

Sixth annual

KELLOGG MARKETING
leadership **SUMMIT**

Agility – The Key to Unlocking Growth

Northwestern
Kellogg

EgonZehnder

McKinsey&Company

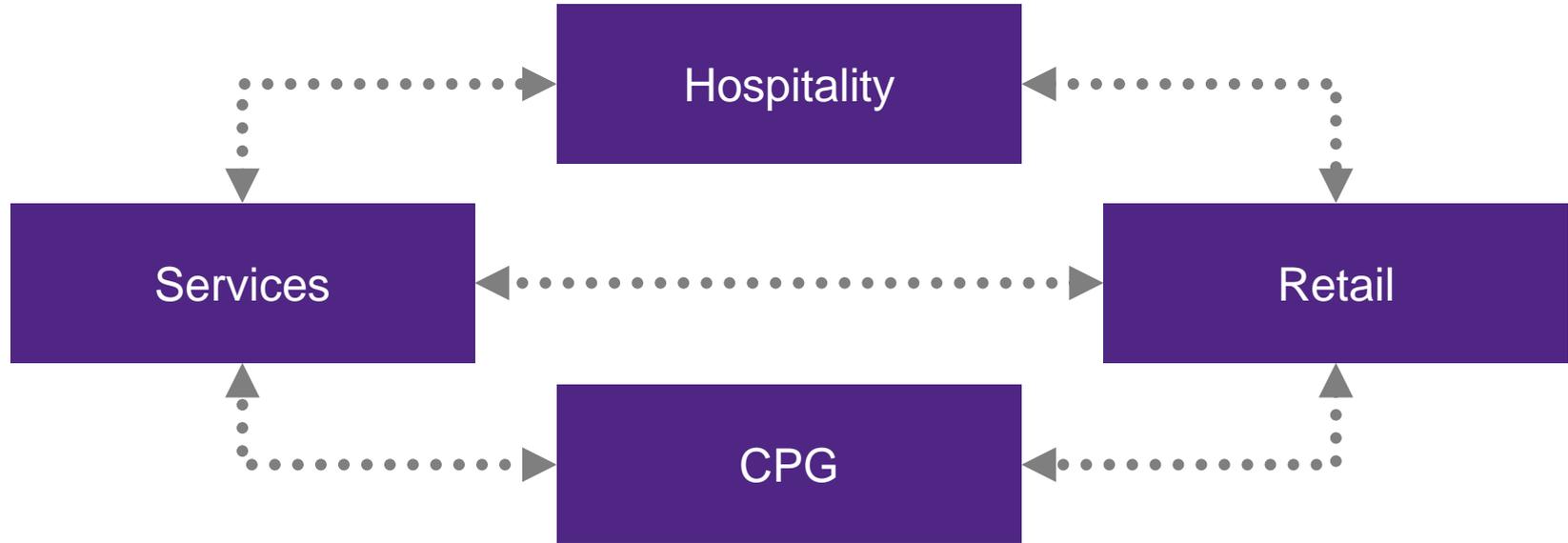


Leading an Agile Organization

