



**Brightline**  
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Institute.

# STRATEGY @WORK



Global,  
Virtual Event

Embracing and Leading  
**Perpetual Transformation**

28/29 Oct  
2021

Executive  
Summary

# Brightline Initiative's Strategy@Work Conference

## Brought Strategists, Leaders & Thinkers Together



**Mark King**  
Chief Executive Officer (CEO) of  
Taco Bell Corp.



**Rita McGrath**  
Best-selling author and professor  
at Columbia Business School



**Zhang Ruimin**  
Chairman of the Board of  
Directors and CEO, Haier Group



**Don Tapscott**  
Executive Chairman, Blockchain  
Research Institute



**Ade McCormack**  
Disruption Readiness Advisor



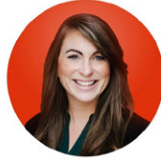
**Edvandro Conforto**  
Managing Director at Accenture,  
Latam Business Agility &  
Transformation Lead



**Ed Hoffman**  
CEO at Knowledge Strategies LLC,  
Former NASA Chief Knowledge  
Officer & Director NASA Academy



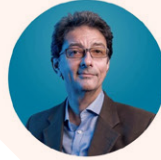
**Claudio Garcia**  
Adjunct Faculty NYU and Co-  
founder Ponto Care



**Jennifer Moss**  
Journalist, Author, Speaker,  
Workplace Expert



**Robin Speculand**  
Recognized pioneer and expert in  
strategy and digital  
implementation



**Isaac Getz**  
Author, Senior Advisor, and  
Professor at ESCP Business School



**John Hagel**  
Author, Strategist and Advisor at  
World Economic Forum (WEF)



**Megan Speight**  
DE&I Manager at Project  
Management Institute



**Tony O'Driscoll**  
Adjunct Professor, Duke University  
& Research Fellow at Duke  
Corporate Education



**Todd Weaver**  
CEO and Founder of Purism



**Nick Sonnenberg**  
Founder and CEO of Leverage



**Patricia Foster**  
DE&I Leader and Advisor



**Behnam Tabrizi**  
World-renowned expert and  
champion of organizational and  
personal transformation



**Jeff Westphal**  
Former CEO and Chairperson of  
Vertex Inc.



**Stuart Crainer**  
Co-founder of Thinkers50, adjunct  
professor at IE Business School



**Przemyslaw Kotecki**  
Transformation Office Director at  
Allegro



**Tahirou Assane**  
Director of Brightline at PMI



**Andrea Gibbs**  
Head of Strategy Services at  
MPCWR Envision



**Jeff Fahrenwald**  
Vice President of Strategy  
Realization at MPCWR Envision  
and SupplyCore Inc.



**Sinan Aral**  
MIT Professor and Director of  
Digital Economy Initiative,  
Founding Partner at Manifest  
Capital



**Luisa Ferrario**  
Rebel Transformative Leader &  
Hidden Leading Forces Ninja



**Jeroen Tas**  
Strategic Business Development at  
Philips



**Tom Wujec**  
Technology pioneer, TED speaker,  
Entrepreneur, Writer, and  
Facilitator



**Victoria Voinigescu**  
Global Product Manager at Micro  
Focus



**Ben Chamberlain**  
Chief Product Officer at UMT360

[Read their detailed  
profiles here](#)



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Widespread economic uncertainty, the global pandemic, and climate change are fueling greater need for organizations to deliver on the transformation agenda. The ever-changing world is sparking big changes in how organizations are transforming. Leaders are on the frontline of driving change through organizations. Even amidst upheaval, leaders at Strategy@Work expressed optimism and hunger for innovation. They felt a real need for the intentional pursuit to keep humanity at the center of this rapid transformation.

