

An invitation to all those who are making their own stories.

STORY *I am* MAKER

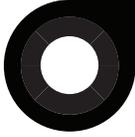
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Jim Collins

Greatness in Turbulent Times

Driven by relentless curiosity for more than 25 years, Jim Collins has been researching what makes great companies tick. He has authored or co-authored several books that have sold in total more than 10 million copies worldwide, including business classics such as *Good to Great* and *Built to Last*. It is with this lens that he expounds, "Building a great enterprise is not a matter of circumstance. It is a matter of conscience choice and discipline." To guide those choices and discipline, he shared with the attendees of the 2015 World Business Forum in New York City 12 questions. He advised business leaders to keep asking themselves these questions as they lead their business.

Are we willing to strive for Level 5 Leadership?

The great leaders are cut from a different cloth. Humility is the X factor of great leadership, not personality, experience, intelligence or ambition. They do not need to be larger-than-life, and usually are not. The Level 5 leader has ambition for the cause, not for themselves. They blend genuine personal humility with intense professional will and possess ambition that is driven outward. Leaders at the other four levels can produce success but not sustained excellence.

Do we practice the principle of First Who?

Do we have the right people on the bus in the right seats? Get the right people in the right roles before figuring out where to drive the bus. "First who then what. Life is people. The number one most important executive decisions are people decisions," said Collins. Start with people, then consider vision and strategy.

Are we living the Stockdale Paradox?

Named after Admiral James Stockdale, who survived seven years in a Viet Cong POW camp. Stockdale believed life could not get worse, but it would someday get better. Don't hold false hopes. Accept the brutal facts. Never lose faith that you will prevail, but always accept the bare, brutal facts.

What's our Hedgehog Concept?

A complex creature, the fox knows a little about many things, but the hedgehog is a simpler creature who knows one thing very well. For leaders, the hedgehog concept wins because those who follow it understand the world is complicated and boil things down to what's simple. A model of discipline, these leaders focus on a simple big idea that they believe is essentially right



Consider a journey... a long march. When the weather is poor the pace could go down with hopes of making it up on a better day. Compare that philosophy to marching 20 miles each day no matter the conditions.

and start to slowly gain people and momentum. They collect passion for the cause and are very clear what they as a company can be the best at. It is necessary to know who would miss your company if it disappeared – those are your core consumers. They match the people and what they are best at with an economic engine... that is a business.

How can we accelerate “clicks on the flywheel” by committing to a 20 Mile March?

Consider a journey... a long march. When the weather is poor the pace could go down with hopes of making it up on a better day. Compare that philosophy to marching 20 miles each day no matter the conditions. Pixar makes three films every two years. There is a new version of the iPhone each year. These are examples of relentless, long-term sustained marches. “The true signature of mediocrity is not unwillingness to change. It’s chronic inconsistency,” said Collins. A good 20 Mile March has clear self-imposed performance markers that are within the company’s control to achieve. The marchers do not overextend in good times. The 20 Mile March allows a company to demonstrate self-control and achieve in all environments.

Where should we place our really Big Bets?

First fire bullets then cannon balls. Scaled innovation is important – the ability to prove something on a small basis and then bet big to make it huge. Hedge against uncertainty with small probing attempts to find new things that will work: bullets. Then go big with a cannon ball. In attempt to look innovative, wrong companies fire big cannon balls before they have calibrated with small bullets. Occasionally, this works by luck, but luck is not a strategy and will lead to decline.

Do we have enough productive paranoia to stay above the Death Line? Can you recognize when the company is failing? Power is not excellence, and past success does not entitle future success. Just because one’s intentions are noble does not mean one’s decisions are wise.

Are we Clock-Building or Time-Telling?

“Companies that are built to last put less emphasis on building a brilliant strategy and more on building a great culture,” said Collins. Great leaders, rather than being a genius with a thousand helpers, want to build a clock that will tell the time even if they weren’t there. “Culture is not in support of strategy. Culture *is* strategy. We succeed at our best when we help others succeed.”

Do we embrace the Principle: Preserve the Core and Stimulate Progress?

The core is values that define why you exist beyond making money. The core is what you are built around even while progress is being made. It is worth cost and pain to you. Progress is made to enable the core.

What is your Big, Hairy, Audacious, Goal (BHAG)?

Giving yourself over to the BHAG is how you stimulate progress and attract the best people. “If you know with a 100% certainty that you can do it, it’s not a BHAG.” BHAGS make you grow. They make you stronger, and make all the little challenges look easy. Even if you never achieve your BHAG, you’ll be the better for trying.

How can we increase our Return on Luck?

We all get good and bad luck. The key is what you do with luck. Success in any area is born from maximizing the unexpected and succeeding when presented with an opportunity. “Luck favors the persistent. You stay on the march. Even when knocked on your back, you stay in the game,” said Collins.

What should be on your “Stop Doing” List?

True discipline begins with what we choose *not* to do.

Collins closed by telling attendees fanatic discipline, empirical creativity and productive paranoia will likely lead to survival and success. Along the way, make sure you remember to focus on being useful. “The greatest leaders make an impact on people. How will you change the lives of others? How will some people’s lives be better and different because you were here on this planet?” ■



George Kohlrieser

Leadership as a Calling: Creating a Story of Inspiration, Passion and Purpose

George Kohlrieser has a deep conviction in the power of emotional bonding and what it can accomplish. The international bestselling author of *Hostage at the Table* and *Care to Dare: Unleashing Astonishing Potential Through Secure Base Leadership* has worked with police, military and humanitarian organizations around the world teaching crisis negotiation. Additionally, he worked in a psychiatric hospital, teaching mental health specialists how to work with chronic schizophrenics. He brought his clinical psychology and crisis negotiation background into the world of executive education and corporate leadership training, founding the flagship High Performance Leadership program at IMD, Switzerland. He stresses that poor bonding skills is a significantly underrated cause of why many leaders fail.