Kristi Maynor
Cynthia Soledad
Amanda Roberts

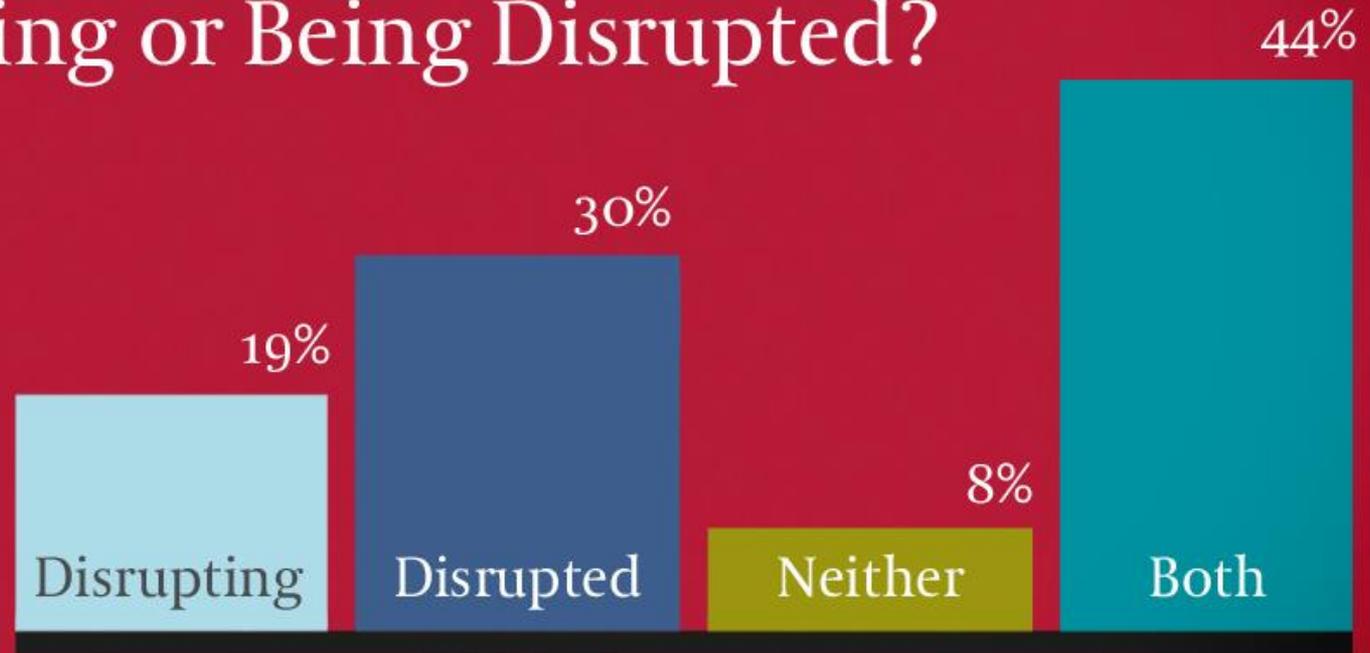
EgonZehnder

Could it be that ...



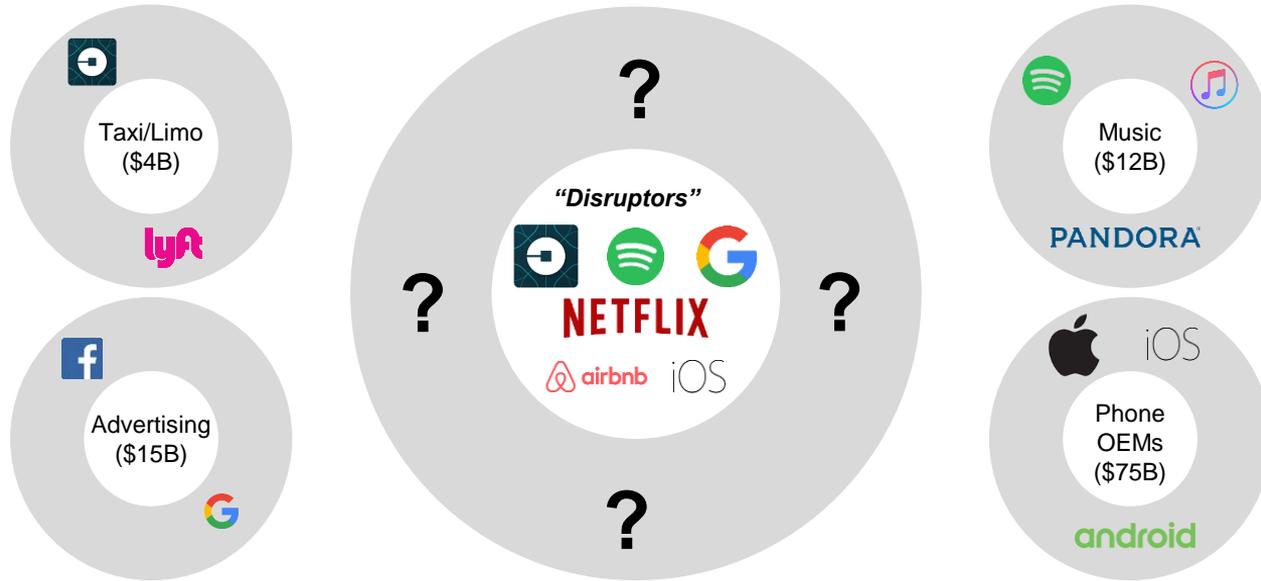
Environment is more
volatile and **uncertain**
than ever ...