**What are the  
key takeaways  
for leaders?**

**What are the  
lessons that  
they can apply  
right away?**

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# Agenda

 **THURSDAY**  
**28 Oct**

- |                    |   |
|--------------------|---|
| 09:30am<br>10:00am | <b>The End of Competitive Advantage</b><br>Rita McGrath   |
| 10:15am<br>10:45am | <b>Overcoming Barriers to Digitizing Your Strategy</b><br>Jeff Fahrenwald   Andrea Gibbs                                |
| 10:15am<br>10:45am | <b>The ABCs of Transformation Strategy: "A" is for People</b><br>Claudio Garcia   Jeroen Tas                            |
| 10:15am<br>10:45am | <b>An Inside-Out View of Perpetual Transformation</b><br>Isaac Getz   Jeff Westphal                                     |
| 11:00am<br>11:45am | <b>Thriving in the Age of 'Trivergence'</b><br>Don Tapscott   |
| 12:00pm<br>1:00pm  | <b>Driving Radical Turnarounds by Unleashing Creative Culture</b><br>Mark King   Nick Sonnenberg                        |
| 01:15pm<br>01:45pm | <b>Orchestrating Successful Transformations: Role of the Right Structure</b><br>Edivandro Conforto   Przemysław Kotecki |

- |                    |   |
|--------------------|---|
| 01:15pm<br>01:45pm | <b>Navigating What's Next: Tools to Successfully Manage the Dilemmas of Hybrid Work</b><br>Tom Wujec  |
| 01:15pm<br>01:45pm | <b>PPM Is Dead. Long Live Strategic Portfolio Management!</b><br>Ben Chamberlain                      |
| 01:15pm<br>01:45pm | <b>Overcoming the Resistance to Transforming</b><br>John Hagel   Ed Hoffman                           |
| 01:50pm<br>02:20pm | <b>The Strategic Portfolio Planning Journey</b><br>Victoria Voinigescu                                |
| 01:50pm<br>02:20pm | <b>Secrets of Transformative Organizations</b><br>Behnam Tabrizi   Stuart Crainer                     |
| 01:50pm<br>02:20pm | <b>Secrets of Transforming from Traditional to a Digitally Driven Organization</b><br>Robin Speculand |
| 02:30pm<br>03:15pm | <b>Orchestrating Perpetual Transformation</b><br>Tahirou Assane   Tony O'Driscoll                     |
| 02:30pm<br>03:15pm | <b>Transforming in the Age of Hype</b><br>Sinan Aral   Todd Weaver                                    |

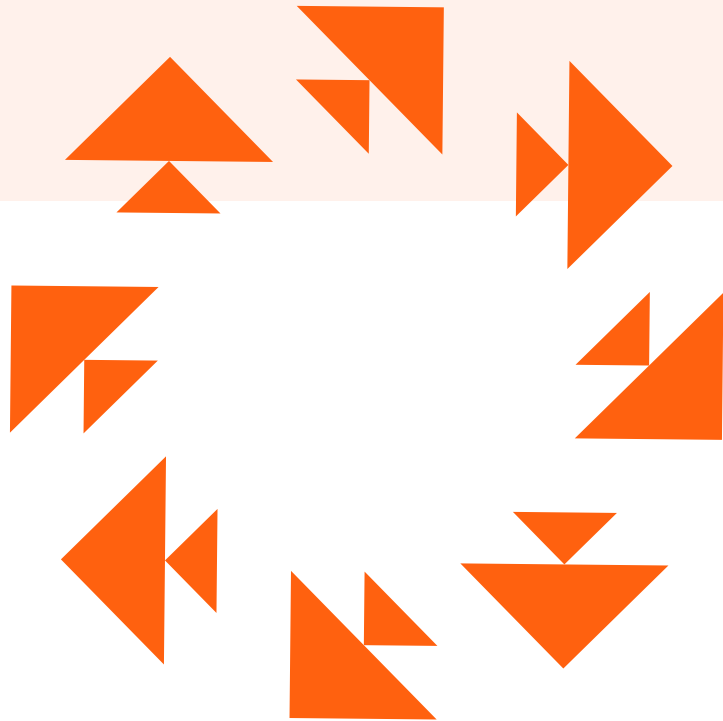
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| 02:30pm<br>03:15pm | <b>How to drive Perpetual Transformation around gender, inclusivity and culture</b><br>Patricia Foster   Ade McCormack   Megan Speight |
| 03:30pm<br>04:00pm | <b>Haier's Transformation Story</b><br>Zhang Ruimin  |

 **FRIDAY**  
**29 Oct**

- |                    |  |
|--------------------|--|
| 09:15am<br>10:15am | <b>8 Implementation Habits for Leaders</b><br>Robin Speculand                  |
| 10:30am<br>11:00am | <b>How To Unmask The Hidden Forces Leading Your Company</b><br>Luisa Ferrario  |
| 11:00am<br>11:30am | <b>Open Mic: Learnings from Perpetual Transformation at Strategy@Work 2021</b> |
| 11:45am<br>12:45pm | <b>How to Overcome the Immune System in Your Organization</b><br>John Hagel    |
| 12:45pm<br>01:45pm | <b>Regroup &amp; Closing Remarks</b><br>Tahirou Assane                         |



# Transformation is Perpetual, Are You Prepared?



The ripple effects of the COVID-19 pandemic continue to push us into a continued state of uncertainty, chaos, and volatility. How can organizations adapt, rebuild, and grow?