Emotions matter. Getting to the heart of what really motivates people is what Kohlrieser learned as a hostage negotiator, and the same is true for effective leaders. The ability to build trust with others and create a positive mindset is a key leadership component.

Leaders need to be able to see what is wrong without getting into a negative state. "The negative mindset is often resistant to change. The positive mindset is always looking for opportunities, looking for ways to learn," said Kohlrieser. Like hostage negotiators, effective leaders create trust and offer choice, creating the conditions necessary for people to show their full potential, change their way of thinking, take risks, and be creative. "Mindset is the foundation of all leadership," declared Kohlrieser.

Kohlrieser asked attendees of the 2015 World Business Forum in New York City to consider if they are living their dream. He believes great leaders know their calling and have discovered the vision and purpose that drives their personal leadership story. They stay positive even through the inevitable pain and sacrifice any journey requires. This positivity allows the transformation brought about by the learning from their experiences. They celebrate accomplishments and make the department/company/community/world – something larger than themselves – a better place.



Great leaders are able to stop talking and ask questions. It is through questions and offering choices that leaders can re-wire themselves to become creators of trust.

Great leaders:

- Inspire
- Hunt for and develop talent
- Drive change
- Build high-performing teams
- Build a culture that supports high-performance



Supporting high performance through culture is the great challenge. Fear is a great motivator and dominates people's actions. To get the most out of people, they need to be free of fear. They need to be inspired to be creative, to live life to the fullest and to take risks. That freedom is born of trust. With trust, conflict becomes nothing more than a learning process and a necessary step toward creativity.

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Kohlrieser believes women tend to make better leaders, because they inherently connect in a different way than men. Women are creators who learn to deal with conflict and how to push back. Men on the other hand are challenged by effectively bonding, handling emotions and being caring. For Kohlrieser, women have a head start when it comes to empathy, consecutiveness and forming interpersonal bonds.

Every leader must learn to deal with conflict. Turn the enemy into an ally. Kohlrieser likened it to cleaning a fish – a messy task, but necessary to make a great fish dinner. The great leaders can communicate their stories in ways that inspires individuals, teams and entire organizations. That communication begins with trust. Show yourself to be a real person, one who cares, and people will listen and follow you. ■



Adam Grant

Give and Take: A Revolutionary Approach to Success

Adam Grant – tenured professor at Wharton while still in his twenties, honored with Wharton’s Excellence in Teaching Award, *New York Times* bestselling author, recognized as one of HR’s most influential international thinkers – is one of today’s most influential social scientists. Based on his research, it is his assertion that success today is increasingly dependent on how we interact with others rather than on individual drivers of success such as passion, hard work, talent and luck. It turns out that Givers – people who contribute to others without expecting anything in return – are much more likely to achieve extraordinary results across a wide range of industries.

One’s “style of interaction” is the mindset one exhibits when exchanging something of value with another person. One style is “Takers” – people who are always trying to receive and avoid giving back as much as they can. Socially adept, they volunteer for high visibility assignments, leave the grunt work to others, and claim the lion’s share of credit. On the other end of the spectrum are “Givers” – people who share their knowledge freely, support others, show up early and stay late. In between are the “Matchers” – people who

try to keep an even balance between give and take, a “you do something for me and I do something for you” mentality.

Givers can be the worst performers. The reason being, they spend too much time and energy helping others. However, Givers can be great for an organization. “If you want to boost profits, customer satisfaction, retention, or lower your operating costs, one of the best investments you can make is to get more Givers in your organization. Givers add more value than Takers and Matchers,” said Grant. They are willing to do things that, while not in their job description, are critical for organizational effectiveness. They make other people more successful, and they sacrifice themselves in the process.

Takers tend to rise quickly, but they don’t have staying power and fall to Matchers. Matchers are the “Karma police,” making it hard for Takers to maintain their success. Additionally, other Takers see each other as threats. Grant’s research has shown that Matchers go out of their way to reward Givers for their selflessness.

In the short run, Givers may be inefficient because they are expending time and energy helping others solve their problems, but in the long run the Givers can actually benefit. The time they spend solving others' problems can make the Givers better at solving an organization's problems. "Givers learn more than Takers and Matchers. All the contributions they make helping other people allows them to pick up new knowledge, skills and expertise," said Grant. Additionally, they benefit from gaining tremendous social capital.

Givers are over represented at both extremes. They are more likely to fail, but they are also more likely to excel.

When hiring, you want to build a culture of giving. It takes multiple Givers to counterbalance one Taker, so it is important to weed out the people who take credit but not blame, the people who put their energies into being popular with their superiors but do not have time for their peers and subordinates. A culture filled with Givers and Matchers is a culture of giving and excellence.

Relationships are a big part of the success of Givers. Grant describes effective giving as "not trying to be Mother Theresa or Gandhi... instead you should do five-minute favors." A five-minute favor is a small way to add value to other people's lives, a micro loan of your talents, skills, connections. This approach prevents Givers from over-giving and suffering as a result of their nature. Additionally, Grant has found that Givers should focus on one or two specific forms of giving that they enjoy and excel at and then let other people do the rest; they don't need to be all things to all people. This approach allows Givers to have the most impact and be energized not drained.

