebration of Women in Computing Conference, the Anita Borg Institute Advisory Board, the Computing Alliance of Hispanics (CAHSI), and the Committee on the Status of Women in Computing Research (CRA-W) among

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<sup>8</sup>See the Gender Bias Learning Project from the Center for WorkLife Law, [www.genderbiasbingo.com](http://www.genderbiasbingo.com).

others. I personally serve at my alma mater and nationally as a board member, reviewer, speaker, workshop presenter, panelist, poster judge, and advocate at workshops and conferences across the country,” she says.

Lopez created a scholarship in her parents’ name for a young minority student from the region where she grew up—male or female—interested in pursuing a degree in computer science or electrical engineering at her alma mater.

The Ross & Lydia Lopez Minority Scholarship provides \$1,000 and a laptop computer to a student who might otherwise be unable to attend college that critical first semester. The scholarship has been awarded to seven students since its inception in 2004.

**Success, Setbacks, Lessons Learned: Influence and Trust** “I’m genuinely proud of one of the products I worked on—we delivered on a schedule that was shortened by six months, required collaboration and coordination from several international teams, and employed two new technologies for which technical feasibility was demonstrated only weeks before the product release. It was also a commercial success!” says Lopez.

“I used my influence and persuasion to help recruit a key consultant with the expertise necessary to own and deliver a critical piece of the solution.

“I built trust with one of the international teams responsible for providing imaging algorithms that supported the second critical piece of the solution. I also worked with the hardware team to provide the interface, so that all the pieces would increase the productivity and satisfaction of the customer.”

Dr. Lopez shares one particular situation that changed her life for the better. Finishing up her BS degree in computer science, she had competed at her alma mater for a scholarship to attend Oxford University with a handful of other students. It was the first year the scholarship was offered, and she was interviewed by a group of faculty and administrators that outnumbered her at least eight to one.

Although she had studied British government, brushed up on the economic policies, and read up on the university and its history, she was taken aback by a question from the acting dean about whether she thought she would fit in there. The committee picked someone else, a candidate who happened to be white and male.

Lopez has no regrets, since she would not likely have taken the path that she is on now, both at work and in life.

Roadblocks in her career led to a recent career change—she is essentially rebuilding her technical expertise from scratch. This has spurred her interest in organizational development—how the culture of an organization affects the retention of mid- and high-level technical women and men.

“My departure from HP to Intel has been the biggest leap of faith for me. The transition shook me to my core, and I’ve struggled with self-doubt and fear of failure,” she says. “But it was also incredibly freeing. Nothing could compare to the courage it took to walk away from a two-decade-long career, work that I loved, and coworkers that I valued.

“I approach every day with optimism, a desire to contribute, to collaborate, to be inclusive, and to demonstrate by my actions and my words who I am and what I bring to the table, regardless of the prevailing organizational culture. I’ve learned what really matters in terms of work contribution are not how others measure me, but how I measure myself. Did I check my ego at the door? Did I bring actionable solutions instead of pointing out problems? Did I seek out and support the best ideas of others?”

“It will not be nearly as hard to walk away again if what I bring is not valued and rewarded. Failure is just another opportunity to try something new and different.”

Table 8.2 provides a snapshot of Patty Lopez’s success factors as an innovative technologist and mentor of computing professionals.

**Table 8.2 Innovation and Invention Snapshot: Dr. Patricia Lopez**

Personal Strengths	Focused, passionate Friendly, approachable Responsible risktaker
Professional/Career Differentiators	Mentorship and making an impactful difference in the development of others Inventive mind, creative problem solver Technical expertise across an array of technologies Collaborator who raises the bar for herself and others Leads and produces innovative initiatives

**Table 8.3 Innovation and Invention Chapter Takeaways**

Jeff Nick	Patty Lopez
<p>Encourage people to think as creatively as possible—you don't want to keep creativity in a box—but creativity is more effective if people have a sense of the company's priorities at the time</p>	<p>Graduates entering the job market are much more likely to change employers several times over their career</p>
<p>Make it easy for employees to know about the company's strategic priorities; provide the information in different digestible forms</p>	<p>Companies that provide a more lucrative, innovative, and nurturing organizational culture will be able to draw and retain the top talent</p>
<p>The means of storing, accessing, using, and reusing information—securely—will dramatically change in the next few years</p>	<p>Challenging problems that future generations will face mean a ripe field for innovation</p>
<p>Focus on doing a few good things well and then execute to the best of your ability</p>	<p>Jobs needed in this country and globally over the next decade will look very different from those that have existed during the past two decades</p> <p>Future jobs will require some level of competence in computational thinking and computing skills; interdisciplinary companies need employees who have a wide range of talents and interests as well as computing expertise</p>

## The Takeaway

See Table 8.3 for the key takeaways by element and by guide.

### *Coming Up Next*

In Chapter 9, we explore the eighth element of our 10 essential elements—transition and training—often overlooked or disregarded by organizations as discretionary spending instead of investments in innovation.



# CHAPTER 9

## Element #8: Transition and Training



**C**ompanies often gloss over or disregard workforce learning at the expense of organizational capabilities for reinventing in front of the curve and for business sustainability. Organizational evolution requires investments in the development and delivery of formal and informal education for new market innovations and emerging areas of expertise. In this chapter, a variety of visionary leaders offer their ideas for rethinking your programs in bridging the old world to the new world of business.

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### **SAP: Phyllis Stewart Pires, VP of Human Resources, Global Diversity Leader, Gender Diversity Expert**

Phyllis Stewart Pires could best be described as a business architect of sustainable programs that change workplace cultures to be more inclusive, collaborative, and family friendly.

She helps global business leaders and managers create a new dialogue—teaching them *how* to listen and understand one another—a process that builds bridges and develops self-sufficient programs that embed themselves into other parts of the organization’s culture.

Welcome to a leadership model for the new world of business.

As the U.S. economy edges out of the Great Recession and as baby boomers edge out of the workplace, the competition for professional

talent will heat up, something we're already seeing as big business looks to create new ways to connect with employees, from social media to offering new tools, resources, and training to reconnecting with former employees—anything to give them a competitive edge in the marketplace.

But is all this extra energy and spinning of the wheels really necessary?

“Leadership is actually about getting people to follow you. If you're leading and no one is following you, it's because you forgot to look over your shoulder to see what's happening. People can become very cynical, very easily,” Stewart Pires says.

She has noticed how more people in the workplace have become cynical—at least in the United States—and wonders if it's the 9/11 effect, the Internet and the flow of information that might make people question more and trust less, the fallout of the Great Recession and how people feel economically beaten down, or if Americans have just lost their default optimism, something that we've had for many, many decades.

“People hear their leaders wah-wah-whining too much. We've become good at packaging and marketing what we think and what we think we should be saying. But at the end of the day, people believe what they see. If you don't walk the talk and instead fill the void with white noise—this is what people will remember,” she says.

“Thoughtful action has gone kaput, and listening has become an underappreciated and valued skill.

“How do companies think of people? Do they think of them as a disposable resource that can be replaced or truly an asset to the company to be protected and valued? Lots of companies say they do, but don't act that way—walking their talk doesn't happen.”

According to Stewart Pires, organizations get into trouble when they begin thinking of things in rigid boxes—rigid definitions and silos—eventually affecting everything for them: their hiring, how they promote and reward people, and their succession planning because company leaders “look to fit their reality into too narrow of a band.”

“Companies begin asking themselves, does this person fit with who we already have here instead of who we *need* to move the organization forward, *challenge* the business in new ways, and *widen* the band,” Stewart Pires says.

“This narrow-band thinking begins to creep into how you think about your products and service delivery. It's a delicate balance and



one that many companies struggle with today. We need to be flexible, but you don't want to get so far off from what value you *intend* to bring to market."

### ***Path to Professional Development***

It might come as a surprise to learn that Stewart Pires developed her leadership chops by working with children.

A degree from the University of the Pacific–Stockton in early childhood education tucked under one arm, Stewart Pires was ready for the world of—unpaid internship.

"I imagined that I would teach, but that didn't go so well for me," she says, laughing. "I didn't love being in the classroom as much as I thought I would.

"But one thing that did happen early on—I got excited about business getting involved in supporting families. One of my professors suggested that I speak with Sandy Burud, who lived 20 minutes away. In the early eighties, Sandy Burud was a groundbreaking author and innovative thinker on business child-supporting programs."

She offered to be an unpaid intern for Burud and Associates, which was conducting research in this area years ahead of anyone else.

After completing her master's in developmental studies from UCLA with a focus on all the nodes of development—social, emotional, and cognitive—but unable to secure a full-time position with Burud and Associates, Stewart Pires was invited to intern for a deputy mayor in Mayor Tom Bradley's office, where she was exposed to the policy side of child care and families.

"You know, I've never applied for a job cold—I've always been asked to apply for something by someone who was considering me for the position. Using my connections in the mayor's office, I was invited to apply for a job with the YMCA of metropolitan Los Angeles, where they had received their first ever state grant to work with children from low-income families.

"I received extensive leadership training, but it would take me years before I realized the true value of this training. The program consisted of 25 before- and after-school child care centers in south-central and east Los Angeles. My minority status in these communities meant that I had to work hard to build trust and because this was a multimillion-dollar grant I also had to work the administrative angle.

“This is where I really learned how to use influencing skills. At the time, the YMCA wasn’t used to the rigors of a state grant in running its operations; during my first meeting someone brought their numbers on a napkin,” Stewart Pires says, laughing. “I honed my influencing without direct authority skills and developed capabilities for cross-boundary communications, eventually bringing all seven of the YMCA branches together. It also laid the groundwork for my early diversity experience since I was the minority.”

At the two-year mark, she had a candid conversation with her manager about her need for a different role—something more in her job—suggesting that they put a plan together for moving forward.

“She wouldn’t consider me leaving that job. When her manager asked me if I had a college degree, I realized that she hadn’t even shared my background, experience and my true capabilities with him. So, I started looking around and was asked to help start up a federally funded child care program in Venice, California.

“I became the assistant director for one of Ted Kennedy’s specially funded programs—one of 70 programs around the country—with a special focus on working with 100 pregnant women under the poverty line and where I dealt with hard-core advocate issues.

### ***Stepping Stones: The Corporate Life***

The opportunity to return to Burud and Associates as a paid employee served as the catalyst for Stewart Pires and her manager to restructure her out of her position as assistant director.

“It was a great experience to get in on some groundbreaking studies with companies considering child care centers.”

Stewart Pires became the interface for their clients, presenting ideas to Michael Eisner and Frank Wells at the Disney Studio’s child care center, Apple Computer, and PG&E in San Francisco.

Her next stop would be Apple’s Child Care Center, where she was tasked with raising the bar for the center and its staff. It was during this time that Steve Jobs returned to Apple, took one look at the company’s 50 percent subsidy for the center, and gave Stewart Pires and her staff 30 days to make new arrangements.

“Although I had already chosen to leave because I was too expensive, I also knew that we needed more time to convert from a subsidized center to a community center, raise the tuition by 26 percent, and cut operating costs by 30 percent. I negotiated with Apple for more time—and got it,” she says.

She also saved 150 child care openings for parents.

“I took time off after this to spend with our second child, when I got this call from Bright Horizons saying they have this little company called Cisco Systems that was building this amazing center for 432 kids. At the time, it was one of the largest child care centers of its kind.”

Right before it was scheduled to open, Cisco realized that they needed a content expert on board and asked Stewart Pires to lead their family services program.

“Corporate America, here I come,” she says, laughing.

As founder and manager of Cisco’s family services program for four and a half years, Stewart Pires designed and implemented a number of award-winning programs that resulted in Cisco being named to the *Working Mother* 100 Best List, its breastfeeding e-learning won an e-learning of the year award, and the child care center was recognized by the City of San Jose by naming Cisco employer of choice.

Because of her success with the family services program, she was offered a position to lead a communications team for a new group at Cisco—a real leap of faith for her.

“This was huge. It was a new group that was heavily scrutinized, and I needed to build my influence quickly. I didn’t know anything about the business—the woman who brought me into this role took an enormous risk on hiring me. I had never run a communications team of this size,” she says, recalling that moment.

Using her listening skills—and not fearful of asking questions—Stewart Pires was able to build early trust and credibility with the organization.

“I think question asking is an underrated skill, but for me it’s been a highly leveraged one. However, at times, I’ve had people interpret my questions as criticism, so it’s important to clarify for people the purpose of your questions. Set the stage with them up front about how you genuinely need to know this and want to learn about them—and keep reminding them of this,” she recommends.

“I had an amazing 18-month run. We were doing interesting, innovative stuff, and I managed to create allegiances between members of the team. Unfortunately, due to a company-wide reorganization our group merged with another one.”

Stewart Pires took two actions that would stymie her career in the short run but that ultimately laid the groundwork for what would become an area of expertise for her.

1. **The right thing for the right reasons at the wrong time:** “We had someone on our team who possessed unique skill sets. I proposed that we transfer this person to a team where we needed to create an alliance, ultimately making our team more effective and building a bridge between both teams. I felt that it was the right thing to do for this individual—who wanted the job—for the other team—who needed her—for our team, for the project, and for Cisco.

“The proposal was challenged by my manager, who told me that it would be a career-limiting move: I was giving up headcount. I stood by my decision.”

2. **When two-in-a-box becomes the box:** “My group merged, and I became two-in-a-box. Once again, I proposed doing the right thing—suggesting to HR that we probably didn’t need two managers in this role and recommending that we assess the needs of the business and the required skills for the role and decide who would be the person best suited for the job. No one believed me! HR didn’t trust me and felt that I had something up my sleeve, my new manager didn’t trust my motives, and the other person in the same box with me didn’t trust my approach. No one could hear the message—they were too focused on my possible ulterior motives.

“It was a difficult situation. I realized that I just didn’t fit the mold—the whole thing took the wind out of my sails.

“What was the takeaway for me? I learned the importance of trust—gaining it from others and knowing when to trust myself.”

Stewart Pires left Cisco after eight and a half years to create a brand new community experience position at SAP Labs North America headquarters. Recently promoted to VP of Human Resources, she focuses on building sustainable “communities” for the company.

**Table 9.1 Transition and Training Snapshot: Phyllis Stewart Pires**

Personal Strengths	Approachable, great humor Problem solver, implementer Patient
Professional/Career Differentiators	Timing: instinctively knows when it's time to reinvent her career Strategic operations Collaborator and connector of people and ideas Question-asking, listening skills on multiple levels

By providing bridge-building, employee engagement opportunities for everyone from leaders, managers, employees, and diversity organizations, Stewart Pires enables opportunities for people to gain greater respect and appreciation for the contribution of others to the work and the work environment.

“My studies in child development have helped me to think about the world differently. Unlike child psychology, which can be more of a deficit model—the child has something *missing*—child development looks at the *possibilities* of the child, predicated on the relationships being built that they need for an emotionally healthy life and the building blocks they need to move their lives forward. This is the model that I use for creating sustainable relationships with adults.”

Her timing couldn't be better. Phyllis Stewart Pires is just what a reinvented world needs.

Table 9.1 provides a snapshot of Phyllis Stewart Pires success factors as a business architect of sustainable programs and relationships.

## **New World Transitions: Gayle Uchida, Consultant**

Gayle Uchida considers herself a high-tech escapee who spent more than 20 years in marketing, public relations, and sales support managing the fast-paced world of technology before making the leap—a leap that turned out to be both a professional reinvention and a personal transformation.

“I was able to come up with scripts, and since I'm very comfortable speaking on the phone—public relations is a conceptual sell of a story—these were transferable skills that I could apply when I first made my cut over from the world of for-profit to nonprofits,” says Uchida.

The purchase of a new home, a nasty work commute to Silicon Valley, and an exit package offered by Cisco Systems converged as the perfect exit scenario.

“I had done a stint in the nonprofit world during Mayor Moscone’s administration—both a great experience and a traumatic one following his assassination—but what I really enjoyed about nonprofits was that they’re more mission driven and not in pursuit of the latest and greatest tech products or about stock options for the CEO,” she says.

“I saw these three things as a signal to discover a new path.”

Uchida did a lot of research and interviewing to see where the best fit would be for her reentry in working with nonprofits.

“I did a lot of volunteering to see what hummed my heart. My first volunteer effort was for the Big Brothers/Big Sisters of the East Bay and where the executive director—also a high-tech escapee—and I were almost kindred spirits,” she says, laughing.

“I helped them with the fund-raising for the live and silent auctions for their 27th anniversary celebration. We had great results, increasing their revenue by 35 percent from the previous year,” Uchida says proudly.

She also volunteered with Asian Health Services (AHS), and after getting involved with individual fund-raising for their 30th anniversary celebration—a sold-out event—Gayle got the largest single donation for the AHS cause without ever speaking to the person who wrote the check.

Accepting a position at LightHouse for the Blind and Visually Impaired, she discovered how very different this nonprofit was from her early experiences.