Leaders need a compelling vision, a motivated team, and superior execution capabilities in addition to an ability to manage risk and transform. The sign of the times read clearly: Transformation is not a one-time effort. To survive and win in the brave new world, leaders must adapt and embrace continual transformation.

Through expert-led exchanges, Strategy@Work showcased more than 30 global experts who provided actionable insights on how leaders can perpetually transform their organizations and deliver transformational outcomes. Over 260 leaders from around the world interacted via Brightline's custom-built event platform.



# The End of Competitive Advantage



**Rita McGrath**

Best-selling author  
and professor at  
Columbia Business  
School

Prof. Rita McGrath has been teaching Strategy and Innovation at Columbia. She has been a leading global strategist. Her talk at Strategy@Work 2021 emphasizes how the idea of guarding your competitive advantage has undergone a transformation. The competition can no longer be divided into neat boxes of "direct" and "indirect". As mass markets face turbulence, leaders need to embrace the reality of "transient competitive advantage". Finding your competitive advantage is not enough- how do you retain and grow it?



## Concluding thoughts

We can no longer rely  
on lasting competitive  
advantage

With great success,  
comes dangerous  
hubris

You'll need to master  
innovation, execution  
and transformation

Is your advantage  
eroding? Pay attention!

Denial is not your  
friend

We know how to cope  
with this

*"In a world of uncertainty, this idea that a leader could sit on a horse somewhere and tell everybody what to do doesn't make much sense."*

— Prof. Rita McGrath



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# An Inside-Out View of Perpetual Transformation



**Isaac Getz**

Author, Senior Advisor, and Professor at ESCP Business School



**Jeff Westphal**

Former CEO and Chairperson of Vertex Inc.

*"Altruistic companies make more profits than those who are chasing the profits through their business processes."*

– Isaac Getz



Jeff Westphal is a CEO who transformed his small private company into a large public one. Prof. Isaac Getz observed one hundred perpetual transformations.

In a candid and insightful discussion, they talk about the common barriers and effective strategies in scaling and transforming enterprises.



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# The ABCs of Transformation Strategy: "A" is for People



**Claudio Garcia** **Jeroen Tas**

Adjunct Faculty  
NYU and  
Co-founder Ponto  
Care

Former CEO and  
Chairperson of  
Vertex Inc.

What do leaders need to know about creating systems, incentives and culture that are truly people-oriented? Leaders can shape the culture of their organizations to inspire and grow their people, even in tough times. Jeroen Tas and Claudio Garcia share their insights about how organizations can nurture transformation from their extensive experience in scaling up global companies.



*"A mechanistic mindset goes against people"*

— Claudio Garcia

*"The more we take an organic system view of an organization and its environment, I think the better we can understand it and the more we can influence it."*