Companies tend to reward individual success... an environment that attracts Takers. To create a culture of giving you want to go beyond rewarding individual success. It is important to identify an individual's impact on others. The key is having people who can drive their own success and contribute to the success of others. Reward the people who are contributing to other people's lives.

To promote giving, build a culture of help-seeking. It may sound counter intuitive, but giving is initiated by a request for assistance. "Evidence shows that 75 to 90



percent of all acts of giving in organizations are initiated by someone asking for help," said Grant. "Asking for help catalyzes a culture of giving." In such a culture, Takers end up giving significantly more than they are inclined to avoid being identified as a Taker – something that would be a threat to their success. Matchers will realize trading favors is less efficient than giving to as many people as possible. This creates a "rising tide lifts all boats" mentality.

The very stories people make about success will change if you can screen out the Takers from your organization; if you can get people to do more specialized five-minute favors; if you can go out of your way to reward contributions to others' success, not just individual achievement; and if you can get people to ask for help. In truth, one's approach to human interaction can be as big a factor in success as motivation, ability or opportunity. ■



Oscar Farinetti

Eataly: A Seven-Step Recipe for Success

Oscar Farinetti, founder of the high-end Italian food store Eataly – named as one of the top 50 most innovative companies in the world by *Fast Company* magazine – believes in challenging conventional wisdom when it comes to spotting opportunities for innovation in traditional industries.

Before starting Eataly, Farinetti ran UniEuro, a retail business started by his father which he transformed into one of the largest electronics retailers in Italy. His encore to UniEuro is international sensation Eataly. With a focus on high-quality, locally-sourced products, Eataly stores are a combination of restaurant and retail experiences, brought together in spaces inspired by traditional European food markets. Eataly creates a story that resonates with clients by thinking locally when taking products globally. Farinetti cites harmony, creativity and respect for other people as principles for business today and as instrumental for his success in taking his product out of its home market.

He summed up this philosophy with a simple phrase, “To enjoy better, I must learn.” He explained that this means when people feel connected with his product, when they know the ingredients and the history of the farms and recipes, people connect, appreciate and enjoy much more. When people feel connected to your business and when they feel your business is important to the community, success will follow.

Every business wants to make money. That is natural but cannot be the goal of a business. For Farinetti, it is important that there be greater purpose. For him it starts with people. “First is to create work for the people.” It is obligatory for entrepreneurs to make jobs for people. “Second is to retain place for the people.” There are plenty of empty or underutilized buildings in the world that should be refitted before we cover the planet with new ones. “Third is to celebrate diversity.” Coming from a country with great biodiversity, Farinetti encourages diversity in his product, believing understanding is necessary for enjoyment. “Fourth is



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to help more people to eat better.” People are healthier and happier when they eat good food. A common theme in his business philosophy reflects his personal belief that it is possible for everyone to work for a better world, with an awareness of people and planet, no matter what industry they may be in.

“All starts and finishes with change. Change is the core and life of the company,” said Farinetti. Change is how to avoid decline. Being open to change starts with understanding your own business and being open to the good ideas around you that may be adapted

to your business. Be curious and humble. “Copying is not imitation. It is necessary for innovation, to listen,” said Farinetti. He stressed humility is very important; without humility the mind is closed to possibilities that others have already initiated. Copying another’s ideas within your business is showing humility. It is an acknowledgment that others may know more or think differently than you do, and sometimes it is better. With that viewpoint, he is not a fan of business chains. They are not humble and lack an awareness of the people, especially at a local level. For Farinetti, there is no room there for differences and local character. ■



Steven Kydd

Tastemade: Engaging the Mobile Generation

Steven Kydd and his partners were looking to share their personal passions for food and travel and bring that together in a new media business. Kydd, an entrepreneur with 20 years of experience in media, technology and international business, launched Tastemade in 2012 with Larry Fitzgibbon and Joe Perez. Tastemade is a video network for the mobile generation, offering a platform for “tastemakers” to create and share content, distributing on every screen from smartphones to connected TVs for a global audience that now reaches over 30 million people monthly. In 2015, Tastemade was named as one of the World’s Top 10 Most Innovative Companies in Food by *Fast Company* magazine.

This is a transformational time in the media business and everything is up for grabs. “The media business is changing, and it’s changing permanently,” said Kydd as he explained how he and his partners identified what he called a “white space” in the media industry.

The media business has three main components: creation, distribution and monetization. They saw an opportunity to focus on creation of mobile video.

The big studios and networks were focused on their core businesses of movies and TV. The biggest, fastest growing media platforms, such as Facebook, Google, Snapchat, and Apple, focus on distribution and monetization, not content creation. This left an opportunity for a technology media combination company whose content could flow across all types of platforms all around the world.

Kydd’s team wanted to build a modern day television network focused on global, mobile digital technology where top global talent, they call them “Tastemakers,” can connect, collaborate and create high-quality programming. Their studio in California would not be enough; they wanted a studio in the cloud so they could attract interest and top talent from across the world.

With a focus on a younger, global audience. Kydd identified four major trends to consider when trying to reach younger audiences:

- Mobile video
- Multiple platform
- Millennials
- Global



If you think we have a short attention span, talk to a Millennial. They need it when they want it, how they want it, and in exactly the way they want it.