Is Your Organization Disrupting or Being Disrupted?



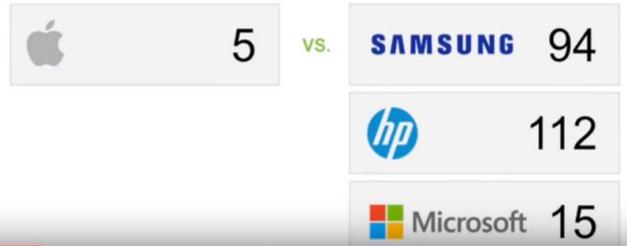
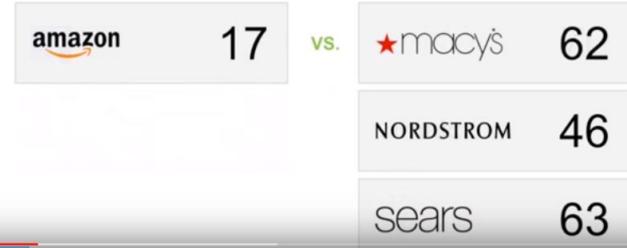
Disrupt ... or be disrupted

Entrepreneurial disruptors experiment their way to market success...



**Companies at scale must also scale the number of experiments...
not just a few successes**

NUMBER OF EMPLOYEES NEEDED TO GENERATE \$10M IN REVENUE



The ability to sustainably innovate?

Agility

Agility requires ...