“I didn’t know much about disabilities, and the LightHouse employed blind people in a business venture, with their largest customer being the U.S. military. They hired me because they were looking to expand their business beyond the military and felt that their product could move into other markets.”

Uchida took an innovative approach for expanding the LightHouse for the Blind and Visually Impaired product line beyond what they offered the U.S. military—toilet tissue.

“I decided to leverage their existing relationships. Since we were part of the National Industries for the Blind, an organization made up of individual nonprofits with a focus on the blind and visually impaired, I discovered that many of these nonprofits also

had business ventures that included the U.S. military, but who had already expanded into other businesses,” she explains.

“The LightHouse wanted to get into document imaging; sight isn’t required, and the technology allows blind people to use it with the help of voice recognition software.”

### ***Redefining Vision***

“My experience with LightHouse helped me to develop a real sensitivity to people with disabilities,” she says.

“It was brought home to me during policy week—a once-a-year gathering of other blind organizations who meet in Washington, DC—where I was fortunate to accompany then Executive Director (ED) Anita Shafer Aaron and was also able to get us interviews with both California senators, Barbara Boxer and Diane Feinstein, Nancy Pelosi’s Disability Team and Barbara Lee. We met in their offices. I was pretty proud of myself!

“I really gained from working with the blind—visually impaired or nonsighted—these individuals are quite heroic. There is no feeling sorry for themselves; they just move forward with their lives,” she says.

“Their record for keeping these jobs for years and showing up every day was almost unsurpassed—in our organization as well as those around the country.”

But according to Uchida, the blind and visually impaired have the highest unemployment rates in the country.

“This was why our ED focused most of her efforts on employing the blind in the Bay Area,” she says.

Prior to the LightHouse providing product for the U.S. military, it was known for its reading program.

“We had a lot of clients who came in for art classes and picnics—a more social connection—because many of our clients were 60 years of age or older. Younger people had grown up with technology—Braille is often seen as the means of the blind being able to read—but because of technology, a whole generation was not learning how to read Braille, and its use was declining,” Uchida says.

“But technology requires a computer—something that talks to you about what is going on. This decline in using Braille was a big concern for the nonprofit community involved in working with the blind and visually impaired.”

Uchida's position was eliminated after three years of economic ups and downs that spiraled downward into the Great Recession.

"Each time these shifts happen, I recognize it as an opportunity to go off and do something else—a time to explore something new, a time to blaze a new path for myself," she says.

"Although I wasn't there long enough to help the LightHouse close the sales deal, I was able to help them repackage and reposition the product for a national chain intending to obtain their business as a new revenue source for the LightHouse."

She's particularly proud of the fact that the training she provided LightHouse team members taught them how to work closely with other blind organizations; opening the Bay Area for their product and introducing the concept of collaboration, cross-pollination, and channel distribution to them.

### *Redefining Aging*

Following her mother's death in 2009, Gayle reassessed her situation and decided to continue her career path with nonprofits; once again, the closing of a door at the LightHouse allowed her to explore new opportunities.

Uchida began to pay closer attention to how her skills and expertise became transferable to a wide variety of environments and situations—something to be valued and repurposed as a means for learning something new.

Joining the San Francisco Village, a nonprofit that is part of a national movement for helping people to age in their own homes for as long as they possibly can, Gayle came on board to manage and grow their membership and expand member services. Three weeks into the job, she found herself running the entire operation, following the executive director's departure.

"I was it," Gayle says, laughing.

Ironically, she would learn the most about aging, risktaking, and technology from someone half her age—someone who would eventually become the new ED and her new manager.

"I remember thinking here was this hotshot gal who would come in and try to turn me into her personal admin," she says, recalling the first few weeks of the new relationship.

Christabel Cheung, a gerontologist and community leader, was brought in to catalyze the nonprofit and take it from a start-up to a more established organization.



“I couldn’t have been more wrong! She might have been years younger than me, but her spiritual insight and knowledge on aging blew me away. I don’t have a formal education in gerontology—joining this organization was a personal decision to honor my mom,” Uchida says.

Ultimately, they became close business partners—Christabel the tech savvy go-getter visionary and Gayle the strategist who helped them prioritize and deliver on execution plans.

“We teach one another about our life experience—she as a Chinese American immigrant raised in the Midwest and me a Japanese American who grew up in Hawaii.

“Christabel is so committed to promoting positive social change and has such a healthy perspective on intergenerational and culturally diverse communities, but it’s her dedication and passion for empowering people to age in place gracefully as long as they can that really touches people when they first meet her,” says Gayle.

“The aging population will have a huge impact on our country that we can’t envision today. The United States must shift its thinking; there are lessons to be learned here.”

Uchida realizes that America’s youth will have a different aging experience from her generation, and they may not develop the skills they’ll need to survive and thrive in future—growing old successfully.

“The Village movement can be an alternative for Boomers and a legacy of aging that they can establish for their children and grandchildren.”

See Table 9.2 for a snapshot of Gayle Uchida’s success factors as a transition strategist and consultant for the new world of business.

**Table 9.2 Transition and Training Snapshot: Gayle Uchida**

Personal Strengths	Friendly, approachable Humor Storyteller Trustworthy and credible
Professional/Career Differentiators	Problem solver, implementer Transitional expertise for organizations and individuals Collaborator and connector of people and ideas Values-based messaging

## Zuvo Water: Phil Houdek, VP Engineering and Operations, Quality Office

Phil Houdek distinguishes between two flavors of experience: someone who was around when work was done and someone who actually did the work.

“Too often you see blue sky people at higher levels who haven’t ever created a plan, let alone executed to a plan,” Houdek says.

Fortunately for Zuvo Water, Houdek can do both—talk broadly and execute to the plan.

Like his teammates at Zuvo Water, Houdek arrived bearing gifts of varied experience and specialized expertise, from teaching computer aided design while working on his B.S. at Boston University to 3-D modeling to five years of CAD consulting, traveling and working on-site with customers in a wide range of industries—toys, defense, autos, packaging, and mobile phones—where he learned the art of understanding customer needs.

After returning to school to get his master’s at MIT with a focus on product design and mechanical engineering, Houdek headed west and worked with Silicon Graphics (SGI) during the company’s peak in 1997.

“Unfortunately, SGI didn’t realize that high-end, low-cost competitors were about to take over their market share. They lost their traction when they needed to be agile and adaptive and when complacency was a bigger risk for them,” he says.

Houdek became the beneficiary of SGI’s downsizing. Taking over a number of different roles from product development to industrial design, he learned how to juggle a variety of responsibilities and tasks. He then did some consulting before working with TiVo, and five years as a product design lead and manager for Apple. That lead him to a great wireless startup Ruckus Wireless and then onto Kno Inc. as the director of product design. He was looking for his next challenge and checked out a Craigslist post that brought him to Zuvo Water.

“Andy started D2M and runs Zuvo Water, and he’s a forward-thinking guy. He’s looking to make this ‘water product,’ but by applying the smarts and the fresh way of looking at it that a Silicon Valley mind-set would give you,” says Houdek.

### ***Aligning with the Zuvo Water Vision***

“At first glance, innovation makes people think of doing something completely new, but I think of innovation as a person, or a group of people, who satisfies a customer’s needs—and it doesn’t have to be a new product that someone hasn’t seen before. That’s what we’re doing at Zuvo Water,” says Houdek.

“We innovate to solve technical problems, solve problems of convenience for the customer, solve problems of cost for the customer, and solve problems of business models for people who haven’t done it before. Yeah, it has water in it, but it is designed to be aesthetically pleasing, electronically and mechanically designed, and with RFID tags—it just happens to go under your sink,” he says.

**Listening for the Innovation Opportunity** “I’m a big fan of listening to the voice of the customer. I took a class at MIT on ‘Product Development in the Manufacturing Firm,’” Houdek says. “Right now the Quality Office is 90 percent me. I’m the one who can get customer input into the product embodiment to get it in the customers’ hands and implement change.

“Our sales team was able to get me great customer feedback. Inside the office, asking people for feedback can be a bit tougher because the team is focused on the day-to-day, but we can still find areas of improvement,” he adds.

Houdek says the team has delivered on most of the big-picture features requested by users, such as wanting to know when to change the filter, filters for people who want to get rid of fluoride or something else that the original product didn’t eliminate are in the works, and an increase in water flow so that it comes out a little faster will go to customers soon.

“Customer feedback wants us to reduce our product cost or reduce the opportunity cost for people to get in and get our system. Although you’d actually save money over a year’s time using our system, a Brita pitcher and filter *feels* like a small purchase,” says Houdek.

Zuvo Water now has a suite of products on its roadmap—good, better, and best—a more reasonably priced product, a medium-priced product with more features, and a higher-end product with even more features and functionality.

“We’re about providing customers with more flexibility and choice,” Phil says proudly.

**Future Proofing** One of Houdek’s multiple roles at Zuvo Water is to dig into and define the details of how the system design and filters should work together or what he describes as future-proofing—building a system and software to meet the customers’ needs now, and in the future. For example, designing the product and firmware so that it can support different types of filters that the company hasn’t even thought of yet.

“This is a real big deal for us. In five years, we’ll have all sorts of products out there—going that extra mile now into the details is a great ROI, it really will pay off,” he says.

Houdek says Zuvo products will eventually have a smart system that monitors customer use—features such as radio frequency tagged filters and a system microcontroller that lets the system ‘think like’: “Oh, I see you have a filter with this serial number, and this is the one that was in the last time you started the system; you now have so many gallons left before you have to change the filter.”

“The system will give you a warning when it’s time to change the filter. In our manual, we used to tell the user to run the filter for a few minutes to flush out carbon, but now the unit will walk the user through the flushing process with a series of beeps and LEDs, so that they’ll know the water is ready to drink,” he says.

“But we won’t get too complicated with the beeps,” he says, laughing.

### ***Sleepless Nights***

“There are two ways to approach a start-up business: One way is to get a lot of money, scale up, make product and then go get customers—easier but riskier because if you can’t connect the dots quickly and get enough customers, you have a problem. It’s always a bit of a balancing act—you might not go with Plan A, but maybe Plan B or combo of Plans C and D,” Houdek says.

“The second way—and not as comfortable for the start-up team—is when you already have product and customers and need to get it into production. This is where Zuvo Water is. We have a high-end customer and a low-end customer, so we’re rushing to put product in the marketplace.

“Three things run through my mind during the day and at night—sort of a 24/7 thought process.”

1. **Resource and capital constrained:** “Like so many start-ups, it’s something the team experiences as part of our sleepless nights.”
2. **Start-up hangover:** “This is the immediate gratification model, when you defer tasks that if you’re not careful can surprise you and impact production. With a small staff, it’s typical to cut corners, knowing that you can keep going for a reasonable amount of time. But as you move forward, you need to execute current and future plans in a timely manner and clean up the kitchen before you begin cooking another meal.

“The risk in this case with the start-up hangover is that we may assume that it will take three days to add some missing pieces, but we discover that the groundwork and background work may actually take weeks—we’re unable to move forward with future plans—and it makes it difficult to execute.”

3. **Process rigor:** “Or lack thereof. This is when you don’t really have a process for what you do—understanding the steps that you need to follow. Process rigor includes checkpoints and design reviews and approvals. If you don’t have staff to loop back into the process, something could come up and take most of our staff to bird-dog—maybe for a couple of weeks—if you had to fix a minor thing on a build in China late in the process.

“Without process rigor, we run the risk of vendor and product inconsistency.”

Houdek understands that the boat needs to stay afloat and keep sailing, and although he considers process rigor high on his list of priorities, Zuvo Water doesn’t have the luxury of a financial model that supports this and the customer commitments that would warrant it.

“My in-depth experience helps me to be 100 times more flexible now than I was four months ago. I need to be very flexible and establish rigor as quickly as I can, but if there are areas where we don’t have process rigor in place, my job is to supervise them and monitor them and polish them a bit when I can,” Phil says.

“If I was to say ‘All stop,’ and we stopped everything in order to develop policy and procedures that created a well-oiled machine, the trade-off would be that we couldn’t ship any product this month or next month or perform any development work or new design work.

“We need to build boats, build new sails, build new engines—we can’t take the boat to dry dock.”

Houdek says the evolution demands rigor as fast as they can make it happen, knowing he doesn’t have the bandwidth and resources to get ahead of process rigor.

“So I need to sneak in and guide things as much as I can by ensuring that we put some policies in place and introduce a document control and product lifecycle management system—we are better than we were four months ago. When I attend design meetings, as long as there aren’t any showstoppers, I keep the boat sailing,” he says.

“This makes the environment dynamic—the Wild West—you need to have your six-shooter on your side, and you need to be looking over your shoulder,” he says, laughing.

**The Placeholder** Houdek is trying to create a placeholder mind-set with the team, earmarking stuff and placing it on the master list so it doesn’t get lost.

“I’m trying to sell the idea that this team member may be the *only* one who knows the problem, and I don’t want them to be afraid of pointing out problems. I don’t mind having a list of things that I know I might not get to soon,” Houdek explains.

He decided that it made sense to not try to fix everything from the past—old drawings, old part numbers—but instead focus on new product numbers, new drawings, better documentation, better item descriptions, and better vendor lists.

“I guess you could say that I drew a line in the sand. I purposely divided our work into current production—a project in itself—with a line that defines our actions for the next generation of product and beyond. We’ve agreed to clean up our start-up hangover and work with a process that makes sense for us and guarantees us good execution, predictability, and quality,” says Houdek.

“I hope that we’ll have a bigger team to establish and create the new stuff—but I’m not going to stop our next build. If I have a master list and a plan with a line in the sand, that gets us closer. As long as no showstoppers exist—cost, quality of our product, or the user experience—then the boat keeps going.”

**Executing to a Vision** Houdek sees Zuvo Water in the position of gaining real momentum, where the reduction of drinking bottled water is something that they can leverage in the marketplace.

**Table 9.3 Execution Snapshot: Phil Houdek**

Personal Strengths	Intense, friendly Humor Flexible, adaptable Innovative
Professional/Career Differentiators	Reinvents on the fly—real-time problem solving and implementation Customer oriented, skilled at reading between the user experience lines Technologist and collaborator

“I see a backlash happening with bottled water—with people still wanting good water but not wanting to consume plastic bottles. Another real concern to consumers is the strain on U.S. municipal structures, on water pipes, which may drive more people to Zuvo Water as insurance for the quality of water that they drink,” he says.

Coming to work every day provides Phil with another opportunity to build a great company. “It’s mine to win or lose. The team is awesome, and it feels like we’re poised to do something really great. This is energizing!

“We’re not a nameless, faceless product on the shelf. We have applied Silicon Valley product, process, and talent to the water industry—the same thing that Apple and TiVo do with electronic devices.

“No one is doing that today.”

Table 9.3 provides a snapshot of Phil Houdek’s success factors as an expert in real-time design and implementation.

### **Zuvo Water: Joseph Taylor, Regional Sales Manager, Betty Kinney, Regional Sales Manager**

The sales team provides so much of the backbone for a company. It is no different for Zuvo Water, even though the backbone today is made up of just two sales professionals.

Joe Taylor and Betty Kinney joined the Zuvo team just two months apart in 2009—Betty based in Georgia and Joe in New England—both taking a leap of faith with the new start-up.

“The biggest leap of faith for me in my professional life was leaving a full-time job with benefits!” Taylor says. “Here I am joining a

start-up company with a new product that few people know about and deciding to take this risk anyway—even in this difficult economic time—what do I have to lose? I just decided to go with it, something for the long-haul opportunity.”

Kinney says that her biggest leap is the job she has now. “The majority of my experience is with Fortune 500 companies. This is a different environment with a new company and new technology; it’s about 90 percent different from what I’ve done in the past,” she says. “I’m dealing with consumers and customers on a different level. I have so much ownership, but I’m also part of a team that will make a difference in the long run.”

Sales professionals exude a different energy when they get excited about the product or service they represent—something that sustains them throughout the times when they hear the word *no* (although for most sales professionals this is when the fun begins).

For Kinney, it’s working with a patented process that no one else is selling and being able to educate people about her own excitement regarding the product. Taylor looks forward to comparing Zuvo Water to what’s out there in the marketplace—the ease of using it and, if available, having people taste the results.

“The buyers are looking at the price before they make the decision, but if you can get people to taste the product and get them excited about the product, it makes it easier to sell to the customer,” Taylor says.

“I look forward to the new challenges and what’s going to happen each day, opening the lines of communication with our distributors and engaging in the conversation of our product—filtered water.”

### ***One Success Story at a Time***

Opportunities present themselves when we’re open to the possibilities that they’ll happen. For both Betty and Joe, their days begin expecting more doors to open than brick walls blocking their ways.