"If you think we have a short attention span, talk to a Millennial. They need it when they want it, how they want it, and in exactly the way they want it. As a media company that's what we're focused on," said Kydd, calling Millennials the core of his business and very different than other groups when it comes to advertising. Ten-second vertical mobile video is what's currently working with this group, a format most companies, even large ones, are not used to preparing. This gap has opened to Kydd's group the ability to help with vibrant short storytelling in addition to the production work. "The advertising business is changing as fast as the media business," said Kydd.

The next phase of the media business will be putting a studio in your hand. They have developed two different apps. One that is in food and another that will allow anyone around the world, an aspiring host or anyone who wants to share their passion for food or travel, to shoot, edit and upload their own short-form video from their smartphone. "We think it is very exciting to have a studio in LA, a virtual studio in the cloud, and now putting the power of storymaking/storytelling in the hands of average everyday people from their own phone."

They are using popular brands and platforms to create a communal experience with other people who love food and travel and want to experience the intermingling of cultures that we have today. In the process the world is getting a little bit smaller and a whole lot tastier. ■



Stephen Ritz

Leading Transformational Change: A Green Miracle in the South Bronx

Stephen Ritz's inspirational story reveals the transformation that can be achieved through challenging assumptions and thinking differently. New York City's South Bronx is a place traditionally associated with gang activity, poverty and crime. But Ritz believes students should not have to leave their community to live, learn and earn in a better one. As the leader of the Green Bronx Machine, Ritz is driving a movement that is changing people's perceptions and transforming lives.

His work with students in generating urban farms has consistently moved attendance from 40 percent to 93 percent daily, partnered toward 2,200 youth jobs in the Bronx and captured the United States EPA Award for transforming mindsets and landscapes in NYC. Visited by the Pope and President Obama, Ritz is gaining increased support for his program and was named a 2015 Top Ten Finalist for the Global Teacher Prize, and in 2013, American Teacher: Heroes in the Classroom identified and featured him as one of the top fifty teachers in America. He helped earn his school the first ever Citywide Award of Excellence from the NYC Strategic Alliance for Health – and directly attributes these results to growing vegetables in school.

Leader of the youngest nationally certified workforce in the United States, Ritz's transformational approach to education truly is disruptive. He uses 21st century technology to teach children to plant food, and while they learn about planting, they are learning reading, writing, math and science. They learn skills they can use to transform the world around them, and have a new view of their place in the world. The physical changes they have made to the community is astounding and has revitalized how the community views itself.

Ritz is all about managing risk... and his students, located in one of the poorest areas in the United States, are clearly at risk. Despite this, Ritz said, "Here at the South Bronx we are harvesting health and cultivating minds. Green Bronx Machine literally grows food in school, aligned to Common Core, so we're not only growing healthy kids, we're growing healthy academic performance. We don't expect kids to be farmers, but we want them to read about it write about it, the science, the math and along the way discover what healthy food is. Healthy kids are at the heart of healthy schools, and healthy schools are at the heart of healthy communities. We believe we can grow ourselves into new opportunities and academic success."



Ritz “embraces the mindset of endless resourcefulness” to see how he can do more, get more and make more with very little. “I am not willing to accept the things I cannot change. I am going to change what I cannot accept,” declared Ritz. He believes “change has become the new constant” so why not make changes that we want to happen? This passion manifests in a dedication to:

- Overcome barriers
- Motivate youth
- Forge shared standards
- Nurture leadership innovation
- Expand our reach

“If you want to be disruptive, take responsibility. Social sustainability is at the heart of disruption and the embodiment of innovation. My favorite crops are organically grown citizens – graduates, members of the middle class, kids who are going to college! Cultivate, propagate, replicate is my motto,” said Ritz.

“Technology cannot save the world, people can,” said Ritz. We can leverage technology for social and economic benefit, but it is up to us, the people, to make a difference. “There is no knight on a white horse coming to the rescue. We are the ones these kids are waiting for. It’s about people coming together.” ■



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Herminia Ibarra

Act Like a Leader, Think Like a Leader

In 2015, Thinkers50, producer of the world's most prestigious ranking of management thinkers, ranked Herminia Ibarra number eight among the most influential business thinkers in the world, and it was with the presence of an expert in management thinking that she took the stage.

A native of Cuba, Ibarra received her M.A. and Ph.D. from Yale University before serving on the Harvard Business School faculty for 13 years. Today, she is the Cora Chaired Professor of Leadership and Learning and Professor of Organizational Behavior at INSEAD where her work focuses on professional and leadership development. Her first book, *Working Identity*, documented how people reinvent themselves at work and offered an alternative view of careers and career advice. More recently, she has looked at leadership transition and identifying the most successful CEOs. Her latest book, *Act Like a Leader, Think Like a Leader*, is based on her flagship executive education program at INSEAD, the book offers a practical guide on how to change when you also need to lead.

She asked attendees to consider a time when they were asked to do something very different, to take

on a greater role – not simply do what they were accustomed to doing faster or with greater volume. "It's a common experience, so I wanted to understand it better when it comes to stepping up to bigger leadership roles," she said. The common saying "What got you here won't get you there" is very true because we tend to fall into the common trap of doing what we know and what has always worked for us. Ibarra said, "When it comes to making leadership transitions, at any level, they usually involve shifting from leading, influencing, persuading, inspiring on the basis of your specialty expertise, what you know, to leading, influencing, persuading, inspiring on the basis of your business acumen, your strategic perspective, as well as your soft skills, the people skills." The question that fascinates Ibarra is avoiding the "What got you here won't get you there" manner of thinking.