An
Organizational
Mindset

&

A
Leadership
Capability

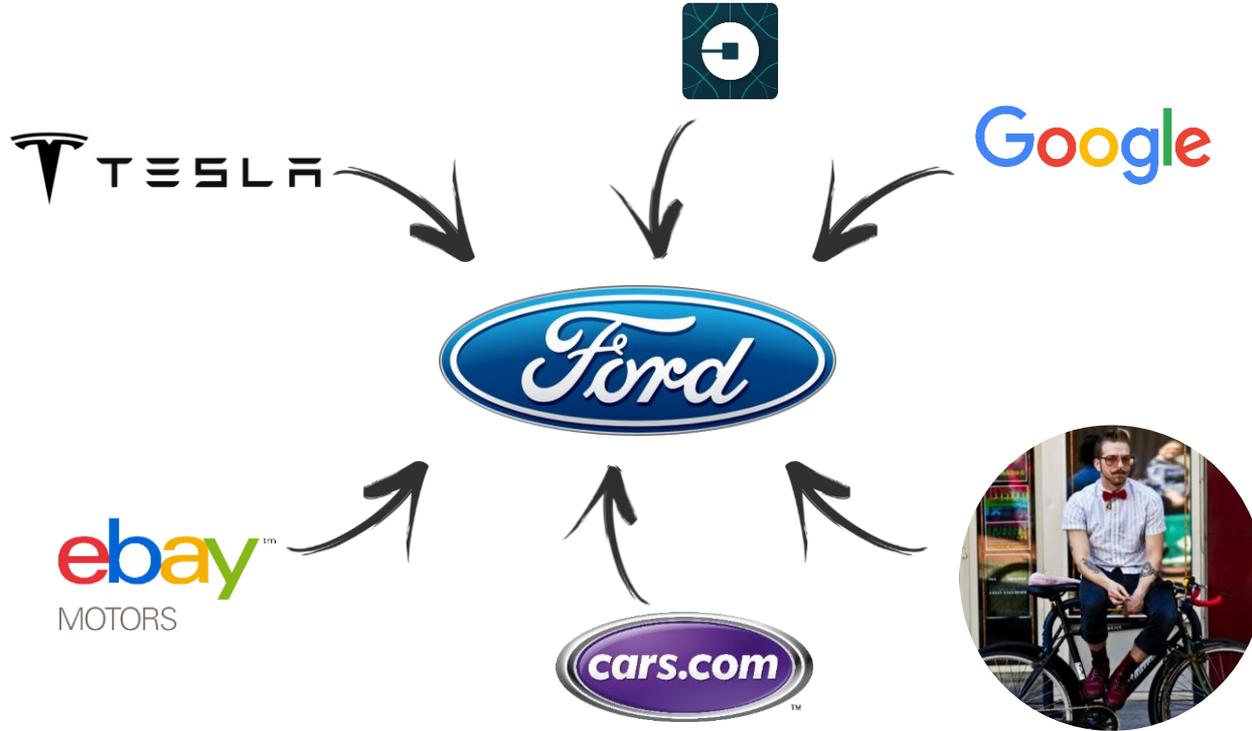
Agility as an Organizational Mindset

3 Tips

Who In Your Organization Best Drives the Agility Agenda?



Evolve your competitor set and talent strategy



Who had the first FAA approved drone delivery?



Commit to Controlled Experimentation



How Does Your Company Approach Failed Projects?