“What I really enjoy is being able to leverage the relationships in a start-up with a lot of moving parts and the challenges of moving from the old brand—Vortex—to the new,” he says. “I want to have that discussion with customers, convincing them that the new product is better. I’ve been able to convince 95 percent of these folks to



move to the new design, even though it means buying a whole new system. They get it—the innovative design and ease of use and what a better product it produces, great-tasting water.”

Kinney recalls a story from two weeks after joining Zuvo Water, when she called on a distributor and was told they didn’t focus on water filtration.

“But because of the long-term business relationship I had with the company, they invited me to deliver a product presentation—and they got so pumped about the technology that they asked me to set up a local demo and I brought in our entire product line up. Our water tasted great, and our product had the cool factor—the unit lit up!” she says.

Both Kinney and Taylor have noticed that potential customers are using social media and their connections to help them make complex decisions—people don’t want to wade through a bunch of product information.

“Decisions are tougher to make with new technologies if customers can’t find information about the product, about the company, and about you. Distributors want to know that we’re going to be around for a while. But all customers want to be informed, not sold,” says Joe.

Personal values of consumers should make the entry point easier as people learn more about Zuvo Water—a product that ‘gets it’ by addressing buyers’ concerns for the environment, their personal health, and sustainability—decision drivers on multiple levels.

“Whatever objection is there, you need to overcome it. If someone says it’s the cost, maybe it’s really about them not wanting our product sitting on their counter. So I share our under-the-counter choice with them,” says Taylor.

“If someone just spent \$100,000 on remodeling their kitchen, and they discover that ‘Oh, you mean I have to drill a hole in the countertop?’ Instead, I ask them how many times they use the soap dispenser on their sink, and they tell me ‘Never,’ well, now they have a spot for it,” he says.

“Unfortunately, it’s a bit tougher when we come in after the fact,” says Joe.

That should change with Hansgrohe AG and Zuvo Water as partners in the design of world-class faucets exclusively made to work with Zuvo’s system.

“Customers will now have everything to match,” he says.

### *It's All about Relationships*

Great salespeople always have more than just connections; they also have great relationships. Betty and Joe see their ability to do this and retain their relationships over time as a key aspect of their continued success as sales professionals.

“It *is* about building relationships,” says Joe. “I’ve worked in retail, and I’ve built such great relationships that people still return to the store asking for me. My customers trusted me, and I was credible.

“I consider my communication skills as a critical element and always keeping the lines of communication open with them. I also pride myself on my product knowledge. When I started at Zuvo Water, I learned everything I could about the product—its features and benefits—so that I could become the expert in the eyes of the end user or distributor,” he says.

“Yes, so much is my relationship building and communication skills—I’m a marketing and sales professional—these are the two areas that have served me well over the years in whatever position I’ve held,” says Betty.

“My long-term relationships: I can revisit and return to former customers because I’m trusted and credible. These are foundational skills. I listen to consumers, and I don’t sell to them. I’m genuinely curious about the questions they’re asking. Who doesn’t want good, clean, healthy water? But it is a bit more challenging when it’s a new product,” she adds.

“The most important thing of the sale is what you do after the sale,” says Taylor, “whether this means training their call center, training their salespeople like we did with Costco—anything that will make the product successful.

“If I’m calling on a distributor, I find out, what are their expectations? It’s easier to deliver on something when you know what they expect—does she want me to call them every week, two weeks, or what? I put these dates right on my calendar,” Joe adds.

“Most people want to do the right thing, but they don’t always know what the right thing is and what they can do to take the first steps,” Kinney says.

“This bright woman and I were talking about water. She had bottled water and I brought my Zuvo Water container. I helped educate her about the differences between the two. She told me,

**Table 9.4 Transition and Training Snapshot: Betty Kinney and Joseph Taylor**

	Betty Kinney	Joseph Taylor
Personal Strengths	Friendly, approachable Communicator—listens on multiple levels Passionate about personal values—sharing actionable information to create positive change	Focused, friendly Communicator—connects quickly Humor Passion for changing the world—one small piece at a time
Professional/Career Differentiators	Responsible risktaker Relationship builder and connector of people Storyteller and educator	Responsible risktaker Relationship builder and connector of people Values-based sales

‘I don’t know if I should feel great after talking with you or feel depressed,’ but then decided to get rid of her plastic bottles—she thought that recycling her bottles was enough,” Betty says.

“I believe our product can help in so many areas; good, clean, and healthy water in a responsible way is helping my children and my children’s children. This feels very different—it feels more personal.”

Table 9.4 provides a snapshot of Joe Taylor’s and Betty Kinney’s success factors as sales professionals in a reinvented world.

## The Takeaway

See Table 9.5 for the key takeaways for this chapter by element and by guide.

## Coming Up Next

The element of networking and collaboration explores how companies can differentiate their business through a variety of ways by leveraging the connectability quotient of their workforce.

**Table 9.5 Transition and Training Chapter Takeaways**

	Phyllis Stewart Pires	Gayle Uchida	Phil Houdek	Betty Kinney Joe Taylor
Negotiate and establish early boundaries		Continue to define and redefine your priorities	Flexibility and the ability to adapt fast is key to success in business	Build relationships that matter to you for the long haul
Learn how to gain trust in a variety of situations	Open your eyes to what's around you; people can have sight but lack vision		Listen to your customers in as many ways as you can	Open the lines of communication with your customers
Leadership is about getting people to follow you—remember to look over your shoulder to see what's happening	Leverage your existing relationships to widen your influence and expand your networks		Beware of the start-up hangover: the immediate gratification model when you defer tasks that can bite you in the backside later	Opportunities present themselves when you're open to the possibilities that they'll happen
At the end of the day people believe what they see	Each time shifts happen recognize it as an opportunity to go off and do something else—a time to explore something new, a time to blaze a new path for yourself		Recognize what process rigor means to your business and keep that as an end goal but with built-in flexibility along the way	Sustaining great relationships is about building trust and credibility and having excellent communication skills

Thoughtful question asking and listening are underappreciated skills	Discover new ways to repurpose and repack your past experience into transferable expertise for new markets and situations	Keep things simple—don't try to overcomplicate things that are straightforward in nature	Engage customers in a conversation about their needs—today and as far into the future as they can imagine
Organizations get into trouble when they begin thinking of things in rigid boxes—rigid definitions and silos—and look to fit their reality into too narrow of a band	Today's youth will have a different aging experience from past generations—it's critical to develop the skills you'll need to survive and thrive in the future and to grow old successfully		

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# CHAPTER 10

## Element #9: Networking and Collaboration



**I**n the new world of business, organizational leaders design, build, and sustain relationship ecosystems that extend their influence beyond four walls, real or virtual, engaging and connecting in new and varied ways and inspiring others to do the same. Individuals will use traditional and digital media to network and collaborate for managing a new reality. These innovative and industrious collaborators offer powerful ways for networking and connecting with others.

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### **EMC: Sheryl Chamberlain, Senior Director, Central Partner Engineering, EMC Solutions Group**

Sheryl Chamberlain refers to her role within EMC as a hub-and-spokes person.

The role of intersecting point person responsible for managing a myriad of moving parts that lie in the center of EMC's journey to the cloud requires an on-point performance by Chamberlain, who serves as the pulse point for this complex ecosystem of product portfolio managers, partners, and their leaders.

Taking the leadership role of managing EMC's technology relationships with partners such as VMware, Cisco, and VCE requires new ways of listening and collaborating with them.

“It’s about the vision of *their* road map and the direction that they’re trying to take,” Chamberlain says. “My role is to ensure that EMC is aligned with their visions, so I’m always looking for the points of intersection between us—two-way, three-way, or four-way—and then moving them forward with EMC and our alliances.”

### ***Connecting the Dots***

Chamberlain’s background in business operations prepared her for working with a cross-section of technologists inside and outside the company.

The former owner of a business reengineering consultancy, Chamberlain refined her blueprint for seeing things from a different perspective during her years in the financial industry as public auditor with Deloitte Touche, internal auditor with Norton Simon Inc. and as a controller in the construction industry.

“I think of business as constructing a building—it’s a phased approach. First, you have the architect with the vision who brings in contractors to execute against this vision and ensure that the building is stable. You can’t do this without partners; otherwise, it’s just a framework when, in fact, you’re really building a big community,” she says.

Grabbing a nearby table napkin to help explain how things are connected, she uses EMC’s newest acquisition of Greenplum and its big data environment as an example of collaborating in front of the curve, ensuring that Greenplum aligns with and integrates their applications with business partners.

“As a businessperson, I’m constantly looking for holes in the strategy and how to bring it all together, not just from an engineering perspective but in everything I do, whether it’s an innovation program, a women’s leadership forum, or a business technology event,” she says.

“Sometimes all I’m doing is taking something apart that others own and uniting them in new ways.”

Continuously building on this foundation of technology and alliances, Chamberlain’s networking and collaboration radar, always in motion, covers a wide path of partnership territory as she navigates for and discovers new pieces that need to be integrated.

“Technology is the heart of the company, but it’s the technology alliances that will be the center of EMC’s future,” she says.



### ***Extreme Collaboration***

Designing, building, and sustaining relationships and the interconnected bridges needed in the new world of business require leaders and professionals to think bigger and take bolder actions than what they've done in the past, although bolder does not always mean the loudest person in the room.

"I needed to find a way of building a collaborative relationship with VMware, an independent subsidiary of EMC. Otherwise, we risked creating a strained relationship between the companies," Chamberlain says.

Chamberlain introduced VMware to the EMC quarterly business review (QBR) concept, which helped drive more focused interactions between the two separately run companies.

"The QBR's focus on the powerful common denominators between our two organizations ensure that leaders from both companies come together and work on a limited number of strategic initiatives instead of a collection of individual work streams," says Chamberlain.

**Day in the Life of an Extreme Collaborator** Chamberlain is a force—a moving one that is always on, always connecting, networking, and collaborating across a wide spectrum of people—business, community, and social—in an effort to keep the wheels oiled and in good working condition.

She is the founding president of EMC's West Coast Women's Leadership Forum, on the board for the Association for Corporate Growth Silicon Valley, on the board of advisors for Watermark (premiere executive women's organization) and received a YWCA Tribute to Women and Industry Award (TWIN) in 2008.

A calendar that would make many assistants want to pull their hair out, if not quite a typical week, does provide a glimpse into an extreme collaborator's life.

- Leads the kickoff of EMC's West Coast Women's Leadership Program (WCWLF), where close to 200 people—executives and leaders inside and outside of EMC—gather at the company's Silicon Valley site for an inspired event.
- Leads an intense, hands-on QBR before heading to the airport to catch a flight to Arizona.

- Receives an award by the Valley of the Sun Construction Financial Management Association (CFMA) in recognition for becoming the first female president of CFMA, which ushered the way for other women (more than 50 percent of their presidents over the last 25 years have been women).

When Chamberlain looks in the mirror, she doesn't simply see a female, a message shared by her father, who told her: "Think about who you are and not what you look like, think about what you offer and not what you get."

"This is part of my foundation and my upbringing," she says proudly.

### *Navigating a Legacy*

As an extreme collaborator, Chamberlain is an integral part of EMC's intrapreneurship model that keeps the company's internal innovation engine running at full throttle.

"Entrepreneurs are driven by the company's vision and not necessarily by the money. You could offer me a lot more money to go somewhere else, but I would never leave EMC because I'm already fulfilled, I'm already here and EMC is my family," she says.

"EMC respects the entrepreneur in me and allows me to blossom. The company keeps expanding my role by offering me opportunities both inside the company and within the greater community. Why start over by going somewhere else for no reason? It's really an amazing culture that supports thought leadership, innovation and execution. Working for EMC I don't lose my identity. I can be an individual as well as a part of a team."

The team includes industry veteran Pat Gelsinger, president and COO of EMC Information Infrastructure Products and Executive Office of the Chairman, who joined the company in 2009 after a 30-year career with semiconductor and manufacturing powerhouse Intel Corporation.

Gelsinger brings with him Intel's culture of constructive confrontation to a company that recognizes its tendency to be hierarchical at times and sees this as an opportunity to disrupt the status quo and infuse the EMC way with new ways of operating the business.

“Pat and I study the room together, and afterwards we compare notes. Since I’m around the partners a lot, he respects my knowledge, insight, and expertise in this area,” says Chamberlain.

Both comfortable in the limelight and willing to acknowledge others for their contributions, Chamberlain attributes much of her career success to the network of people who over the years have invested their time, their energy, and their insights with her: formal and informal mentors, community leaders, family, friends, and virtual connections.

These people include EVP Frank Hauck, an 18-year veteran of EMC and her mentor for the past four years, who elicits a grateful note of praise from Chamberlain as the “heart of the organization” for his mentoring stamina, focus on women’s leadership, and his reach across the company.

“Frank had the foresight to put me in this role after I wrote him a personal note of thanks following his presentation at EMC’s sales kickoff. He was looking for a new alliance leader to take on the VMware partnership—I timed it just right,” she says.

Another key EMC mentor is Dan Campbell, SVP Sales Backup and Recovery Software Business Unit. Chamberlain and Campbell share a passion for giving back to the community while building a framework to showcase organizational leadership. Committed to women’s leadership, Dan mentors women around the world and invested the resources to establish a formal West Coast Community Program.

“Internal mentors like Dan and Frank guide you and are there to celebrate and support shared successes,” says Chamberlain.

An early external mentor of Chamberlain’s, Linda Alepin, Founding Director Global Women’s Leadership Network (GWLN) was instrumental in the start-up and ultimate success of EMC’s West Coast Women’s Leadership Forum (WCWLF) and is someone whose influence continues to serve as a model for Chamberlain.

“I met with Linda and she shared her vision of corporate citizenship and the opportunity to participate in GLWN’s woman leaders for the world program (WLW),” Chamberlain says. “She made that vision happen and inspired and supported me to do the same with WCWLF!”

Starting the West Coast Women’s Leadership Forum gave her access to newly acquired EMC West Coast companies, where she was able to differentiate herself as a leader while supporting the West Coast constituency.

“Although this constituency didn’t feel they needed a women’s program, they did want to learn more about the new parent company, while developing their leadership and innovation skills,” she says. “Therefore I modeled the WCWLF on the founding premise of leadership and innovation and went on to build partnerships with Bay Area women’s organizations, universities and not for profits.

“This further established EMC’s West Coast presence while fulfilling my vision to make EMC as the Center of Excellence for women’s leadership.

“I was invited to speak at corporate headquarters, along with four other EMC Women’s Leadership Forum presidents,” says Chamberlain.

She considered it good luck upon boarding her plane to Boston that both the pilot and copilot were women. “I had the wind at my back,” she says, laughing.

“So, I make my 10-minute pitch to the executive team about how I wanted to make EMC the center of women’s leadership, and Jack Mollen, EMC EVP Human Resources asks ‘What do you need from us to support your vision?’

“I want the authority to make decisions for my constituency. I’m not part of a greater women’s program; we operate as chapters, and together we create an organization—and that I want to own my budget—and I got it!” she says.

She considered it an opportunity of a lifetime that provided her with a showcase for sharing her skills.

“The execs needed to know who I was and what I could do. You don’t have power unless you’re recognized.”

### ***The Next Frontier***

Chamberlain recounts a special story of her nephew, Chris Belfoure, who graduated from the University of West Virginia. Fluent in Mandarin, she introduced him to a job opportunity at EMC working in Shanghai at the Center of Excellence (COE) as an English teacher. Loved and respected by his students, Chris not only taught them the language, but through stories taught them American culture.

Over the Thanksgiving holiday in 2010 Sheryl visited her nephew and, together, they put on a program, Mentors in Your Life. “To my joy and amazement, Chris kicked off the event noting that I was his mentor,” she says.

A touching moment for her, she recalls being on stage with Chris, weaving their stories together and sharing life experiences while teaching the importance of mentorship.

Mentorship is tied to Chamberlain's long-term vision of helping people not feel "stuck in their day job." She is now working alongside others in the company to take EMC to the next level by showcasing the talent inside the company.

"We may love what we're doing, but we can get stale at what we're doing. Being part of something bigger doesn't mean you have to change careers—you could decide to participate in one of our programs!" she says.

She and other company leaders are setting up programs to highlight and promote women in business within their broader global communities.

"We'll start with women and then move to men. We're looking to profile a broad range of women from every part of their journey so that everyone is inspired to create their own futures," she says.

Chamberlain expects this will truly alter the company—the pebble in the pond effect—and help people rejuvenate their careers and their lives.

"It's not about me anymore. I want to help people see the next place where they'll be at EMC—you might be doing this today, but here's what you can do tomorrow. I want to help bridge these two elements."

See Table 10.1 for a snapshot of Sheryl Chamberlain's success factors as an extreme collaborator and networker.

**Table 10.1 Networking and Collaboration Snapshot: Sheryl Chamberlain**

Personal Strengths	Outgoing, friendly Networking savvy Connector of ideas and people Humor
Professional/Career Differentiators	Knows how to get out of her own way to reinvent the business and her career Connects the dots for a complex ecosystem Blueprint: strategic connections and operational get-it-done approach (killer combo)

## Synopsys: Karen Bartleson, Senior Director, Community Marketing

Karen Bartleson wrote the book on standards—literally. Her *The Ten Commandments for Effective Standards: Practical Insights for Creating Technical Standards* is considered required reading by standards enthusiasts.

