2017 Board and CEO Conference
Leading at the speed of change – Half empty or half full?

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CALDWELL PARTNERS
Point-counterpoint: Technology or talent? Which is MORE constrained

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50 years of Moore’s law...computing power doubling every 2 years

Today the VW would:
- Go 300,000 mph
- Get 2,000,000 miles per gallon of gas
- Cost $.04
- (assuming fuel efficiency improved as well): Allow you to drive the car your entire life on one tank of gas

3500 times more performance
90,000 times more energy efficient
60,000 times lower in cost
The motto in Silicon Valley today is:

Everything that is...

- Analog is now being...Digitized
- Digitized is now being...Stored
- Stored is now being...analyzed by software on more and more powerful computing systems

All the learning is being immediately applied to make old things work better, to make new things possible, and to do old things in fundamentally new ways...

**Uber** - #1 taxi company, owns no vehicles

**Airbnb** world’s largest accommodation provider, owns no real estate

**Alibaba** most valuable retailer, owns no inventory

**Facebook** most popular media owner, creates no content

Source: “Thank You for Being Late,” Thomas Friedman
2007:
Was a momentous year in human history

Exploding storage capacity and making big data possible

Big leap forward in open-source software creation and collaboration – that helped “SW be able to eat the world”

Starting to scale globally, opening up to anyone over 13 with an email address

Spun off and went global

Most popular social mobilization platform emerged

Android Launch - open source SW platform, scale mobile devices globally

“Software enabled networks” allowing it to scale the iPhone growth and smart phone data proliferation

Internet exceeded 1B users...tipping point

AirBnB was created

Amazon released the Kindle

IBM began building Waston...1st cognitive computer

Source: “Thank You for Being Late,” Thomas Friedman
The evolving employee

“Our leaders ability to lead differently will make or break our vision...”

Biggest challenges facing our clients

Perform & Transform

Speed is the new currency

Relentless Consumers

Digital Transformation, accelerated innovation, & radically change the way we work
"Learn faster than the rate of change in our environment"...9 years ago, Intel

"we are entering an age of acceleration. The models underlying society at every level, which are largely based on a linear model of change, are going to have to be redefined. Because of the explosive power of exponential growth, the 21st century will be equivalent to 20,000 year of progress at today’s rate of progress; organizations have to be able to redefine themselves at a faster and faster pace."

- Director of Engineering at Google, Ray Kurzweil

Source: “Thank You for Being Late,” Thomas Friedman
“...the U.S. economy, as a whole, is only reaching 18% of its digital potential...the U.S. will need to adapt its institutions and training pathways to help workers acquire relevant skills and navigate this period of transition and churn.”

- McKinsey global institute on American industry, December 2015

Source: “Thank You for Being Late,” Thomas Friedman
The key is to innovate in everything other than technology!

Reimagining your workplace and operating model, that will enable your people to keep pace with new insights and know how to influence, experiment and shift appropriately

Identify exactly what people can do better than machines and better with machines and increasingly train people for those roles

Geo-political innovation to best manage the inter-dependencies, power of one, power of machines...

Innovation for life-long learning that meets or exceeds pace of change in environment

From AI to IA (Intelligent assist)

Source: “Thank You for Being Late,” Thomas Friedman
The What:
Not only are you proficient at your job,

But you are re-skilling to improve your capacity,

continuing to learn,

The How:
Get along with people

Achieve results by effectively partnering and teeming

And leading change through and with others

$250M annual training spend: climb poles, install services, run retail stores and data science, software-defined networks, web development, programming, machine learning and the Internet of Things.

Each person has a profile which tracks skills learned, certificates, and their intent for the next job and skills to learn....big data analytics then gives these people first crack when new job opens up.

10% of the workforce opt out each year...“done their 35 years, not interested in learning new skills/role.
Turning strategy into action through people

**DEFINE GREAT**
Codify what your great leaders do
Establish new Expectations

**ASSESS GREAT**
Evaluate leaders’ approaches, behaviors & mindsets

**EXPERIENCE GREAT**
Create powerful experiences that enable people to experiment with new approaches and behaviors and form new beliefs

**EXECUTE GREAT**
Ensure the accountability and supporting Organizational work flows are in place