The challenges of leading as the pace of change increases, how to avoid getting stuck in outdated mindsets and modes of operating is an obstacle all leaders face as they progress in their careers. Analyzing strengths and weaknesses and being introspective is not the way to make such a change. According



to Ibarra, one must act one's way into a new way of thinking about the job and one's self. Ibarra says introspection is important but not helpful when looking to make a transition into unfamiliar waters. Instead it is necessary to increase what she calls the "Outsight – the fresh, external perspective you get from doing new and different things with new and different people." This Outsight allows for the development of perspective necessary to adapt to a new situation, a perspective you could not find within yourself because you have not yet had the experiences required to develop it.

Typically, the stretch assignment, being forced out of your comfort zone, is how oversight has been developed. "These days, as organizations delay, streamline and consolidate there are fewer big promotions around, but people's jobs are just getting bigger and bigger. More things are getting thrown at you. People leave and they are not replaced. You get the stretch of their job on top of your job. But you don't have the benefit of that neon sign of a new title saying 'be careful, it's time to shift.'" When in this position, people do not know if they need to make a shift in a few months or if they are behind and should

have shifted a month ago. They are just coping with added responsibilities.

She has found three shifts that help with the development of Outsight.

Redefine your job so it can help you explore new competencies and make more strategic contributions.

The best way to make change occur is by changing how we spend our time. Her research shows most executives, even at the C-level, spend the least time strategizing and the most time doing things themselves. People tend to allocate their time and resources to what they already do well. The quick hit of success that brings comes at the cost of new opportunities. This is true for companies and the people who run them. It is important to act as a bridge from your department/company to new resources and innovations rather than to be the hub to which all things in your department connect.

Extend your network so you can connect with a broader array of stakeholders and new opportunities.

We have networks... but they are not the right networks to be innovative, strategic leaders. The reason for this is our networks are too much like we are. The mindset necessary for change is to significantly expand our networks beyond who we need to get our current job done, and we need diverse, real relationships beyond the exchange of business cards or accepting a LinkedIn invitation. You need a tight inner circle that you trust, but you also need to nurture your wider circle so that you have far-reaching "tentacles" – all the while looking to expand the inner circle, lest it grow stale and redundant. If you always share your ideas and problems with the same people, how can you grow?

Be more playful with your sense of self so that you can grow beyond familiar leadership styles in a way that is not a threat to your identity.

It is important to recognize the signs that change is necessary – and learn to pivot effectively so that you can lead a diverse group of stakeholders. Too many executives think this shift means they are not being true to themselves, but in reality that line of thinking is rigid. One's sense of self evolves based on experiences and socialization. With a broader array of stakeholders, different skills are required to be effective. You do not need to be a political influencer, but to be effective, leaders must be more adaptable and stretch themselves beyond their content areas. ■



Steve Bock

Building a Great Brand and a Great Brand Story

It is no easy task to create an authentic and resonant brand story. Through a combination of beautifully designed and produced products, irreverent marketing, and a brand story that is compelling, in just four years Shinola has gone from appropriating a defunct brand name from the 1940s to recently being named “America’s Coolest Brand” by AdAge.

In a conversation with John Bussey, associate editor of the *Wall Street Journal*, Steve Bock, the current President of Bedrock Manufacturing, leads and supports Sales, Finance, and Direct for both Filson and Shinola, spoke about the compelling brand story Shinola has developed. “The whole idea” he said “was to bring manufacturing back to the United States.” The concept started by a desire to bring watch making capability back to the United States, build a small business around that capability by selling to various companies based in the United States. “The more we got into the details, the more we saw how this was working and how it was gaining traction, the more we realized there was much more here than watch making,” said Steve. Today, Shinola makes a variety of products: shoe polish, cola, journals, bikes, but watches make up 80 percent of the business.

The obstacles and opportunities associated with building a “Made in America” brand are numerous. The goal is to bring as much of the manufacturing process as possible to the United States, specifically to Detroit. American consumers have shown they are willing to pay many times more money for American-made products, and even more for Detroit-made products, as the country rallies around the economically devastated city. This is a blue-collar approach to building a brand, an approach that is enormously successful. The watches demonstrate American pride by offering a lifetime warranty and a timeless look that should never go out of style.

Shinola challenged conventional wisdom by identifying an opportunity for disruption by doing as much as their manufacturing in Detroit as possible. The components are largely Swiss-made, but manufacturing and sales are based in Detroit. Creating jobs in Detroit and helping that city get back on its feet is important to Shinola and they proudly stamp “Made in Detroit” on their products. In addition to making a great watch, “people are interested in buying our products because they are made in the United States, but if the products were not of great quality you would not buy a second piece,” said Bock.



In addition to offering great products, Shinola's irreverent marketing has resonated with consumers. Soon after Detroit went bankrupt, Shinola ran an ad for one of their watches, the Birdy, which said, "For those of you who have written off Detroit, we give you the Birdy." Their connection to Detroit is very much part of the brand story they are making said Bock, who also stated it was important to them to go against the grain and remain in Detroit because the city deserved companies that believed in the manufacturing skills that reside there. Shinola believed in Detroit so much they declined all state funding offered to companies to do business in the city, stating it should go to companies who needed it more, to bring more companies to Detroit.

The equipment and parts are mostly from legendary watch makers in Switzerland, used in the most exclusive brands, but they are brought to the United States and created here with American workers, and at a mark-up that is about half of what is considered industry standard. "It's always said that because of the cost of labor, you have to go out of the United States. That's not true. You can make products of great quality, of great value here in the United States and do it very successfully," said Bock.