From the outside, it seems quite the leap from the world of standards to community marketing—or is it?

People who know Bartleson tell you that this fearless, passionate leader doesn't take leaps but uses stepping-stones that take her from place to place in a series of what may not always seem like connected points.

But Bartleson says that she *has* taken leaps of faith in her career and that these leaps helped her learn how to trust her instincts.

"I quit a good job in a stable office environment to become one of the first remote employees at a new company. I had so much to figure out since remote offices were a very new thing," she recalls. "I did learn four important things from this experience":

1. **E-mail:** "I learned that e-mail is a terrible vehicle for communicating tone of voice and subtlety of meaning. There's nothing like a phone call or a face-to-face discussion for important or sensitive subjects."
2. **Increase your visibility:** "I also learned that remote employees have to be readily accessible and make noticeable contributions so there's no doubt that they are valuable to their company."
3. **Discipline:** "I learned discipline in using my work time and personal time."
4. **Curiosity:** "The experience also taught me about allowing my curiosity to become a big part of who I am and what I wanted to do in my life."

"I *do* get excited about coming to work at Synopsys every day, and I've been here for 15 years!" she says, laughing.

"I'm curious about what new thing is coming along, what surprises does the future hold, and how can we change the world to make it better. Now that I've hired three new college grads, I'm excited about mentoring and bringing the next generation of employees into the field," she says in her signature, upbeat voice.

“And I get to spend all my time in my areas of expertise—standards, technical education, digital marketing, building communities, and taking risks as a leader—and I get paid to do it.”

She doesn’t discount the setbacks in her career that she believes changed her life for the better.

“I had this opportunity to be fast-tracked into executive management at a major electronics corporation, but my family wasn’t willing to relocate, so I had to pass. As fate would have it, I ended up joining Synopsys and have had many incredible opportunities for contributing and gaining visibility,” Bartleson says.

But setbacks aside, she considers one of her greatest success stories is how far she’s come in her career.

“I’ve learned so much and, hopefully, I have given back an order of magnitude in contributions to my industry and coworkers. I’ve never compromised my morals for the sake of accomplishing anything in my work,” she says proudly.

### ***Career Building Blocks***

Bartleson’s career has evolved over time, but the convergence of technology, marketing, and social media led to new opportunities for adding new skills to her career toolbox.

“I started out as an engineer at Texas Instruments and came to Synopsys as a standards program manager,” Bartleson says. “It was an awful job at first because everyone thought I was only helping the competition, so I decided to focus on building community through influence and presenting facts. I followed principles from Stephen R. Covey’s *The Seven Habits of Highly Effective People*.”

Using her existing building blocks—gaining trust and building credibility, collaborating across borders, influencing and understanding customer needs as a positive return on investment—she now added community engagement to the mix.

**New Media Transformation** A few years back, Karen accepted her manager’s challenge to lead Synopsys in its new media marketing transformation, something that is proving to be a game changer for the company.

“Synopsys has taken a different approach to reach our geek customers, something that we refer to as geek-to-geek (G2G) Communications. We’re figuring this out on our own in an effort to connect with our geeks—at Synopsys we’re also geeks,” she says, laughing.

“Our goal is to connect the geeks of our customers with the geeks at Synopsys—which is where the geek-to-geek comes from.”

How does Bartleson define *geeks*? She sees geeks as imaginative truth seekers who recognize and respect skill in other people—especially technical skill—and who really don’t care about mainstream social acceptance.

“Geeks don’t look to fit in because they’re passionate about their skills and enthusiastic about their field,” she says.

“Our research indicates that geeks prefer return on investment features in our products, such as will it get my chips out the door faster?—and it’s definitely not about traditional marketing messages to them,” Bartleson says.

When her team asked 2,000 geeks how comfortable would they be in talking about their projects in an online forum, they were pleasantly surprised to discover that geeks were ready to engage with one another in online communities.

**New Media Tips** Bartleson’s repertoire of transferable skills that now includes digital media allows her to use new media to connect with customers and communities in innovative ways. She offers some tips for those still sitting on the fence about whether to make the transition to building communities in the world of new media:

- Listen to what others are saying.
- Talk, but don’t start talking before you listen.
- Engage, but don’t market.
- Lead without being in charge; you don’t have control over your message as a company and what people are saying about you, but if you’re not paying attention, you’re missing out on engaging with them.
- Lead with humility; retweet and mention others on your blogs if they’re doing interesting things and writing articles and blogs that you enjoy.
- Integrity: Be transparent and write from who you are.
- Stick to your expertise when blogging but include things like humor that make you human.
- Community: Build consensus with people who agree with you and people who don’t agree—create healthy discussion.



- Think creatively and dare to do something different.
- Be patient; reach out to people and stay focused on your vision.

**Raising the Digital Bar** Bartleson helped Synopsys raise the digital media bar during the 2009 Design Automation Conference (DAC) at San Francisco’s Moscone Center.

Designing what would soon become the talk of the conference (and the Web) was the Synopsys 14-foot Twitter Tower, where attendees tweeted and read one another’s posts in real time.

Once again, Karen’s team raised the bar in 2010 with the launch of the Synopsys brand radio show and podcast—Conversation Central—a series of live and recorded interviews with industry experts that introduced a new channel for the company and proved to be an immediate success with G2G listeners and nongeeks alike.

These 30-minute talks with technologists, business leaders, and journalists also meant “post event positive residue” for the company, with bloggers writing about the conversations and people talking and tweeting about them. Conversation Central lives on as a popular, once-a-month event.

Today, the company also has a video channel on YouTube, a Facebook fan page, and a university discussion forum for students who need help with their homework.

**Raising the Mentoring Bar** Bartleson continues to play a role in helping Synopsys employees leverage digital media as part of their personal brand.

“I let them know about the positive side effects of corporate blogging. Godwin Maben’s *Magic Blue Smoke* blog is a great example of a Synopsys blogger, an engineering insider who has put himself out there and has become known as the expert in low-power design. It’s given him brand visibility and benefits Synopsys as well,” says Bartleson.

“Unfortunately, there are still individuals who don’t get it. The world has changed. The next generation coming out of university will put us out to pasture if we don’t change,” she says.

“I might never become a VP or a GM, but it doesn’t matter because my visibility and influence have gotten me to a place where a title might not have taken me.”

See Table 10.2 for a snapshot of Karen Bartleson’s success factors as a standards guru and extreme collaborator.

**Table 10.2 Networking and Collaboration Snapshot: Karen Bartleson**

Personal Strengths	Friendly, approachable Humor Collaborative Tenacious Engineering education
Professional/Career Differentiators	Network savvy—traditional, virtual, and social Shares the wealth—credits the contributions of others Connector of people and innovative ideas Plays to her strengths and surrounds herself with the expertise of others Passion for innovation and embracing change

### **F Gordon Group: Francine Gordon, Ph.D., CEO**

Francine Gordon knows a few things about connections: people, creativity, and the germs of ideas that you didn't even know you had but at some point thought about when you were four years old.

With an evolving skill set sharing curiosity as a common denominator, Gordon's career and subsequent business remain focused on creativity and innovation.

"Innovation is creativity that is implemented to create value—it could be money, time, or social good—that makes work easier, work that's more fulfilling in a different way," says Gordon.

"You could quantify social good, for example, as how many people you have helped. Grameen Bank is an example of this, and Kiva has added the dimension of getting people involved in helping others. Both offer innovation in a different way," she says.

"Everyone has a different definition of innovation," she says, laughing. "I have a friend who only tracks disruptive innovation, and anything else is a modification. Personally, I also look at sustaining innovation."

Innovation sounds easy enough, so why do so many businesses struggle with innovative thinking and implementing their own innovations—delaying action until a competitor swoops in and scoops their ideas and inventions and process innovations right from under their noses?

"Companies get stuck in their own success. When I worked at Tandem (before it became Compaq which then became HP), management believed in cannibalizing their own business before

someone else did. It was different when I worked at Ungerman-Bass. Even when it was going downhill, top management refused to change anything, saying, ‘But this is how we built our business,’ even as the market for that business was radically changing,” Gordon recalls.

“Companies that are good at what they do today need to recognize and embrace *change*. You either disrupt yourself, or someone else will disrupt it for you,” she says.

In a changing world, it’s often the fear of change and dealing with failure that takes precedence, even when companies say their employees are the most important.

“Employers encourage risktaking, but their practices, what they do, discourages it.”

### ***Continuous Innovation***

“Here in Silicon Valley, people don’t think they need to learn anything new—we live in an atmosphere where we *know* that we’re different, which doesn’t preclude the fact that someone may know something that we don’t know!” Gordon says, laughing.

“I work outside the country—in Japan—where this is different. They are eager to learn more about innovation. We’re the elite here [in SV], and we know it. We don’t even think that other states in the United States can replicate what we have here, let alone other countries.”

Overconfidence can lead to arrogance that can lead to a sense of entitlement if taken to the extreme, something that Gordon sees could hurt Silicon Valley—and California—coming out of the Great Recession.

“In general, the United States has a short-term mentality; we’re still not thinking long-term. People want and expect a short-term fix, even for our country’s big problems, and it just doesn’t happen this fast,” says Gordon.

### ***Talent: A Shifting Resource***

The shifting pool of talent as baby boomers leave their employers and later generations have more influence will inevitably change the employer landscape.

What makes Boomers different is that many are not expected to retire as much as reinvent their twilight years, something not lost on employers looking to network and collaborate with this seasoned

group of professionals. Instead of preparing for retirement, many appear to be in stealth mode, using this time to close the holes in their skill sets—redefining, redesigning, and repackaging career strategies for doing business in a reinvented world.

“When the economy picks up, companies could fail when their best people bail,” Gordon says.

Gordon believes that the squeeze on productivity during this recession hurt innovation; workers were discouraged from doing anything other than keeping their heads down—focused on blades of grass and not even the leaves of trees—and only productivity has been measured and rewarded.

“People will stay in a crummy job when the economy is bad, but that can change quickly if we come out of the recession faster than analysts predict or employers may want,” she says.

### *Innovating across the Board*

Francine Gordon’s open-ended curiosity has led to changes in her own business, where today the F Gordon Group is a blend of her two passions:

1. Helping companies become more innovative by improving the people dynamics—culture, leadership, and teamwork.
2. Advancing and supporting women, something she started at Stanford’s business school some years ago and now explores through her Womennovation site.

“In terms of preparation, I’ve done a lot of different things in my career—every profession has its own body of knowledge and lingo—but having this experience has been useful. I can be cross-functional within myself!” Gordon says.

Francine Gordon spent five-plus years as a manager with the Boston Consulting Group, working with large international corporations in diverse industries; prior to that, she was director of HR at UB Networks, manager of recruiting at Tandem Computers, general manager of a professional repertory theatre, and on the faculty of Stanford Graduate School of Business. She graduated from Vassar College and has an MA and PhD in organizational behavior from Yale University and is a certified integral coach trained at New Ventures West.

Three differentiating skill sets stand out for Francine during her career journey thus far:

1. **Connections with people:** Usually helping other people, she learned how to get along with a broad range of people.
2. **Problem solving in different ways:** Operating a repertory theatre was more operational; with Ungerman-Bass, it was how to improve processes and how to sell ideas.
3. **Helping people manage complexity:** People still have a tendency to do it all themselves, sometimes not knowing how to ask for help.

### *Innovation: The Next Generation*

Gordon, who co-organizes TEDxBayArea—women event—and chairs the SVForum Tech Women, likes to keep a pulse on how things are changing in Silicon Valley.

“Two of the TEDxBayArea TEDWomen, who themselves came out of the Women 2.0 Hack-a-thon, had a personal connection to someone in India. One woman had done an energy project in India, and, while bicycling along, she met these two independent craftswomen. She now had this personal connection of *I’ve been there, I’ve seen it, I know how we can make a difference.*”

“It’s a very different world now. This wouldn’t have happened 20 years ago, and it’s impacting how younger people are innovating today.”

These digital natives will bring different expectations to their employers in the coming decade, something that big business may not be prepared for and could result in talent disruptions across multiple industries.

“One of the more interesting things I’m seeing is how millennials won’t do a job that they don’t want to do; they figure that they can just go live with their parents and wait this out,” says Gordon.

What happens when a generation (millennials) never learns to deal with failure? How will this transfer to the workplace, and how will employers handle this when the new world of business requires just the opposite: complex decision making and the ability to take risks, manage setbacks, and rebound from them with new learning?

“Youth from other countries who have had a tougher life and had to work harder to overcome diversity and not always hearing about how great they are may be better positioned to compete in future,” she says.

**Learning for a New Reality** Gordon is concerned that younger professionals may not be getting opportunities to build the body of knowledge they will need for the new world of business.

“The world is changing at such a rapid rate that it will become a necessity for younger professionals to be constantly moving into new professions and careers, learning new things, or they will really get stuck. We won’t see 20-year veterans in companies,” she says. “Degrees in fields like engineering, where schools push a very structured curriculum very early on, may not be offering the breadth of knowledge professionals will need. There’s value in exposure to different disciplines.”

Reinventing in front of the curve will become more critical for professionals in building and designing a career strategy, lest they get left behind. Learning how to develop and hone one’s instincts while proactively paying attention to the market, workplace surroundings, and organizational dynamics *before* you need to do so requires a different set of skills than what structured curriculums offer.

“Students should be encouraged to take classes out of curiosity. Otherwise, we may be limiting their thinking and bucketing our youth. Majoring in finance because that’s where the jobs are and not liberal arts because jobs can’t be found could hurt their success in business and the workplace over time. Making decisions in complex environments requires a broad body of knowledge and skills such as collaboration and research,” Gordon adds.

“I’m curious about the type of learners and future professionals that we’re growing. Will they build a body of knowledge for the new workplace?”

See Table 10.3 for a snapshot of Francine Gordon’s success factors as an extreme connector of ideas and the art of curiosity.

**Table 10.3 Networking and Collaboration Snapshot: Dr. Francine Gordon**

Personal Strengths	Friendly, approachable Problem solver, implementer Humor Mentor
Professional/Career Differentiators	Program developer and event organizer Develops extreme connections between people Collaborates with others to innovate on another level

**Table 10.4 Networking and Collaboration Chapter Takeaways**

Sheryl Chamberlain	Karen Bartleson	Francine Gordon
Think of business as constructing a building—it's a phased approach	Listen to your customers: what they want and what they need	Curiosity is a common denominator that can be used in connecting people
Continuously look for holes in the strategy and how to bring it all together	Come up with innovative solutions that wow people	Innovation is creativity that is implemented to create value
Focus on the powerful common denominators within your relationship ecosystem that will serve as your interconnecting points for people, new ideas, and innovation	Recommend using your own personal name in digital marketing instead of a company name; it's your brand, and you can take it with you	Companies that are good at what they do today need to recognize that things change; you either disrupt yourself or someone else will disrupt it for you
Think about who you are and not what you look like; think about what you offer and not what you get	Never forget the social in social media, but don't forget that traditional media is still a viable option—digital is just a new dimension	Don't get stuck in your own success
Get inspired to create your own future	Influence, persuasion, and negotiations are powerful aspects that you can bring to your career	Keep learning and stay curious for life
	Collaboration is essential to success in this world	Connect with people in new ways—always explore how you might be able to do this differently
	Execution is another important aspect that builds trust, tells a good story, and brings you credibility	

## **The Takeaway**

See Table 10.4 for the key takeaways for this chapter by element and by guide.

## ***Coming Up Next***

In Chapter 11, we explore the last of the 10 essential elements, execution, and the creative ways that leaders deliver results—deploying innovative products and services and reinvigorating sustaining operations—for a reinvented world.



# CHAPTER 11

## Element #10: Execution



**D**elivery, deployment, implementation, or execution—it all comes down to one thing: credibly getting the job done. Whether this means launching a new product, sustaining a process, completing a project, or ending a product’s lifecycle, in the new world of business, it’s about showing up like you mean it and making positive contributions along the way. In this chapter, six experts from various industries and across different business structures demonstrate how they get the job done.

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### Zuvo Water: Margaret Diesel, VP Finance

Margaret Diesel does not fit the image of a typical public accountant. In fact, she doesn’t fit the mold of most finance people.

“We’re mostly linear people—what most people are looking for in an accounting finance person—but that’s what turns me off in big companies. I don’t want the predictable job; I don’t want to know what I’m going to be doing this week, this month, this year,” Diesel says.

“Accounting by its nature is a predictable and boring role. If you can find something with more variety, it’s a lot more fun,” she says, laughing.

Zuvo Water is Diesel’s fourth start-up, each one with its own similarities and differences.