Benefits of Embracing Failure



Dec 18, 2009
\$7.73

Aug 23, 2016
\$150.45

— NYSE: DPZ

Agility as an Organizational Mindset

Evolve Your Competitor Set
and Talent Strategy



Commit to Controlled
Experimentation



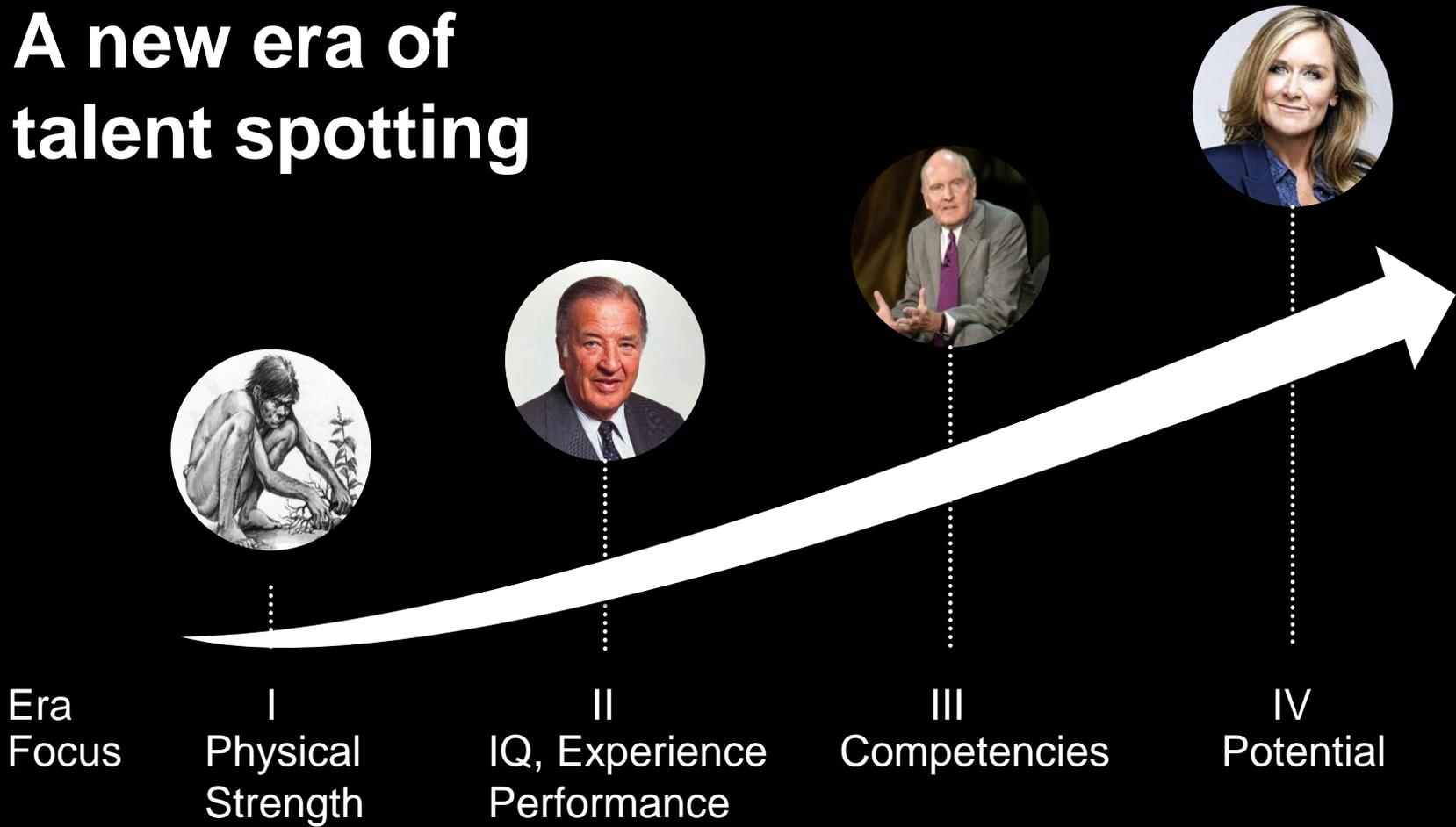
Embrace Failure



Agility as an Leadership Capability

A new model for talent

A new era of talent spotting



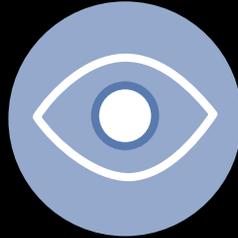
The drivers of Executive Potential



Curiosity

Seeks out new experiences, ideas, knowledge

Continuous improvement mind-set



Insight

Pattern recognition and synthesis of actionable ideas



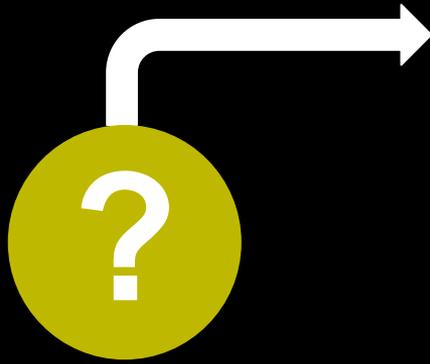
Engagement

Engages others on multiple levels, e.g., emotions, logic



Determination

Resilient in the face of setbacks or failure



Curiosity

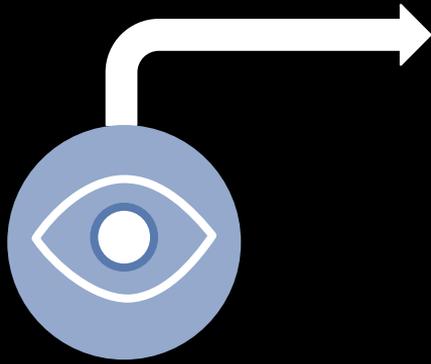
**Insatiable need to
understand the world at
large and one's self**

Seeks new information and experiences
Proactively incorporates learning

How to unlock?

External Exposure
"The 20%"





Insight

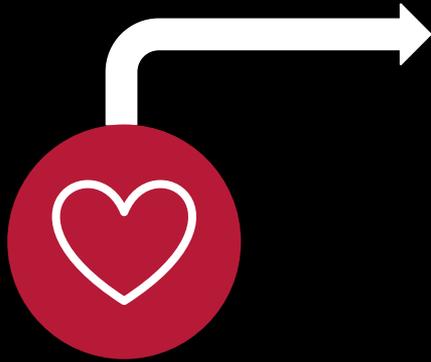
**Connects seemingly
unrelated information
into new ideas**

Shifts thinking
Identifies patterns
Simplifies complexity

How to unlock?