Product, design, value, creativity, workmanship, a lifetime warranty and a brand story that resonates – these are the elements that have contributed to this rapid-growth company. ■



Shinola believed in Detroit so much they declined all state funding offered to companies to do business in the city, stating it should go to companies who needed it more, to bring more companies to Detroit.



Carolyn Everson

Leading a Listening Organization in a Noisy World

Behind the Facebook sign at Facebook's headquarters is a sign for Sun Microsystems, the previous tenants of what is now the home of Facebook. Why did they leave the sign? "It's there to remind us that if we don't listen to the needs of people around the world, who we have the privilege to provide platforms and services for, we will not be a company that lasts, and to never, ever be okay with the status quo, to never get complacent," said Carolyn Everson, Vice President of Global Marketing Solutions at Facebook, where she leads the company's relationships with top marketers and agencies. Named a "Woman to Watch" by Advertising Age, Everson rose to the top of AdWeek's "AdWeek 50" in October 2014 and was included on Fortune's "40 Under 40" list two years in a row.

Everson shared that Facebook has created a dynamic company culture oriented around listening. Listening, according to Everson, is an undervalued skill. "It is the earliest skill we learn; we use it the most, yet it is the least mastered. It is the one people and companies are actually not that good at," said Everson.

The leaders at failed companies, or companies that are no longer as relevant as they were even 10 years

ago very likely stopped listening to their employees, their consumers, and the business landscape, which is dominated by mobile. Because listening is so important to Facebook, Everson created what she calls a Client Council. Every quarter, CEOs and CMOs from their client list come together and meet with her team to share stories of their struggles to find growth as they transform their organizations and give feedback on Facebook's products. "They tell us what we need to do better, and we listen."

Facebook is not interested in building anything unless it is solving a client's problem. "We tell our clients they should not spend a single dollar unless they believe we are driving a business objective. But we don't do it by sitting in a conference room and coming up with things... we do it by listening,"

To get better attuned to customer needs, Everson brings her team into the different markets four times a year to get insights to what is really going on there, insights that cannot be had in their conference room in California. By going into these markets, her team learns from people and business what their needs are and how they can make an impact.



Everson offered some ingredients for Facebook's listening success:

Curiosity: Mark Zuckerberg, Facebook's founder, is an immensely curious person. Every year he sets a new challenge for himself: learning Chinese, reading a book every two weeks, meeting a person who doesn't work for Facebook. He does not expect people to have the answers, just the desire to seek out answers.

Empathy: You cannot build for people if you do not at the core love what they need. With 30 percent of the world on 2G, Facebook has an option for its employees to "dog food" which means they log on for work at 2G so they can experience what so many of their consumers do. This experience fosters sensitivity to the challenges so many people face and increased motivation to find alternative ways to meet their needs. For example, clients cannot effectively extend their brand awareness through sight, sound and motion to people using 2G. Instead they put the content on something called Slideshow and now emerging markets can start to see imagery come to life, using very little data. "It pushes us to remind ourselves to innovate and create the next thing and to continue to improve on our current platform. We must not leave others behind who are trying to utilize our services and depend on them day in and day out," said Everson.

Collaboration: Immensely important for cultures to figure out going forward. The old model of information was to hoard it, because information was power, and sharing it meant giving away an advantage. To Everson, "information is like water and electricity, distributes very quickly." With transparency, at Facebook information does not become a currency and instead gets shared quickly and freely, allowing for speedy solutions and innovations.

"Listening organizations will breed curiosity and empathy and require collaboration. I would encourage companies and people to never be satisfied with the status quo," said Everson. Listening is the most important part of partnership. This foundational belief is at the heart of Facebook's success. ■



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Richard Branson

Lessons From a Rebel Entrepreneur

No one would ever say Richard Branson does not dream big. Infusing every new project with a sense of adventure and fun, Branson is an unmatched “multipreneur,” who has made billions by doing things his way. He is the only person to have built eight billion-dollar companies in eight different sectors. His story is one of creation, disruption and bringing dreams to life. He has developed businesses in music, air travel, trains, health, finance, mobile, radio, hotels, festivals, publishing and even hot air balloon operating – giving just a taste of his insatiable appetite for building ventures and creating value.

Despite big dreams, big earnings and big businesses, the legendary entrepreneur said, “I am a great believer that small is beautiful.” He believes it is important to know the names and strengths and weaknesses of every person in the building. Once his record companies had about 100 people in the building he would take the number two people in each area and make them the number one person in the same area of a new company in a new building. These companies would fall under the same corporate umbrella but would operate as individuals, even

competitors. “I think if we would have had 700 people working in one building, we would never have been anywhere near as successful,” said Branson, advising big companies to stand back and ask if they’d be better off if they broke into two, or three or four.

One belief that Branson attributes to his success is understanding the art of delegation. Too many people think only they can run their company, but Branson understood early on that was not true. “A lot of people who start companies never learn the art of delegation. They try to cling on and do everything themselves. What they should be doing is taking the time to find people who are better than themselves.” Branson physically removed himself from buildings because people always want to see the top person in the building. They may not have done everything exactly the same as Branson, but they did well, enabling him to focus on the bigger picture.

His motivations have changed over the years. Initially, he did not want to be a business person; he wanted to start a magazine to change the world and campaign against the Vietnamese War. He quickly realized the



sets up a new business is where we feel other people are not doing it that well.”