“I think having the right mind-set and the willingness to do everything—soups to nuts and everything in between—is what makes someone successful in a start-up environment,” Diesel says.

“You can generalize and divide finance people into two types: those who want to only operate at their highest level of competency or expertise and others who will do everything that needs to be done—high point to remedial tasks. It’s a mind-set and a different style of working.”

When Diesel interviews people who want to come into an accounting role for a start-up and who say, “Oh, yeah, I’m hands-on,” she says that most people *think* they’re like that, but not that many people really *are* like that.

“People have this romantic idea of a start-up. But you don’t know what you have to do until you have to do it—rolling up your sleeves could mean an operations meeting or it could mean a janitorial task,” she laughs, remembering the different hats she has worn in the past.

### ***Innovating in Real Time***

Diesel describes innovation as a strong alignment in solving customer problems or addressing a need in new ways. In the green technology industry, she looks at innovation from the finance and execution side of the house.

“I look at innovation in terms of my own responsibilities—efficiency and effective ways of doing what we need to do with limited resources,” she says.

“Can we be innovative in our approach to getting things done? Oftentimes a mismatch exists between vision and reality—we need to be of two minds here.”

She sees it as one big juggling act that as long as it doesn’t compromise the safety, security, and integrity of the company, you “just keep the boat sailing.”

“It’s a healthy reality of a start-up,” says Diesel. “A big piece of my job is to remain flexible.

“Oh, so we’re going to revamp the budget and give it a totally different twist? Absolutely! Forget that I just spent 18 hours building a business model for one business case; in a start-up, it’s key to not be tied to anything that we did yesterday,” she says, laughing.

Diesel realizes this isn’t the classic way of doing things in finance, but with a CEO who can see around corners and who is

constantly peering into the market and exploring new opportunities, one of the things that Zuvo Water can do that large companies can't do is turn on a dime.

**The Cowboy CEO** “My favorite way to find jobs is Craigslist, and the type of person who advertises on CL is someone who says, ‘Let’s see what we find.’ It was a two-line ad,” says Diesel.

In 2008, she was looking for a new opportunity after nine years with the same employer and found herself wooed by two later-stage software start-ups that matched her skill sets.

“In one of the jobs, I was replacing someone who was leaving, and they were looking to upgrade the position,” she recalls.

“But when I met Andy, although the job paid less and it was less of a sure thing, and I didn’t even know what the job description was going to be, I said, ‘Yep, that guy is kind of a cowboy. I like his style,’” Diesel says, laughing.

### ***Growth and Sustaining the Business***

In 2009, Zuvo Water’s biggest barriers were the anemic economy and getting its product into the channel.

“We’re now in the channel, so a new challenge now is to find the funding to do a huge marketing campaign. We may wind up doing more grassroots things, but the trade-off is time,” Diesel says.

What *three* things keep Diesel awake at night?

“Top of my list is resources: How are we going to do everything we need to do in the short term with limited resources (people, time, cash, etc.), and we have 10 things that need to get done, but we only have time for three—so how will we juggle everything?”

“Hmm, I never get to two or three,” she chuckles.

“Everything else is things that come up on a day-to-day basis. I’m thinking about what we’re doing today and how will it affect us in future; are we building the systems that will scale since we’re so focused on the needs of today? Am I creating processes and procedures and building systems for when the company really takes off?”

“It’s challenging to focus on the future when we have to get through this week, this month, this year, but we don’t want to put ourselves in the situation where all of sudden we hit the wall and we’re forced to revamp everything,” she says.

“That’s always nagging in the back of my mind . . . while I’m trying to sleep.”

Diesel realizes the risk for someone like her who requires variety in a role, something that will happen less frequently as the company grows and day-to-day operations continue to absorb all her time.

“Resource constraints can hold you back in a start-up environment when you must ensure that compliance types of tasks happen when they’re supposed to happen. One challenge here is to know when to say, hey, we need to make another hire,” Diesel says.

“This is hard to do because I think I can do it all myself, and I don’t ask myself *should* I be doing everything—is it time to hire an administrative person or a technical person?”

Diesel recalls the last company when it took her five years before hiring an HR resource.

“Now, I know the point where I *should* have spoken up,” she laughs.

“I was doing the accounting version of HR, which might have hurt us because we didn’t have a full-time person who could focus on HR. I learned from that experience—what *were* the red flags? Sometimes experience is the best way to learn these types of things,” says Diesel.

“It’s tough to see the forest for the trees when you’re in the position of doing everything from soup to nuts.”

### ***It’s the Vision***

One of the things that Zuvo Water team members share is their commitment to a product that they believe in and a mission of providing affordable, safe, and clean drinking water for people who live in places where this option hadn’t existed before.

“It’s providing people around the world with a great water experience. It’s a two-tiered vision—a local vision and a global vision,” says Diesel.

Margaret Diesel likes the unpredictability of the start-up environment, a team willing to change to make it better, and a VP of sales and marketing who is opening so many exciting doors for their company.

“This is what keeps me excited about coming to work. I don’t want to miss the day that everything breaks open for us.”

Table 11.1 provides a snapshot of Margaret Diesel’s success factors as an entrepreneurial leader who has redefined the role of finance.

**Table 11.1 Execution Snapshot: Margaret Diesel**

Personal Strengths	Focused, friendly Humor High energy Results oriented Adaptable and flexible
Professional/Career Differentiators	Strategic operations and ability to connect the dots Multitasking problem solver Broad experience in strategy, finance, and operations

## EMC: Heather Healy, VP and Business Unit CIO

Heather Healy has a history of getting the job done.

“All my roles at the company touched lightly or exclusively on innovation, with eight of those years delivering to a number of corporate strategic initiatives and for the CTO Office,” says Healy.

She seems to have found a good fit with EMC—a company that values the art of execution—something she considers a smart move even after 11 years.

Taking on different roles and observing and working alongside other leaders, Healy’s experience has been the hallmark of her success at the company—in the trenches experience that continues to open up interesting career opportunities for her.

“I’ve taken some risks to test myself against new challenges, and I’ve taken on new tasks and delivered to those tasks, which helped me build my credibility across the organization,” says Healy.

“Engaging actively in the innovation process has provided a natural opportunity for me to expand my network, interact with amazing talent within our company/partners/customers, and learn more about challenges we face in our company and challenges faced by our customers and partners.

“The more chances that you have to serve in different roles and different leadership roles, the more likely it is that you’ll develop the skills to lead more effectively projects of diverse complexity. You’ll likely learn the important lessons that only come from real failures, as well as successes,” she adds.

### ***Acquisitions: Making the Pie Bigger***

“Business acquisitions are a big part of our role at EMC and present a number of challenges and opportunities for our team,” says Healy.

Although the company has a structured approach to acquisitions, there is no one-size-fits-all execution model from an IT-CIO perspective, and an acquisition requires the IT team to collaborate and adapt while delivering on what can become a complex system of moving parts.

“Our team gets involved early in the planning process. We become part of a cross-functional team that manages acquisitions and that also includes HR and the sponsoring business unit. Our role is to execute a series of steps as soon as an acquisition is in play,” she says.

- Once the acquisition is announced, IT evaluates the company’s data, its infrastructure, and its systems to determine whether the company’s information assets and tools offer something better than what is already available at EMC.
- The integration of systems—mapping synergies and security—to ensure a smooth hand off of data between the acquired business and EMC.
- Healy says that employees typically have access to integrated data as part of the natural reporting structure, but more complex acquisitions require her team to learn more about the other information before making it broadly available to EMC employees.

“Nothing is cookie-cutter, and all acquisitions are different; sometimes it’s an easy acquisition, and sometimes it requires a full integration,” she says.

### ***Creating a Climate of Accountability***

Getting the job done changes as leaders transition from a do-it-yourself mentality to one that helps others learn how to deliver on a promise, a value that builds individual credibility and creates a culture of accountability.

“At the end of the day, it comes down to empowering people to deliver on their own ideas,” Healy says.

“I like to support their passion with complementary skills to the idea team and helping with resources and business planning

to mature their ideas. It's not just about me taking their ideas and running it through a process, but helping people bring their ideas to the next level," Healy says.

"Making sure group efforts are recognized and celebrated encourages others to seek input and participation from across the company which strengthens the innovation process," she adds.

"Another observation that I've had is that in virtual teams, spanning the globe, it's very important to build and maintain trust. Trust that the ideas, progress towards innovation, and support needed is well understood and can be represented clearly by all those involved. Regular engagement of team members in forums with equal footing is also important."

Healy believes the hard part is taking time to reflect on what you've learned and then sharing your learning with others. "My past experience and my willingness to share with others have increased my influence at EMC," she says.

**Surrounding a Problem** Healy describes what she considers a hallmark of EMC's culture in execution: tackling a problem that is bigger than what one person or a small team can resolve.

"EMC has a long history of tiger teams: If we have a problem, we surround it, bring in the resources, and get into a virtual room together and focus on that challenge," she says.

"If I bring that into some of the most successful innovations that I've seen in the company, it really has blended into the company's culture of tiger teams and looking at a particular problem area or new ideas," she adds.

**A New Reality** Healy sees some great opportunities for the IT industry to reinvent itself to thrive in a postrecession environment. Two of the more interesting trends she sees center around analytics and collaboration, areas that she says will require new business behaviors and skills.

**Analytics:** "Our customers and our company's business units say that businesses are being challenged in ways that they've never experienced before and cannot *predict* the way they'll be challenged tomorrow. They have a vast amount of information that is growing and no one has access to. This is a critical challenge—analyzing it and being able to draw conclusions from information.

“Businesses today need to respond and react at a pace that they’ve never seen before. As a company, we provide information solutions and that is fabulous, but I also think that a lot of *business behaviors* will need to change: analyzing the information, drawing the correct conclusions from it, and then taking the right actions. I think the M.B.A. programs of the future will need to morph in order to bring this information as a science into the M.B.A. program.

“The real crossroads of this skill set is that you’ll want someone with very strong business acumen—strong business basics—but you’ll also need to arm them with getting comfortable in working with information and then getting comfortable deriving recommendations and taking action on them very quickly.”

**Collaboration:** “Providing vast amounts of information while ensuring that the right people have access to the data is essential. Collaboration takes on a whole new meaning when you’re talking about teams of people having access to this information and perhaps spanning beyond one organization to even partners and customers.”

**Raising the Bar** Healy’s team manages the business relationship between her internal customers—the thousands of engineers who build EMC products and technologies—a customer that continues to raise the bar for the IT organization.

She says that self-sufficient users with their laptops and access to applications beyond what was available even a decade ago now expect self-service mechanisms that deliver more of what *they* need when *they* need it for them to execute to their business requirements and deliver results to *their* customers.

“Looking at it from the perspective of an IT professional reporting in to our corporate CIO, our job is to be ready and able to provide the services that this group or those individuals need in the future, something that will challenge us in three areas,” says Healy.

1. Enabling self-service for internal customers, which may not be true for all customers and all applications, but many customers that IT supports are more application aware and adept at knowing what they need and how to get it.



2. Provide customers with the right platforms and tools to enable them to get what they want without having to navigate through layers of IT processes or justifications.
3. Create controls without being controlling, creating transparency around this for business managers who pay for these resources.

“It might be a bit premature to address whether this is a trend for the industry at large, but from an IT professional perspective, that’s where we’re being driven,” Healy says.

**High-Performance Work Environments** Healy’s philosophy for motivating teams that exceed customer expectations and continuously improve the organization means helping people find connecting points—bringing together those with innovative ideas with those who can help shape and advance those ideas.

“In terms of creating connections for innovators, there are also times when we work to identify where teams may need support or guardrails or to have their grassroots efforts focused in a particular area or challenge,” says Healy. “This approach is essential to innovation within EMC and is closely aligned with our vision and culture.

“Shared efforts result in higher job performance for individuals but also a stronger accomplishment throughout the organization and for the entire team.”

She believes that relationships born around the ideation process tend to be durable. The interactions required to assist one another require a collaborative, non-ego-oriented approach, with a fluidity that sustains the relationship over time.

“Diverse perspectives enhance innovation and improve results because diverse groups see problems in different ways and usually find solutions that are faster or better,” Healy says.

“If we have organizations where everyone thinks the same way and has the same background or approach, we’re bound to stumble in the same places when looking at a problem. Diversity of thinking allows us the ability to improve upon each other’s ideas and research is showing us that innovative cultures that encourage diverse perspectives outperform and out-innovate groups of like-minded individuals.”

**Table 11.2 Execution Snapshot: Heather Healy**

Personal Strengths	Focused, friendly Humor Communication Adaptable Embraces change, entrepreneurial leader
Professional/Career Differentiators	Specialty: solving complex issues with lots of moving parts Gets the job done—solo, with teams, or as a leader Broad base of experience in the trenches Creates sense of urgency and accountability

Healy believes that future changes in workforce demographics and how workers of tomorrow will organize and operate require embracing new ways of doing business today.

“Teams will form and re-form around time-bound issues and opportunities and supporting how these teams will operate is essential to a vibrant innovative culture.

“The more that people believe they *can* influence an idea, the greater effectiveness they’ll have in advancing their ideas while advancing the ideas of others—this creates a climate of innovation.”

See Table 11.2 for a snapshot of Heather Healy’s success factors as an entrepreneurial leader who delivers results and helps others to do the same.

### **Tara Collison, Ph.D., Senior Manager, Corporate Affairs**

Tara Collison learned her true north for getting the job done upon realizing that she didn’t need to do it all herself.

A master planner and checklist perfectionist who often ran the show behind the scenes—alone in a room where she thought others just got in the way—she discovered the power of getting things done with people, who became her way to higher performance, more personal balance, and a whole lot more fun in her career.

“A lot of my own barriers have come from thinking that people are judging me. People will think what they’re going to think—we can’t control it—but we can choose to care or not care. It is something in my control to apologize or correct a situation, but if people think badly of me for some reason, well, it is what it is,” Collison says.

She no longer has the expectation of herself that she must finish everything and do it all perfectly before leaving work for the day, even if others might expect it of her.

“I now accept that it’s going to be there the next day and the next day. That’s part of the same turning point,” she says. “The more that I’m true to what I *want* to do, it creates better balance for me, and I’m able to put boundaries between my work and home life.

“I have found that during other points in my career, when I haven’t loved what I was doing, I would spend the day checking the boxes but feeling unfulfilled and stressed because I hadn’t completed all my work. I would try to squeeze it all into the evening at the expense of my family and other people. I don’t have a need now to fill the vessel because it’s already full,” says Tara.

“I’m less intense in a good way now,” she says, laughing.

### ***Reinventing without Perfection***

Reinventing in front of the curve and embracing change at the right moment requires that you show up first for yourself—what is happening *inside* of you *before* you look around to see what’s happening *around* you.

“Three years ago, I wanted a balance between work and home,” Collison says. “I really want to be a good mom and see my kids grow up, but I also wanted to have my career.”

This led Tara to take an extended vacation from work, subsequently making the decision to return to Cisco Systems in a part-time role for three months while figuring out how to balance work and her personal life better.

“Being a full-time mom was scary—it’s a variant on the perfection theme,” she says, laughing. “It’s really silly, but I was now fully responsible for all aspects of raising my three children, plus there was more complexity because they’re older. I had to guard against perfectionist tendencies—work, mom, and wife.

“I was able to find a way to do that, and now I’m doing things that excite me and that I’m passionate about, and I realize that I *could* have a balance—a balance that I’ve never had before.”

Becoming more self-aware now means paying attention to her body and how she’s feeling as clues that she’s out of balance or out of tune with herself.

“I’ve learned how to read my emotions and my body. If I can recognize when I’m doing it, I can do something about it. You have to let go of the part where you place a lot of value on what people are thinking about you,” she says.

“I don’t spend time beating myself up in trying to be perfect.”

Collison recognizes that transitions still present a challenge for her, so she usually pays more attention to her body and emotions at these times, lest sabotage creeps in. Here are a few red flags that signal to her a slide backward is imminent:

- **Not-good-enough syndrome:** “This is a variant of perfection—a deficiency mind-set. I say to myself that ‘I got the job, and I made this shift, so people must *think* that I am good enough.’”
- **Fake it until you make it:** “I really guard against this thinking because you’re probably not doing the best that you can and feeling like an impostor.”
- **Prove myself:** “This is a version of the not-good-enough syndrome. When I go into prove-myself mode, I can sabotage or derail myself. Ironically, this is also my unique strength—researching and diving into the details—but that can result in missing the bigger picture. A trigger for me: When I feel that someone is questioning what I’m saying and I interpret it as not being good enough, I laser-focus on the details as a means of overcompensating.”

She also has a cadre of people—a support system—who help her process setbacks outside her own ego, a first step that not so much provides her with a solution but serves as part of the process for moving *through* the process.

“Reinvention isn’t about perfection!”

**Sandbox Learning** Collison discovered that not needing to be perfect or to have all the answers has actually helped her achieve better outcomes when working with others.