Experiment with purpose
Interpret relentlessly





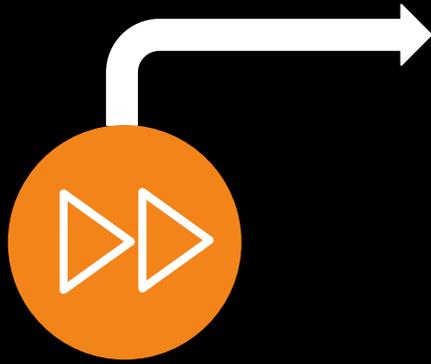
Engagement

**Builds relationships and
unifies the team**

Social intelligence
Capacity to connect
Brings out the best in others

How to unlock?
Authentically share oneself





Determination

**Inspired by adversity;
channels emotions to
stay focused**

Commitment
Realistic Optimism

How to unlock?

Seek challenges
Embrace the process



Potential = Agility

Curiosity

A time you received insightful developmental feedback?

A time that you chose to develop yourself?

A time when you spotted an opportunity to develop your organization?



Insight

A time when you saw a problem from a fresh perspective?

A time when you had an idea that had an impact?



Engagement

A time when you had to motivate a group?

How do you build connections with individuals you have less in common with?



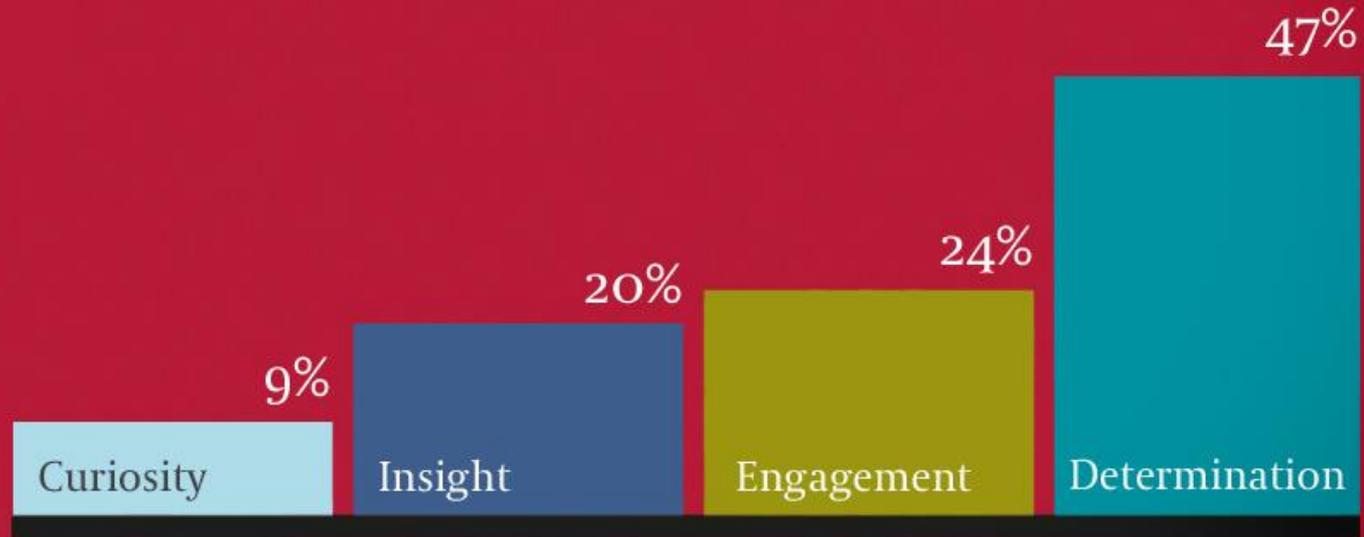
Determination

A time you faced a difficult situation, professionally or personally?

A time when you took a personal or professional risk?



What Do You Feel Is Your Team's Biggest Strength?



Agility requires ...

An
Organizational
Mindset

&

A
Leadership
Capability