Virgin businesses have the common traits of quality and positive customer experiences. Holding it together are positive people. “All a company is a group of people,” said Branson who believes the use of the word “family” by companies is overused and in many cases abused. Branson encourages his employees to dress as they feel comfortable, take time off as they desire, work from home, and job share. He believes the trust given to employees must be genuine, and the employer cannot be secretly wondering how much time employees take off or what they are doing. He called the amount of time off people in America are given for family “frighteningly small and almost cruel.”

He once dressed as a taxi driver in disguise as an old man to pick up prospective employees. How they treated him in disguise went a long way toward who got hired.

Throughout his career Branson has also looked for entrepreneurial ways to provoke positive change in the world, and most of his time is now spent working for the non-profit foundation Virgin Unite to tackle tough social and environmental problems and striving to make business a force for good. With his foundational belief being to never lose sight of the people, Branson believes businesses have a responsibility to be a force for positive change in the world, and he supports many endeavors around the world to make life better for all. He has efforts around raising poverty levels, altering how drug problems are addressed, controlling global warming, and encouraging governments to embrace clean sources of energy. “I think if business people can join with politicians, and social workers and adopt problems, I really do think we can overcome most of the problems in this world.” ■

business side of a magazine kept him from the editing duties – an early lesson in the need to delegate.

Branson’s well-publicized adventures are not all attention-getting endeavors. While they are great fun, and he enjoys them, he is consciously getting his name and the Virgin brand out there to be a household name. “One of the jobs of a chairman of a company is to make sure people know what you’ve created,” said Branson. Competing with established giants in new markets and industries is something Branson excels at. “Where Virgin



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Mark Bertolini

Aetna: Leading the Health Care Transformation

Drawing on one's personal story to develop a more authentic and value-based leadership style is what shapes Mark Bertolini's approach to leading one of America's largest companies. Bertolini, President of Aetna, has a vision for a better form of health care in the US that was formed out of his experiences accompanying his son as he underwent treatment for what was diagnosed as terminal cancer in 2001. The complexity of the system made him think a better way must be possible. Bertolini himself also suffered a severe ski accident which left him disabled for a year and from which he continues to suffer near-constant pain. His recovery led him to explore alternative treatments such as meditation and yoga, practices which have since been incorporated into Aetna's corporate life as a means to reduce stress and staff turnover.

The social problem of income inequality is where this people-first leader is attempting to make a difference. He made headlines in 2015 after significantly raising the base pay of all Aetna employees, sparking a debate around the hard and soft benefits that come with wage and benefit increases. "For a long time we put it at the feet of government, and haven't really taken on our

own responsibility for redefining the business models that we have and the way we operate our businesses to solve this problem. Corporations can be and should be a responsible part of society, and we need to lead because of the tremendous number of individuals we have an impact on every day," he said.

Providing employees with economic security both financially and in health are foundational issues that Bertolini advocates as necessary to addressing financial inequality in the United States. According to Bertolini, "Health creates productive individuals. Productive individuals are culturally, socially, spiritually, and economically viable." If we can achieve this across the globe we would live in a much more happy and civil world. The effort must start in the United States where the disparity between people's earning is larger than in any other democracy in the world.

"US non-financial companies held \$1.7 trillion domestically and \$2.1 trillion abroad. Why are we sitting on our cash? As I tell my fellow CEOs, this is a bit like the city states during the plagues of Europe in the 1600 and 1700s when we closed the gates, protected our



citizens, until the plague passed by. But this plague will not pass by unless we go out and address it," declared Bertolini.

Our scarcest resources are our people. "Business leaders are educated to husband scarce resources, and for a long time we've been convinced by our business schools that our scarcest resource is capital. But there is a lot of money to be had," said Bertolini. Talent and an engaged workforce is what business leaders should be husbanding. "When you are running a corporation, the easy thing to do is grab what you can see now. It's easy

to cut back on staff, capital investment and research and development." This puts the company at long-term risk, but given the short tenure of business leaders around the world, the long-term does not matter as much as the short-term.

Governments can help. Capital investments in machinery have long-term depreciation tax breaks, while investment in people is expensed immediately. We need to change the rules. "The government can help us move human capital, the scarcest resource we have, to the top of the list by offering us relief in the way we think about tax structure, accounting principles, and the way we report earnings." Bertolini also advocates for businesses to be able to capitalize on investing in people and depreciate employees as long as they are with a company.

The United States is under investing in social programs, basic assistance such as rides to doctor's appointments and ramps for seniors. "A recent study showed that white, middle-class males have a rapidly rising rate of mortality. The differences in our health status, long felt to be around racial and ethnic differences, really are around social determinates." Our health care system focuses on illness instead of producing happy and productive people, but this is not working.

Bertolini's humanist approach to leadership calls for an end to discounting the soft benefits and magnifying the costs associated with them. He does not believe "corporations cannot do good and do well." He sees a world where businesses go beyond assumptions and paying lip-service to caring about employees and actually do something about income inequity. It is a win for everybody, he says, "When you invest in your human capital you build sound business fundamentals, a repeatable and valued product that your customers buy over time. The result is a healthy bottom line and the street values your stock higher because you're a growth company." ■



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Walter Isaacson

Innovation in the Digital Revolution

Walter Isaacson, former chairman and CEO of CNN, after writing bestsellers on the likes of Steve Jobs, Albert Einstein and Benjamin Franklin, has earned his reputation as an expert on genius. His latest book, *The Innovators: How a Group of Hackers, Geniuses, and Geeks Created the Digital Revolution*, analyzes how a series of groundbreaking inventors and entrepreneurs were able to turn their visionary ideas into disruptive realities.