“I’ve learned that collaborating with people who challenge me will often result in the best solutions, so I now invite all those voices into the room, virtual or real. After a few times it becomes reinforcing,” Tara says.

“Collaboration now comes so naturally for me. In the last seven years, instead of thinking I have to do everything myself, I’m more

open to collaborating with others—we actually get it done faster and better.

“I also enjoy mentoring people, asking them if they’ve considered this perspective or that perspective. It’s so easy when you put someone first, and mentoring then becomes more heart-based.”

When Collison considered her next reinvention, she wanted it to incorporate her strengths and include more of her passions.

In moving from the classic program management role to a more strategic position, Tara now uses more of her evolved skill sets and entrepreneurial spirit—channeling passions instead of allowing emotions to spill over in unfocused energy—something that helps her upward manage in positive ways.

“My new manager and I were going through our 100-day plan, and it included very tactical items on the list—bottom-up tasks that would be difficult to rally the team around—and instead I suggested that we develop our three-to-five-year strategy first,” Collison says.

Collison decided to leverage her unique skill—laser focus on the details—to help him see the bigger picture of what she knew to be true.

“I had to get him to feel it and internalize all these things that without a long-term vision wouldn’t stick. I set up a very tactical meeting with him, and we reviewed a dashboard mock-up of what all these details would look like. Then, I took him to a meeting where he got to see how a three-month strategic plan could be accomplished in three days, and it got him excited about the long-term vision. I took him from a detailed vision to a long-term vision by *feeling* and *seeing* it,” she says.

Outcome: Her boss scheduled a strategy planning session.

**The Career Strategy** Collison says she knows it’s time to reinvent her career when she begins feeling impatient with herself and others.

“It’s a gut feel—it’s a bigger than normal reaction to feeling impatient—it’s a sense that I’ve outgrown the role.

“In business, I’m the champion of the three-to-five-year vision—what do we need to do, where do we want to go in the long term. But I have to admit that I’m not as future thinking in my own career. As women we don’t do a three-to-five-year plan as much as we need to,” Collison says.

“I don’t examine my career enough from a broad vision. Last summer I started taking classes to become an astrologer after making

**Table 11.3 Execution Snapshot: Tara Collison**

Personal Strengths	Focused, friendly Humor Honest, trustworthy Credible Entrepreneurial leader
Professional/Career Differentiators	Strategic problem solver with sound operational instincts Reinvents career in front of the curve Travels light—complexities of life without emotional baggage Collaborative, high-performance outcomes, emotional maturity Teacher, leader, and mentor for the new world of business

a commitment to myself to pick something that I wanted to do—just for me. Then last fall I had a conversation with a good friend and what came out of our discussion was a renewed focus on putting together a five-year transition plan,” she says.

Thinking more broadly about her career has led Tara to consider turning a hobby that she loves into an eventual business venture.

“In the last six months I’ve received positive validation from a few people that I’ve exchanged advice with over e-mail,” Collison says.

“I’m so much happier—I’m experiencing happy stress! I have so much on my plate, but I know that I’ll get through it. My family saw this great shift in me—my husband who loves his job as an operations director for a dental implant center—we both now love what we do.”

She says that her children pick up on this energy shift as well and are learning that life is a process that we don’t do perfectly.

“If we can verbalize these shifts and transitions with our children, we’re giving them a road map for navigating life.”

See Table 11.3 for a snapshot of Tara Collison’s success factors as a leader who transitioned from checklist guru to holistic strategist.

### **EMC: Chris Claudatos, Senior Director, EMC CTO Office Research & Development, and Shawn Douglass, Senior Director, Advanced Technology Ventures**

Who would think that the first thing out of the mouths of two senior technical leaders would be a single word: *serendipitous*?

The catalyst for this serendipitous connection was Dr. Burt Kaliski in the CTO Office, who wanted to keep the momentum

going following the company's annual Innovation Conference. Chris Claudatos, a senior director in the R&D group, arrived at the innovation best practices discussion ready to pitch his team's idea.

"We were looking at the mechanics of innovation. One of the challenges in a large company is coordinating the geographic distribution and multidisciplinary aspects of ideas—ideas that change over time—and e-mail is great but it isn't enough," says Claudatos.

The missing piece was the discipline needed in gathering and storing the artifacts of these discussions—additional documents, source code, PowerPoint files, and spreadsheets—all in one place.

"EMC already has mainstream tools such as source control and EMCIONE, which is public and open to all employees, but there may be things at the ideation stage that might not be ready for broad access by the employee base," adds Claudatos. "We wanted greater control over the information and a tool that would provide all the elements of an innovation practice in one setting."

What Chris didn't know was that Shawn Douglass's team had already built this solution.

"We were working one floor down and 20 feet over, but he may as well have been in China," Douglass says, laughing.

"When Shawn told us, 'I have this, I have this!' our jaws dropped," Chris says. "It was better than what we were thinking because Shawn's team had spent more time designing and building it."

"Shawn, you're going to help me finish my quarterly goals," Claudatos grins, recalling the conversation.

The two men took the serendipitous walk back to their offices via building 3, aka Starbucks.

### ***Growing Serendipitous Opportunities***

Leading up to the company's annual conference, the Innovation Showcase provides intrapreneurship opportunities for EMC employees worldwide, where they submit their ideas for a shot at seeing it funded and considered as a future EMC product. It's a process that helps keep the internal innovation engine running at full throttle.

"In a small company, you can go to the coffee shop and share ideas with different people, but in a large company, this becomes harder to do. The Innovation Conference lowered the barrier between groups and increased the opportunity for collaborations," Claudatos explains.

“Although not everyone will have the same opportunity to take a walk to Starbucks for a discussion, we try to increase the opportunities for people to engage in different ways—getting on the phone, thinking through ideas by e-mail or chat—and reflect on a particular topic. We’ll then come together face-to-face maybe after four or six months,” he says.

“We’re trying to make it easier for people to come on-site for the larger group settings to increase these serendipitous opportunities and so that locality doesn’t matter.”

Douglass’s globally distributed team documents everything on a Wiki so that ideas can be shared 24/7. “I’ve built a culture very different from EMC’s traditional culture,” says Shawn.

“My weekly meetings are more vibrant forums, where we share new ideas, collaborate on what we’re working on, and bring different approaches to problem solving—less administrative trivia—and it keeps us all engaged. This excites people about coming to the table because they want to share and contribute.

“It then becomes less about where you’re sitting and in what time zone you’re working and the hours you work and more about your participation in the community,” says Douglass.

By leveraging events like the Innovation Conference and the CTO Council, Claudatos and Douglass build on the common daily dialogues they have and introduce a more social edge to the innovation equation.

“I’ve worked at companies where everyone was remote, but there were no advantages—we just had limited spaces,” Shawn says, laughing.

“Everything is on e-mail, everything is collaborative, we embrace risk, there are no stupid questions, and everyone should be learning and pushing the envelope,” he says.

“If you build a whole culture like this, then it’s less about being at the right spot at the right time,” Douglass notes.

### ***The Innovation Maker Showcase***

The challenge in any large company is how to take advantage of new ideas while still getting your day job done, but there comes a point when idea generators must ask themselves, “Do I want to go off and start my own business and own the idea, or do I want the company to own the idea and possibly fund it for me?”



It's the innovator's dilemma.

Founded by Chris Claudatos in 2009 as an offshoot of the Innovation Showcase, the Innovation Maker Showcase extends the reach of intrapreneurship inside EMC and increases opportunities for innovation deeper within the organization.

"Not everyone knows how to run a business, and they also need to generate a paycheck, which is why we came up with the Innovation Maker Program," says Claudatos.

The program allows budding intrapreneurs to submit their ideas via an online portal, where they're reviewed by a global team of innovation mentors who decide whether the innovation maker's idea is compelling enough to build a collaborative team around it and make the idea a reality.

Innovation mentors are colleagues who volunteer to coach and become angel investors in helping the inventor get a sense of what it takes to bring an idea from the idea stage to a reality.

"Let's say that someone (the inventor) has an interest in becoming a program manager (PM), project manager, or business manager; it may not be what their current job is, but they want to gain experience in this field and grow their career options. This is a great way to do it," says Chris.

"Success comes in different ways. Someone in our tech pubs group identified a problem within their workflow and came up with a creative solution. The innovator submitted the idea as an invention disclosure under our patent program. Although the idea didn't make it through our vigorous patent review process, it was repurposed and introduced as an innovation candidate within the Innovation Maker Program. Another employee picked up on the idea and volunteered to act as mentor. Within a few days, they formed a team, brought in a program manager, a software developer, and had about a dozen people involved globally. Their collaboration resulted in \$50,000 savings for every product release from their division.

"They got this idea to reduce redundancy and save the company money. They're happier and more effective employees because they were able to take ownership of the problem and the solution. The Innovation Maker program provided the network for collaboration, the global reach into the abundant intellectual resources of the company and the organizational facility to take action," Claudatos says.

**Kicking the Tires** It all begins with the interview. Will this person thrive and be energized by the fast-paced, innovation-driven environment, or leave because of it?

“There’s the usual rigor of do you know the job, but I also look for the fire in the belly. I want to know what other interests and experiences they have. I hired someone who tried to start a muffin business. The business failed, but he learned some important lessons that gave him this holistic view of business—something I wanted in a team member—someone who could find connections where others cannot,” says Chris.

Claudatos has new hires shadow a more experienced person on his team once they complete EMC’s formal onboarding program.

“People tend to *not* believe that they’re allowed to make mistakes. You’re not trying to make mistakes, but it’s okay to make a mistake and learn from it,” Claudatos explains.

“This is the biggest impediment—and requires a mental shift for many people—to learn how to trust the process in new ways. They don’t believe it until they see it for themselves, something that can take 60 to 90 days for them to really learn how it works at EMC.”

He begins by showing a new hire the library and the variety of product ideas that didn’t pan out as finished products or services but resulted in something different—a project that started out as ideation, then went to proof of concept, and resulted in an acquisition of a company, for example.

“Our experimental development practice provides tremendous value. Not only does it inform our technology decisions, it also helps with the onboarding of acquired technologies. Because of this practice, we know upfront what we want from the technology and what we want to do with it. We are able to line up our ducks before the acquisition, know what introductions to make, plan how we want to collaborate, and leverage the opportunity as soon as it happens.

“The employee is trying us out. They keep poking at the process and ask, what about this and what about that. We welcome the questions and want to show them how we truly embrace change so they can get past their fear,” Claudatos says. “Maybe someone had passion for innovation—the fire in the belly—at one point but had it squashed over time, so the employee has to relearn how to rebuild trust and rekindle the passion.”

**Table 11.4 Execution Snapshot: Chris Claudatos and Shawn Douglass**

	Chris Claudatos	Shawn Douglass
Personal Strengths	Humor Results oriented Curiosity Intensity Entrepreneurial thinker	Humor Creativity Approachable, friendly Entrepreneurial thinker
Professional/ Career	Reinvents business and career in front of the curve	Reinvents business and career in front of the curve
Differentiators	Doer—gets the job done (alone and with others) Technologist who leverages the art of collaboration (people and ideas)	Doer—gets the job done (alone and with others) Leads in new ways; reinforces the execution DNA

“I couldn’t imagine working at another company and a different environment that said, ‘You have to work this way.’ I would last about two weeks!” Shawn says.

See Table 11.4 for a snapshot of Chris Claudatos’s and Shawn Douglass’s success factors for their innovative collaborations and unique approach to getting things done in a multiverse environment.

### **Zuvo Water: Esterina Gentilcore, Social Responsibility Manager**

“I’m almost dead to the term *innovation*,” Esterina Gentilcore says good-naturedly.

“It used to mean that companies were taking something that was done in one fashion and totally revolutionizing how it was manufactured—it made the end user experience better and somehow improved your life. But now so many companies use the term to attract employees or investments or to become a client—it’s what C-level people expect, but it’s an overused term. The companies who do really cool stuff—consumers know it, use it, and feel it,” Gentilcore says with conviction.

Although working at her first start-up, Gentilcore acts like a seasoned pro, juggling the day-to-day tasks of Zuvo Water with that of managing the back-to-back schedule of CEO Andy Butler.

“I love the group dynamics. The people here are my coworkers but also my friends. I’ve been working here a few years now, and it’s great when we’ve had these breakthroughs.”

Gentilcore has worn so many hats in the last two years that when it’s an all hands on deck situation, she automatically knows what needs to be done.

“Every day is a great challenge that keeps me on my toes; whenever I walk through the door, it’s something different,” she says. “I’m now an expert on everything! One day we had to package and ship 500 units, and we were all in it together—it’s part of our culture.”

For Gentilcore, the toughest part in the beginning was trying to figure out things that she knew nothing about.

“Heck, I had a Brita filter at home,” she says, laughing. “I didn’t know much about the water space, but I was aware of the space about trash and having bottled water.”

Butler was brought in to turn around the business, including a complete redesign of the product formally known as Vortex Pure Water, and Gentilcore helped him rewrite the business plan and present it to their VC funders.

“I took an accounting course to help Andy with the P&L. We brought in someone who knew about the water space. I was sales, accounting, marketing, planning, and the executive assistant,” Gentilcore recounts.

“I’ve learned that nothing is ever concrete—space, money, travel plans—everything will change. Whatever comes out of Andy’s mouth is what I do that day. One day it’s Asia and the next South Africa, with Andy catching up with the team on Skype—some deals don’t close without a face-to-face meeting,” she says.

### ***Success Is Sweet***

“I was a part of the brainstorm, focus studies, and discussion groups about changing the company’s name from Vortex water to Zuvo Water,” Gentilcore says.

“This was huge for me—marketing is something I’m really interested in—and it was exciting for me to be a part of the company’s new name.

“One of our goals was for the consumer to feel empowered so that they could say the company name without embarrassment.

**Table 11.5 Execution Snapshot: Esterina Gentilcore**

Personal Strengths	Outgoing, friendly Determined Creative, fun Humor
Professional/Career Differentiators	Manages multiple roles and tasks—strategic operations to whatever needs to happen Passionate team player, helps people focus on the end goal Adds multiple points of intersection value to the organization Gets the job done elegantly

We have a video where 90 percent of the people in our focus groups pronounced the name correctly. The graphic designer made the *V* look like a vessel. It’s a story within a story,” she says proudly.

Gentilcore describes the old system as “a bit hideous,” so they changed the product to reflect what it would mean to consumers and how it represented the new team’s values.

“We conducted quite a bit of research. The system is getting there; what it looks like, how it performs is all evolving. We had to create an installation guide because when I took a unit home and snapped photos of the installation process, I didn’t know what to do for the under-the-sink and on-the-counter pieces,” she says, laughing.

“This all changed what we included in the product box—I needed a different adapter, and I realized I didn’t have all the tools—I became the user experience and a bit of a plumber.

“My biggest leap of faith is facing my own mental blocks and trusting my own past successes—this team is my safety net. I’ve learned that not everything works—the goal is to fail fabulously—blow it off and learn from it!”

See Table 11.5 for a snapshot of Esterina Gentilcore’s success factors as the go-to person for getting the job(s) done.

## The Takeaway

See Table 11.6 for the key takeaways for this chapter by element and by guide.

**Table 11.6 Execution Chapter Takeaways**

Margaret Diesel	Heather Healy	Tara Collison	Chris Claudatos and Shawn Douglass	Esterina Gentilcore
Willingness to do everything—soup to nuts—makes for success in a start-up environment	It's essential to have career mentors	Perfection is a waste of positive energy; aim to create balance for yourself and for those around you	If someone is in the right place and it's a good fit for them, this is where fire in the belly begins	Companies who do really cool stuff—consumers know it, use it, and feel it
Ask yourself what are the top two or three red flags that will help you or hurt you	Shared efforts result in higher job performance for individuals and stronger accomplishment throughout the organization and for the entire team	Resistance to an idea may not be about you—step back and look at the big picture—get yourself past seeing the situation as personal and more about what needs to happen	Interviews: Will this person survive and be energized by the fast-paced, innovation-driven environment or leave because of it?	Not everything works—the goal is to fail fabulously—blow it off and learn from it
Innovation: a strong alignment in solving customer problems or addressing a need in new ways	Take time to reflect on what you've learned, and then share your learning with others	Channel your intensity into passionate pursuits instead of just checking off the boxes	Each person working in their universe needs to ask, "How can I innovate or reinvent what I'm doing to make it better?"	Everything will change, so always have a safety net of people you trust
	Serve in different leadership roles; lessons that only come from real failures as well as successes	Life is an endless series of stepping-stones—sometimes we step forward, and sometimes we step backward	When you're pushing the envelope and participating in the community, it becomes less about being at the right spot at the right time	
	It comes down to empowering people to deliver on their own ideas			

### *Coming Up Next*

Part I of the book walked you through examples of the changing global landscape and how today's new reality affects businesses and careers in ways that would have been hard to imagine even a decade ago. We must choose to respond faster and raise the bar for ourselves in how we respond to this reinvented world. You experienced real-world examples of how others are successfully rethinking, redefining, and reinventing their worlds, from the multinational business to the start-up and nonprofit, as well as the smallest of small businesses, the microenterprise.

Next up, we'll take you through the practical steps of doing this yourself; companies interested in reinventing their organizations, leaders ready to take actionable steps in reinventing themselves and their teams, and for professionals preparing to succeed in the new world of business.





P A R T

# THE PRACTICAL SIDE OF REINVENTION



# CHAPTER 12

## Navigating Your Way

### IMPLEMENTING THE 10 ESSENTIAL ELEMENTS

**A**ctor Forest Whitaker in the film *Hurricane Season* says to a group of young basketball players: “Practice, practice, practice—execution—it’s what makes it part of your DNA.”

In our case, “it” isn’t about basketball, but about reinvention and innovation and how the two are interconnected in the new world of business. Designing a new blueprint for thriving in a reinvented world requires an adaptable mind-set, a flexible execution plan, and the desire to upgrade your playbook with different rules.

In the remaining chapters of this book, we focus on the practical aspects of reinvention. In a reinvented world, there is no one size fits all—something that is evident after reading the individual profiles from previous chapters.

Purchasing this book gives you not only access to the profiles you’ve just read but also access to Web-based training that drills down into the what and the how of reinventing your organization, you as a leader, and you as a career professional. The training gives you the opportunity to see what needs to happen to reinvent for a new world of business.

### Different Approaches to Reinvention

In Chapter 1, we compared the mind-set of the old world of business to the new world of business and how success in a reinvented world requires executives, leaders, and career professionals

to rethink and redefine *their* future. In the chapters in Part I, we looked at the different ways that companies and individuals have successfully applied the different elements in reinventing their organizations and themselves for the new world of business.

People change by first determining where they are today, defining their desired state, deciding how quickly they want or *need* to implement the change, listing what resources are needed, and then developing an action plan to implement. Thriving in a reinvented world is choosing not to play by the old rules that no longer work, but positioning your business and yourself for success, not failure.

The next three chapters discuss the three major ways to reinvent: at the organization overall and from the vantages of both a leader and a career professional at the organization.

These three approaches can be tackled all at once or separately over time.

### ***Reinventing the Organization***

Depending on the size of the company, the number of employees involved in the process, your desired outcome, and the time frame for implementing your reinvention plan and integrating the 10 essential elements holistically, this could take days, weeks, or months.

**The Executive Team: Starting at the Top** Small to mid-size companies may choose to have their executive and leadership teams develop the reinvention strategy and plan for the company through completing a strategic gap analysis and a plan that identifies resources and includes a road map with key milestones and a timeline for full implementation of the plan.

Once this is done, the leadership team can introduce the rest of the organization to the executive team's reinvention vision and plan for adoption and transitioning the organization for doing business in a reinvented world.

**Test Cases: Starting across the Middle** Large or multinational corporations might want to consider a phased implementation of a reinvention strategy by geography, business unit, or cluster of departments.

Much of this depends on whether the executive team is driving a full-scale reinvention strategy for the company, assigning a senior program manager to implement the plan in a phased

approach that will ultimately include the entire company, or, perhaps, enabling a senior executive to rethink, redesign, and reinvent a division or business unit as part of a change-maker or early adoption strategy where the executive assigns a program manager and serves as champion for the reinvention strategy and execution plan.

**Grassroots: Starting from Below, Behind, or the Side** Reinvention implementations can come from out of the blue when change agents—project leaders, first-line and middle managers, subject matter experts, individual contributors, and grassroots entrepreneurial types—choose to reinvent incrementally with small successes as a means of building traction and excitement that is then adopted and implemented as part of a bigger initiative. This approach is frequently used in fear-based company cultures or in organizations with more risk-sensitive leaders.

### *Reinventing the Leader*

A critical aspect of reinventing leaders is a willingness to embrace change. Leaders who embrace change in all its uncomfortable dimensions are probably already reinventing themselves on various levels and may need only direction on how to reinvent in front of the curve and integrate all the moving parts holistically.

We cover this in more detail in Chapter 14.

### *Reinventing the Career Professional*

Why would a leader's reinvention skill sets and expertise look any different from those belonging to a career professional?

They aren't different, with the exception of practical experience, visibility, and responsibility for more of the organizational pie, including resources, budget, greater risks, types of decisions, and accountability for results.

In Chapter 15, we cover in more detail how career professionals can leverage the same skills sets as reinventing leaders in developing their expertise.

## **The Takeaway**

When getting ready to implement the 10 essential elements, consider different approaches in your reinvention strategy.

In addition, keep in mind there are time frames to consider, based on your organizational needs: low-hanging fruit, incremental, or out on a limb.

### ***Coming Up Next***

In the next chapter, we look at the essential pieces needed for reinventing your organization. Also, for each of the next three chapters, there are accompanying Web-based tools to take you through the steps for each type of reinvention. The tools you can use alongside the chapters are outlined in each chapter's takeaway section.

# CHAPTER 13

## The Reinventing Organization

**T**here is no one size fits all for reinventing an organization. Although everyone must do their part for a business reinvention to have the impact the company desires, the executive champions and leadership team decides what this must look like. The following checklist includes a number of readiness questions that prepare your team for completing a strategic plan.

### Readiness Checklist for Reinventing Your Organization

- What is your company's purpose? This goes to the heart of your business—what makes you proud to be in business? How do you make a difference in the world?
- Who are your customers (internal/external)? How would you describe your best customers? Who do you enjoy doing business with as partners and vendors?
- What organizational body of knowledge (policies, procedures, and programs) can be repurposed as needed?
- Does your business possess institutional knowledge? That is, do you have wisdom keepers with a deep history of the organization who can help bridge a reinvention? Do you know where they reside and what knowledge they possess?
- How radical is your organization? How comfortable is the company with being outside its comfort zone? When was the last time the organization reached into its roots to explore and discuss difficult situations? What happened? Is this documented and accessible?

- ❑ Is your organization more comfortable implementing change incrementally over a longer period of time?
- ❑ What occurred in the past when change was introduced faster than the organization could handle it?
- ❑ How are institutional changes introduced in your company—by executives and leaders, from the middle of the organization, or by grassroots change makers?

## Is Your Organization Reinvention Ready?

A successful organizational reinvention is based on a number of things, for example, a solid strategic plan that serves as the nuts and bolts of your reinvention strategy. But just as important is determining the speed of your reinvention plan—changing the rules of your playbook may not be adopted at the same time—where managing organizational behaviors will need to be included in your plan.

### *Time Frame Considerations*

Although the *actual* time frame is determined by the implementation team, something to consider in establishing the deadline is the company's culture: Is it more entrepreneurial, is it conservative and inclined to retain the status quo, or is it somewhere in the middle? How comfortable is the organization with considering, adopting, and implementing change?

**Low-Hanging Fruit** This time frame is dependent on what is readily available to the team—resources, knowledge base, skill sets, and the like—and low-hanging fruit refers to the ease with which something is embraced, adopted, and implemented. The time frame is defined by the implementation team: If everything is available, then the implementation could be fast.

**Incremental** A culture of planning and managing change over time is more important than speed. The leaders, managers, and workforce are process-oriented and comfortable with environments that allow for flexibility and adapting to changing conditions over time. The actual time frame is dependent on the desired goal and the team's implementation timeline.



**Out on a Limb** This would be considered a more entrepreneurial environment, where the culture is comfortable moving fast and supports and rewards decision-making that may not be perfect but moves the team closer to their goal—faster. Time frame is determined by the goal itself and the team’s desire to reach its desired state.

### ***Future-Proofing the Organization***

Dr. Andrew Grove, former CEO for Intel Corporation, wrote in his 1996 book, *Only the Paranoid Survive*, about the strategic inflection point, which he described as “an event that changes the way we think and act.” In differential calculus, an inflection point is a point on a curve at which the curvature changes sign: The curve changes from being concave upward (positive curvature) to concave downward (negative curvature) or vice versa.

Reinventing in front of the curve is about *knowing* your business and organization in ways that may not be obvious until it’s either too late for course correction or cumbersome to do so. Learning to manage inflection points requires people to retrain their vision for seeing around corners.

### ***Strategic Planning***

Strategic planning is both an art form and a delivery tool that, when embraced and adopted by an organization, can move the business forward while establishing a more level playing field for the workforce. Many organizations consider planning as too structured for today’s fast-moving environments, but, in fact, just the opposite is true. It is important to build in flexibility so that you and your team can adapt on your feet; however, reacting to every false emergency due to a lack of planning only creates organizational chaos.

But strategic planning does require effort, which is why so many businesses overlook or avoid it altogether. Pulling together an effective strategic plan requires that you and your team identify the moving parts associated with your journey—a map that helps you correct course if you miss a turn, provides opportunities to celebrate along the way, and ultimately gets you to your destination.

Table 13.1 lists the parts often associated with a strategic plan, although not all may be required for the completion of a basic plan.

**Table 13.1 Associated Parts of a Strategic Plan**

Self-assessment	Incorporate responses from your readiness checklist
Stakeholder analysis	Who are your internal and external stakeholders and why do they care (or not), why should they care, and why would you want them to care?
Strategic gap analysis	The strategic gap is the difference between the organization's current position and its desired state, and within the gap are the critical issues that must be resolved to move the business forward (see hypothetical example later)
Requirements	Data, technology
Organizational needs/ resources	Identify any organizational transformation that might be needed to implement your goals; think outside the resources box to consider both internal and external resources
Champions	Executive champion(s), formal and informal change makers, mentors, and other safety net resources
Budget	Funding requirement, e.g., annual costs, cost of project phases, cost of total project; where is the money coming from, e.g., corporate, mission-driven budget owners, bootstrapping
Risk assessment/risk mitigation	Major internal/external challenges that could possibly affect your efforts in a negative way and how you plan to overcome them; recognizing and addressing informal obstacles, i.e., seeing around corners
Strategic road map	A strategic road map is typically a long-term planning tool that is visual in nature and provides an estimate of completion times (advance timetable) for meeting short-term and longer-range goals and strategies of the business, organization, or group. It often serves as a quick reference point to ensure that everyone is on the same page. Strategic road maps are not static and require adjustments as required.
Timeline	Includes your milestone dates and key deliverables

### ***Strategic Gap Analysis***

A business gap analysis is used to home in on what the organization needs to accomplish. One way to introduce the 10 essential elements into your organization is to use them as a targeted blueprint for changing critical aspects of your business. Table 13.2 provides a hypothetical example of how an organization could use an element strategy for tackling strategic goals while considering different time frames for implementing them.

### ***Measuring the Success of Your Execution***

There are a number of tools you can use to measure the success of your execution of the elements of a strategic plan.

**Using Metrics** Metrics measure in numerical terms your desired outcome. A reinvention metric, for example, could measure the strategic goals associated with one of the 10 essential elements that the team plans to implement over a period of time—in a week, a month, or a quarter. For example, you could associate the element disruption and discontinuity with a strategic goal of launching an online tool phasing out a paper-based process within two quarters.

“What gets measured is what gets done,” Robert F. Brands reminds us in his excellent guide to innovation, *Robert’s Rules of Innovation*.

**Assessing with Key Performance Indicators (KPI)** A KPI is a metric associated with a target and is usually shown as a ratio of actual to target. This way, you know at a glance where you stand in meeting your objectives. In our example, you would measure your team’s performance against goal—by week, by month, and by quarter.

**Scorecards** Scorecards are primarily used to help align operational execution with business strategy and aim to keep the business focused on a common strategic plan. The primary measurement used in a scorecard is the key performance indicator.

**Tracking Progress: Dashboards and Reports** A dashboard is less focused on a strategic objective and more tied to operational goals—more tasks-oriented—and track the execution of the goals. Increasingly,

**Table 13.2 Strategic Gap Analysis, Including Different Time Frame Considerations**

(Strategic Goal)	(Plan)	(Actual)	(Critical Issues)	(Strategies)
Reinvention element	Where you want to be and by when	Where you are today	What is preventing you from reaching your goal	How you will make this happen
<b>Vision and values</b>	Eliminate titles and create a more fluid organization (out on a limb)	Titles define someone's net worth Reduces willingness to take career risks	Compensation is tied to titles Reward structure is tied to position	Actionable and measurable objectives (transfer to strategic plan)
<b>Entrepreneurship</b>	Change the company's entrepreneurial DNA (low hanging fruit, incremental)	Pockets of entrepreneurial behavior exist within the company	Entrepreneurial success stories need to be documented Rebuild trust with employees—failure is an option	Actionable and measurable objectives (transfer to strategic plan)
<b>Navigation</b>	Redesign and reinvent company's reward structure (Incremental)	Inconsistent and subjective reward structure	Siloed organization Reward structure is tied to position	Actionable and measurable objectives (transfer to strategic plan)
<b>Responsible risktaking</b>	Strategic vendors are ISO certified (low hanging fruit)	No strategic vendors are ISO certified today	Vendor adoption Tracking and managing	Actionable and measurable objectives (transfer to strategic plan)
<b>Disruption and discontinuity</b>	Launch online collaboration tool/EOL paper-based process (out on a limb)	Only paper-based tool available	Cut over from paper-based to online tool Employee adoption	Actionable and measurable objectives (transfer to strategic plan)

### **Experimental and exploration**

Introduce P&L management to entire workforce: pilot program (incremental)

Senior managers above manage P&L for their departments

P&L know-how  
Determine per employee budget  
Mentors/coaches

Actionable and measurable objectives (transfer to strategic plan)

### **Innovation and invention**

Introduce ecosystem for sustaining innovation and generating new business growth (out on a limb)

Piecemeal collaborations exist, but are not documented

Available resources  
Wisdom keepers who could help bridge the old world with the new world of business

Actionable and measurable objectives (transfer to strategic plan)

### **Transition and training**

Future-proof the company through inflection point management (incremental)

Marketplace shifts continue to surprise the company  
R&D and new product developments are behind the curve

Training across the organization  
Adoption of new way of doing business

Actionable and measurable objectives (transfer to strategic plan)

### **Networking and collaboration**

Redesign and integrate existing community volunteer tool (localized by country/site) (incremental)

Tool exists for U.S. volunteer activities

Identifying global community equivalents across all sites

Actionable and measurable objectives (transfer to strategic plan)

### **Execution**

Create a culture of execution (out on a limb)

Mixed results  
Performance not tied to reward structure

Align with reward structure changes

Actionable and measurable objectives (transfer to strategic plan)

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today's dashboards are designed using online applications such as wikis that make dashboards easy to access and update 24/7.

The traditional report can be very simple and static or more complex. It allows users to analyze the specific data underlying their metrics and key performance indicators.

## **The Takeaway**

To successfully implement a strategic plan, complete the readiness questions before you begin the Web-based training available online at [www.InnovationinaReinventedWorld.com](http://www.InnovationinaReinventedWorld.com) for this book.

Getting in front of the curve is future-proofing for success when reinventing, and strategic planning helps you reach your final destination. Visit [www.InnovationinaReinventedWorld.com](http://www.InnovationinaReinventedWorld.com) to find downloadable handouts for use during these three webinars you can register for and take to supplement the information in this chapter:

- Webinar #1: Finding Your Organization's Reinvention Sweet Spot
- Webinar #2: Innovating in Front of the Curve
- Webinar #3: Succession Strategies for a Reinvented World

## ***Coming Up Next***

Whether leaders are employed by companies or operating their own businesses, reinventing leaders for the new world of business is critical. Reinventing in front of the curve becomes more complex for leaders when it means juggling business inflection points, guiding others they lead through the process, and also managing their own personal inflection points. Leaders in the new world of business are multifaceted—almost prismatic—in their ability to reflect light in a variety of ways.

# CHAPTER 14

## The Reinventing Leader

The concept of embracing change was introduced in Chapter 12. However, embracing change might look and feel different for people, and therefore it makes sense to delve a bit more into the concept of embracing change and what it looks like in the new world of business.

### Are You a Reinvention-Ready Leader?

The following checklist includes a number of reinvention readiness questions that as a leader you would want direct experience with in applying them to various situations. In this case, broad exposure would serve you better during an organizational reinvention than would expertise in only two or three areas.

#### Leadership Reinvention Readiness Checklist

- Understands the big picture:** effectively manages their business as a strategic effort.
- Resourcefulness, creative problem solving:** not stopped cold in their tracks when faced with big problems or too many issues at the same time; they figure out a way.
- Complex decision-making with finesse:** leverages their networks and innovation tribes in helping them resolve challenging situations without trying to do it all.
- Follows the money:** understands business finance models; savvy about making money, saving money, and growing wealth for the greater good.