In his stage presentation at the most recent World Business Forum in New York City's Lincoln Center, Isaacson shared lessons he learned from a lifetime of studying and working with great minds.

"Being creative and innovative are the most important traits you can have," said Isaacson. Imagination is more important than knowledge because knowledge is only truly meaningful when it is put to good use. "Innovation comes from those who can stand at the intersection of the arts and technology. For the past 40 years the digital revolution has been driven by engineers, but now we see the next phase of the revolution. Those who are creative, artistic, have a sense of the humanities and are able to connect that to technology... that's where value will be now," said Isaacson.

Closed, secretive companies sacrifice innovation and creativity in the long run he said, citing Google as



Being creative and innovative are the most important traits you can have. Imagination is more important than knowledge because knowledge is only truly meaningful when it is put to good use.



having an advantage over Apple going forward because it is much more open with its designs, allowing for others to build off what they start. Apple wants to do it themselves to maintain control, "the purity of the creation" as Steve Jobs put it.

Having a passion for making something perfect is another necessary ingredient for innovation. To

create true art an innovator needs to care about the components that one cannot see. The quality and creation must extend throughout an invention, something he said Steve Jobs was obsessive about.

Pure curiosity is another characteristic of great innovators. "If you're curious, you're going to drive your imagination," said Isaacson, who believes imagination is the common feature great innovators all share. Great innovators are always doing thought experiments to attempt to satisfy their curiosity. They are pondering questions long after the typical person has moved on to everyday concerns.

The myth of the lone inventor is a nice story, but it is collaboration and teamwork that make for great innovation. "Innovation is a team sport and it is a contact sport," stated Isaacson, who called the "light bulb moment" so often ascribed to great innovations as false. "It takes teams of people, rubbing up against each other to make imagination into innovation." The lone inventor may have an idea, but the path to turning a vision into reality contains trial and error and collaboration. "Vision without execution is just hallucination," declared Isaacson as he offered that even the most isolated inventors had assistants to help them. To build great teams, it's necessary to have tolerance for other people. "Making a great product is really hard, but what's harder is making a team that will continue to make great products," he said. Great teams require a variety of types of people. You need the visionary, smart people, passionate people, people with rectitude and it is essential to have someone who is able to bring these different types together, aligned toward their purpose. "Compromisers, people who are tolerant of other points of views, may not make great heros, but they do make great democracies, teams and collaborations." ■



Kevin Spacey

Taking the Path Less Traveled

One of the most talented actors of his generation, Academy Award winner Kevin Spacey's career is built on a willingness to take risks and a keen eye for spotting opportunity in the unconventional. He has received numerous awards for his compelling portrayals of complex, layered and at times dark characters, including two Academy Awards for his roles in *The Usual Suspects* and *American Beauty*. Spacey's work has also taken him far beyond Hollywood. Since 2003 he has worked as Artistic Director of the Old Vic, in the process transforming the fortunes of one of London's oldest theaters.

One of the biggest lessons Spacey learned from Jack Lemmon, his mentor, was that "no matter how successful you are, always send the elevator back down." In this spirit, he founded the Kevin Spacey Foundation which aims to train, support and mentor emerging artists in the performing arts and film. "These kinds of programs for young people are not about whether they ultimately go into the arts. What it's really about is our society and young people, and how we're able to give young people the tools to communicate and be better story tellers, because stories are what help us understand each other, to translate the issues of



One of the biggest lessons Spacey learned from Jack Lemmon, his mentor, was that "no matter how successful you are, always send the elevator back down."

our times. I believe the tools of artists, theater and film can be enormously powerful in helping young people develop collaborative skills, add to their confidence and give them experiences they will need to succeed in any field," said Spacey.

Spacey is also the founder and head of the film production company Trigger Street Productions, whose credits include the Emmy award-winning *House of Cards*, the groundbreaking series that is leading the way in innovating new distribution models for film and television. The series that disrupted an industry and changed the face of television broke the established rules and is a huge success. By releasing entire seasons at once on an online streaming platform, they gave audiences exactly what they want in a innovative fashion that turned the television world on its head.

Spacey believes the biggest challenge for story tellers is cutting through the noise of a society changing from content consumers to content generators. "I believe it's no longer about having the richest studio, media spend or loudest microphone. It's always about having the greatest story," said Spacey who said Netflix learned the message the music industry did not learn: give people what they want, the way they want it, at a reasonable price.

It's no longer about just connecting with people. It is more than that. It is about engaging with audiences one-on-one in their own space in their own time. We no longer live in a linear world that is happy to stick with the status quo. "They might call you crazy for walking away from a successful film career to run a theater for a decade. They might call you foolish for making a political drama with an online streaming service. They might call you nuts for taking a production of Shakespeare around the globe and thinking you could be profitable, and they might laugh in your face for appearing in a video game. But



make no mistake, no one ever breaks new ground by playing it safe," said Spacey. If you want to push the boundaries like Spacey, to break new ground, surprise and challenge people, you've always got to strive to be a step ahead. That is the only way you can surprise people and take them to places they have never been – *places people want to go*. "We should all be in a battle with mediocrity. We should all be willing to break the boundaries. Because if there is one thing that overlaps business and art, it's that in the end, it's the risk-takers who are rewarded." ■