- ❑ **Transition lifecycles:** Comfortable with the ebb and flow of transition and change; comfortable leading others or the organization outside the comfort zone.
- ❑ **Relationship gurus:** they collaborate, network, mentor, coach, influence, and persuade across the organization and beyond their four walls (real or virtual).
- ❑ **Moves the needle:** willing to adopt greater and more responsible leadership risk when a situation calls for it; creates a safety net of mentors, champions, and supportive colleagues that catch them if they fall.
- ❑ **Adopts and leverages technologies:** keeps skills updated on the use of digital tools and emerging technologies; uses them in managing their business and/or career better, faster, and at less cost.
- ❑ **Gets back on the horse:** resilient in dealing with personal and professional setbacks.
- ❑ **Entrepreneurial career management:** mentors their direct reports and others on managing careers like a business.

Reinventing yourself as a leader used to be a desirable skill that allowed you to land on your feet during tough economic times or organizational changes that weren't to your liking.

What was once desirable is now a necessity.

Leadership in a reinvented world, where doing business in front of the curve is more complex and requires cognitive skills and even higher mental processes such as perception and intuition, will redefine how companies, organizations, and leaders refer to great leaders in the future.

Leadership will become less about one's title in the organization and more about capabilities for self-leadership and leading others through business and career complexity.

## Transitions, Disruptions, and Innovation

Transition has become a cycle with its own ebb and flow. The importance of navigating transitions within your organization and in your career will influence future success. Transitions are closely aligned with disruptions, which are closely aligned with innovation. Embracing disruption is the new mantra in a reinvented world.

Adaptive, agile behavior will become critical for flourishing in the new world of business.



We are always in transition—when we enter *into* a new situation, transition *within* an existing one, or transition *out* of a situation, regardless of the time spent there. We may have direct control or influence over the length of time we remain in a situation and sometimes not. Even though we can choose to remain in situations as briefly as a minute or for years, that does not change the fact that what may appear to be a static situation is, in fact, going through its own transition cycle.

Nothing ever stays the same.

We begin jobs, we end jobs, we take advantage of a new opportunity or we choose not to, we begin new relationships, and we end others.

By looking at disruptions as cycles of transition, you're more capable of seeing around corners as you lead in front of the inflection point curve. If you know *where* to look for transition points, know *when* to expect a transitional shift, and know *how* to prepare for one so that you're not pushing up against change but allowing it to be part of the energy around you, you become adaptable and flexible within your surroundings. You're also more likely to instinctively sense when and where change will occur.

### ***Transition Trends***

It doesn't take seeing around corners to know that U.S. employees with pent-up frustration and productivity exhaustion after years of economic doom and gloom will bail as the economy picks up steam.

It looks as if this postrecession will take a page from the late 1990s. According to a recent study from Deloitte, *Talent Edge 2020: Building the Recovery Together—What Talent Expects and How Leaders Are Responding*, as the economy improves, 65 percent of employees surveyed worldwide are “actively testing the job market.”

When asked to list their top three retention incentives, 53 percent of the respondents ranked promotion or job advancement first, followed by increased compensation at 39 percent, and additional bonuses or other financial incentives at 34 percent. An effective retention tactic (30 percent), according to surveyed employees, was “boosting employee support/recognition from their managers.”

The least happy of the generations is the baby boomers, expressing frustration and disillusionment because their loyalty

and hard work has not been recognized or rewarded. Of the baby boomers surveyed, 32 percent mistrust their leaders—one of their top turnover triggers.

Employers who have used the lackluster economy as a reason for complacency in not keeping their employees motivated and engaged at work—“You should be happy for a paycheck”—will soon wish they could take back those words.

Companies who continued to innovate with their employees as business partners instead of seeing them as a great sucking sound to the bottom line will benefit in the next few years, as the country comes out of the worst recession experienced since the 1930s. The Deloitte survey indicated that the 35 percent of the employees surveyed who plan to remain with their current employer say their companies have “strong talent programs, characterized by clear career paths, leadership development initiatives, trust and confidence in corporate leadership, superior programs to retain top talent, and effective communication.”

This postrecession will look and feel different. The disruptions experienced in the workplace and in business will be felt for years to come—disruptions that will offer opportunities for individuals and businesses alike if they’re able to embrace change in all its many dimensions. By demographic, here are some examples:

- **Unhappy Baby Boomers** transitioning out—leaving the paid workforce.
- **Reinventing Boomers** transitioning in as micropreneur suppliers and consultants, reentering the paid workforce as part-time or job-share employees, starting up companies.
- **Moving Up Generation X** transitioning within—assuming leadership and executive roles.
- **Exodus of Generation X** transitioning out for new opportunities: According to the Deloitte study, employers are most vulnerable to lose their generation X workers. Lack of career progress is their top exit trigger (65 percent), and only 28 percent of generation X employees surveyed expect to stay.
- **Moving Up Millennials** transitioning within—replacing generation X workers. The Deloitte study indicates that employers’ commitment to “corporate responsibility/volunteerism” was very important.

To ensure that their leaders will not be among 65 percent who plan to “seriously test the waters” in 2012, U.S. companies are scrambling.

### ***Embracing Leadership Disruptions***

Reinventing leadership for the new world of business is critical if companies expect to come out of the Great Recession not only intact but also prepared to ramp up and fully take advantage of new market opportunities.

One of the most difficult decisions that executives will need to make in the coming months regarding their leadership base is whether they have the *right* leaders for doing business in a reinvented world.

Review the previous chapters and the profiles of the executives, leaders, business owners, and career professionals for ideas on the variety of ways they have reinvented their organizations, their leadership teams, and themselves.

Companies must be willing to do the heavy lifting associated with truly altering their innovation DNA. It’s a tough job, and self-assessments take courage. However, it will only get tougher if executives ignore what needs to be done, whether this includes retraining their leadership base and providing intensive mentoring and coaching for them or releasing them to reinvent themselves in a different way. Toxic leaders can do more harm to an organization and to the workforce than complacency ever could.

Now is the time to reinvent the company on multiple levels. Going out on a limb may be required when there are those who want to introduce change more slowly. Consider shaking up the structure of the company—too much baggage is associated with business titles—and consider leveling the playing field by redesigning your compensation, rewards, and recognition policies and programs. Rebuild on a foundation of innovation, value creation, and execution, where compensation is tied to an individual’s and team’s contributions and participation.

Reward those who show up like they mean it.

### **The Takeaway**

Among the things to keep in mind from this chapter, leaders are encouraged to review the reinvention readiness checklist while

on their journey toward reinvention. They should also refer to the strategic gap analysis table in Chapter 13 and identify any reinvention gaps.

Readers are also encouraged to take a look at the *Talent Edge 2020* Deloitte report, which is available online ([www.deloitte.com](http://www.deloitte.com)).

Visit [www.wiley.com/go/innovationreinvented](http://www.wiley.com/go/innovationreinvented) to find downloadable handouts for use during these three webinars you can register for and take to supplement the information in this chapter:

- Webinar #4: Responsible Risktaking in the New World of Business
- Webinar #5: How to Quantify and Measure Your Influence
- Webinar #6: Managing Career Transitions in a Reinvented World

### ***Coming Up Next***

The next and final chapter focuses on career professionals, those who may be entering the workforce for the first time, mid-career professionals transitioning into or out of their roles, or individual contributors looking for new ways to differentiate themselves and their careers for doing business in a reinvented world.

# CHAPTER 15

## The Reinventing Career Professional

**T**he more practical experience you have with the situations outlined in this chapter, the more prepared you are for actively participating in your organization's reinvention implementation plan or, at the least, with a group of colleagues or team.

Transitioning career professionals—a new position, moving into a new role, or preparing to leave a current job—can benefit from the material in this chapter and the Web-based tools you can use alongside this book.

### Are You a Reinvention-Ready Career Professional?

Following is a list of reinvention readiness questions for career professionals that aim to prepare you for reinventing yourself in a business setting. Professionals interested in taking a more prominent leadership role in their company or place of business will also want to review the leaders' list of readiness questions in Chapter 14—similar to the list here—for ideas on how to enhance your skills and prepare you for reinventing a group. You can also participate in the reinventing leaders parts of the Web-based tools, as outlined near the end of this chapter.

#### Career Professional Reinvention Readiness Checklist

- Understands the big picture:** understands the professional's functional role and how it contributes to the success of the group, organization, and company.

- ❑ **Resourcefulness, creative problem solving:** not stopped cold in their tracks when faced with challenges, they research the problem and call on the help of subject matter experts as needed.
- ❑ **Collaborative decision making:** actively contributes to the decision-making process in teams (different from group-think) and participates in innovation tribes in building their career networks.
- ❑ **Partners with finance:** completes courses in business finance models and assumes more responsibility for managing project budgets.
- ❑ **Transition lifecycles:** comfortable with the ebb and flow of transition and change; willing to accept stretch goals that take them outside their comfort zone.
- ❑ **Relationships for the long haul:** strengthens communication and negotiation skills for building and growing their influence across the organization and with their networks.
- ❑ **Moves the needle:** willing to assume more leadership responsibility when an opportunity presents itself; creates a safety net of mentors, champions, and supportive colleagues who catch them if they fall.
- ❑ **Adopts and leverages technologies:** keeps skills updated on the use of digital tools and emerging technologies; uses them in managing their businesses and careers better, faster, and at less cost.
- ❑ **Gets back on the horse:** resilient in dealing with personal and professional setbacks.
- ❑ **Entrepreneurial career management:** actively participates in managing their own careers.

### *Thriving in the New World of Business*

The new reality in today's workplace is about focus, not on a single view, as in the past, but on multiple views at the same time. Prismlike in the ability to reflect different views and slices of light, thriving in today's place of business is about differentiating yourself by design—and redesign.

You will still need a body of knowledge; however, this new reality requires different tools and a different playbook—some that you develop yourself and others you adapt to—and at the end

of the day, you will need to know how to continuously reinvent yourself.

Your body of knowledge will not remain static. You will add and remove items as needed, swapping out and building complementary skills, redesigning your body of knowledge as conditions change and the environment requires different skills.

This is the new adaptability for a reinvented world. Seeing around corners is not only for executives and leaders but also for career professionals, who must understand their personal inflection points, as well as what is occurring in the workplace and in the marketplace.

In many ways, it resembles the complexity of a leader's role and responsibilities, but as a career professional, you must *self-lead*. You must take it to heart that you are responsible for managing your career in the new world of business.

Once you accept this new reality, then you truly empower yourself to take whatever actions are needed to reinvent yourself and your career. You own how you differentiate yourself in the workplace and in the marketplace.

### ***Innovation as Career Capital***

Innovation and value creation have become the new currency.

What this means for career professionals in the new world of business is that your ideas and contributions will have greater value in the workplace. This economic shift from employers paying for a worker's time will now pay for your creativity and ability to innovate.

You automatically differentiate yourself in this environment by showing up like you mean it—fully engaged—choosing to play a part in solving a challenge instead of holding something back for a rainy day. People who show up like they mean it actively take a role in positioning themselves for a myriad of opportunities to choose from, and they always have options.

Reinventing yourself using the 10 essential elements as your foundation helps you rebuild on a more level playing field while opening new doors for creating value:

- Companies looking to compete for top talent will accommodate the new clock, where professionals choose a work schedule designed around their peak mental state.

- Transitional expertise—building innovation bridges in new ways—reaches greater value as generational disruptions occur in the workplace, primarily with baby boomer and generation X workers.
- Finance professionals who can identify, quantify, and leverage the new innovation currency will be needed by leaders and professionals in bridging the old world with the new world of business.
- Virtual bridge builders who understand different cultural dynamics and can facilitate remote thinking and idea generation will become a new role for global companies.

## Managing Your Personal Inflection Curve

As a career professional operating in the new world of business, you understand the importance of remaining in front of your inflection point curve by proactively managing the pieces that you directly control or indirectly influence.

You'll learn more about the moving parts of your personal inflection curve during the Web-based part of the training available at [www.wiley.com/go/innovationreinvented](http://www.wiley.com/go/innovationreinvented).

For now, here is an overview of the three signposts that help determine when it's time for a career reinvention.

- Intuition
- Peripheral vision
- Connecting the dots

### *Intuition*

Learning to listen to your intuition is key to knowing when it's time for you to reinvent yourself. But listening is different from taking action—learning how to trust your intuition can mean working a muscle that hasn't been used in years.

This is the time when you receive internal messages, what one workshop participant described as “internal churning” and others describe as excited anticipation. Some people notice more synchronous events happening in their lives: An idea will pop into their minds, and then they receive an invitation to an event that centers around this idea and pass by a bookstore (yes, they're still around), where they notice a book on this topic.



How you receive your inner messaging is about becoming aware of it so that you can choose how best to act or not act on the messages you receive.

### ***Peripheral Vision***

The second signpost associated with knowing when it may be time for a personal reinvention takes you outside yourself to your immediate surroundings and beyond.

Peripheral vision is part instinctive—it differs from intuition because you introduce data points—and is based on cues, clues, and facts. This is when you look beyond the blades of grass to the leaves, trees, and forest—you're paying attention to what is going on around you in the workplace, in the marketplace, and in the world—for validation on your feelings.

### ***Connecting the Dots***

Connecting the dots during an inflection point process can be as straightforward as taking your intuition and your data points and deciding what action to take.

It can also mean a deeper-level reinvention process where you map your history, so to speak, and create a historical timeline of personal, career, and event milestones in your life. You are looking for patterns—peaks and valleys—that could either hinder you or help you in your current reinvention. You want history to repeat itself when it worked for you.

You are also exploring for those times when positive changes occurred for you and the periods between these changes. You want to be aware of changes that were initiated by you or by someone else. This will help you to determine your Optimum Change Cycle™ (OCC), when you instinctively know the best time for you to introduce change into your life.

Of course, the challenge in the new world of business is syncing your optimum time for change with that of your work environment and the business at large. What happens if you prefer to change once every three years, and your workplace culture requires you to continually embrace change? Leaving for what might appear to be greener pastures may not lead to a very green result, as this is the new reality. Therefore, you learn new coping mechanisms and build in markers along the way so that you adapt

to your environment but manage it in a way that allows you to balance the stress.

## The Takeaway

This chapter offers information for professionals wanting to reinvigorate their organization. To bring home the strategies in this chapter, review the reinvention readiness checklist for professionals earlier in this chapter, and for each item, rate your strength from 0 to 10, with 0 meaning no experience and 10 meaning expertise in this area.

In addition, take the first steps in capturing your signposts—intuition, peripheral vision, and connecting the dots. Visit [www.InnovationinaReinventedWorld.com](http://www.InnovationinaReinventedWorld.com) to find downloadable handouts for use during these three webinars you can register for and take to supplement the information in this chapter:

- Webinar #7: Managing Your Career in Front of the Curve
- Webinar #8: Creating Career Value in the New World of Business
- Webinar #9: Virtual by Design: Building Your Digital Influence

In addition to these three webinars, there is also a special bonus webinar available on the website for you:

- Bonus Webinar #10: Connecting the Dots: Career Essentials to Succeed in a Reinvented World

## Conclusion

Congratulations! You've completed the journey of what you need to succeed in the new world of business. Again, to build on the practical strategies outlined in this section, please visit [www.wiley.com/go/innovationreinvented](http://www.wiley.com/go/innovationreinvented).

## About the Author

**D**ee McCrorey is founder and chief risk guru of Risktaking for Success ([www.RisktakingforSuccess.com](http://www.RisktakingforSuccess.com)), which offers consulting and training services for Fortune 500 companies on business innovation and responsible risk taking. This expertise levels the innovation playing field within organizations. As an author, speaker, columnist, blogger, and radio show host, McCrorey brings a practical approach to the challenges faced by today's enterprise leaders and professional workforce.

Dee McCrorey has more than 25 years experience leading global teams in software development, business reengineering efforts, and innovative operational solutions. Her efforts have resulted in millions of dollars of direct and indirect savings, as well the creation of new revenue streams. This, combined with a passion for leading high-potential, high-risk initiatives and programs, has earned her a reputation as a turnaround expert, garnering the personal brand of someone who would fix, eliminate, or reinvent it.

The author's educational background in journalism and international relations, combined with a five-year expatriate experience in Europe and the Middle East, has provided her with a rich understanding of multicultural settings and international business environments.

McCrorey is a longtime resident of Silicon Valley, California.

### About the Companion Websites

As previously mentioned, there are two companion websites available to use alongside this book.

Please visit [www.InnovationinaReinventedWorld.com](http://www.InnovationinaReinventedWorld.com) to find a host of Web-based tools including the registration and schedules for my live webinars as well as links to podcasts, e-learning courses, e-books, videos and a discussion forum on topics relevant to this book.

You can also visit [www.wiley.com/go/innovationreinvented](http://www.wiley.com/go/innovationreinvented) and enter the password REINVENTED to find links to a host of information connected to the webinars website, as well as documents to use directly alongside this book's chapters, providing you with the actionable steps needed for applying its 10 Essential Elements to succeed in the new world of business.

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