— Jeroen Tas



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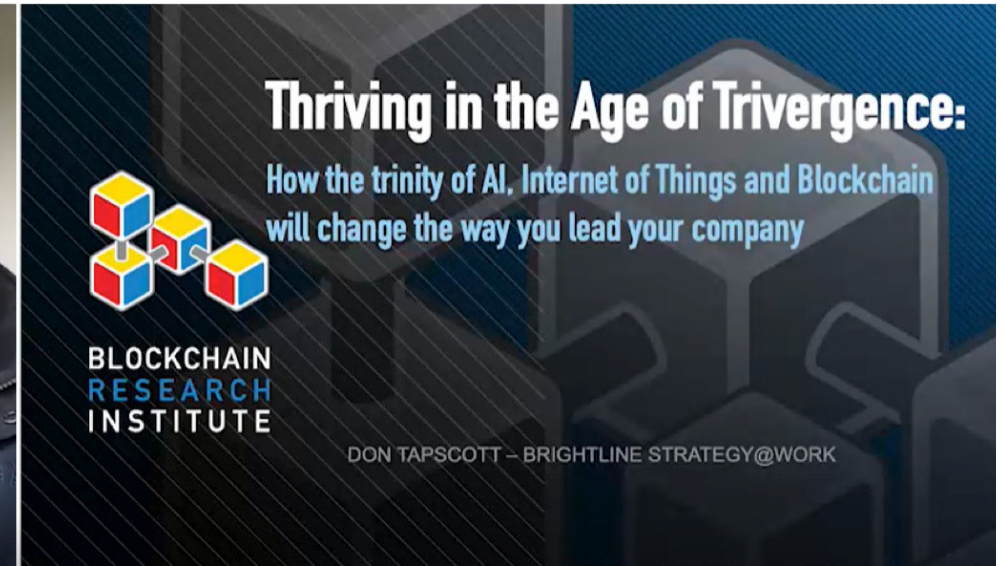
# Thriving in the Age of 'Trivergence'



**Don Tapscott**

Executive  
Chairman,  
Blockchain  
Research Institute

There has been no doubt that technological developments have guided most transformations. Specifically, the trinity of AI, IOT and Blockchain have emerged as the three areas of interest for a lot of C-level initiatives. Leading expert, Don Tapscott illustrates how their confluence will give birth to newer business models, pathbreaking innovations and ways of working. In his talk, he brings forth the 10 themes of the new social contract based on trust, decentralization, and digitalization. If you intend to rebuild your organization, you need these 10 themes the new social contract in mind.



## LEADERSHIP FOR TRANSFORMATION

Paradigm shifts involve **DISLOCATION, CONFLICT, CONFUSION, UNCERTAINTY.**

New paradigms are nearly always received with **COOLNESS, EVEN MOCKERY OR HOSTILITY.** Those with vested interests **FIGHT THE CHANGE.**

The shift demands such a **DIFFERENT VIEW** of things that **ESTABLISHED LEADERS ARE OFTEN LAST TO BE WON OVER, IF AT ALL.**

*“The world needs courage from the leaders around the world. Leaders who take on transformation in their own environments and fight for change”*

– Don Tapscott



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# Driving Radical Turnarounds by Unleashing Creative Culture



**Mark King** **Nick Sonnenberg**

Chief Executive  
Officer (CEO) of  
Taco Bell Corp.

Founder and CEO  
of Leverage

Pursuing a transformation agenda is no longer optional; it is essential for business survival. Nor is it a six-week program or an initiative; it is a state of mind, a part of organizational DNA and its culture. Mark King, Chief Executive Officer (CEO) of Taco Bell Corp and CEO of Leverage and Inc Columnist, Nick Sonnenberg exchange insights on how leaders can empower individuals within organizations to challenge the status quo and transform for growth.



*"What really defines culture are those things that you allow that aren't necessarily spoken about. To me, the real barometer is walking around in the hallways (really hard to do today) and feeling the energy of people."*

— Mark King



*"What do companies need to start paying attention too now to be able to transform and grow? What should they be investing in?"*

— Nick Sonnenberg



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*"It's better to make a wrong decision fast, than a correct decision slow. In today's world, speed wins over perfection"*



**Mark King**

Chief Executive  
Officer (CEO) of  
Taco Bell Corp.



# Orchestrating Successful Transformations: Role of the Right Structure



**Edivandro Conforto**

Managing Director  
at Accenture, Latam  
Business Agility &  
Transformation Lead



**Przemyslaw Kotecki**

Transformation  
Office Director  
at Allegro

We live in a world in which speed and flexibility are at the center of business transformation and innovation. Organizational structure has become a strategic matter for many CEOs. In this fireside chat, two global senior executives will share experiences and cover opportunities and challenges to evolve organizational structure focusing on better transformation outcomes and business results.



*"Unless you have a coalition between the leaders and the people that will be driving the transformation, it's very unlikely that your transformation will be successful."*

– Edivandro Conforto

*"You need to ensure that you know what kind of values you have in your organization. Make sure that you and your leadership team really understand that."*

– Przemyslaw Kotecki



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# Navigating What's Next: Tools to Successfully Manage the Dilemmas of Hybrid Work

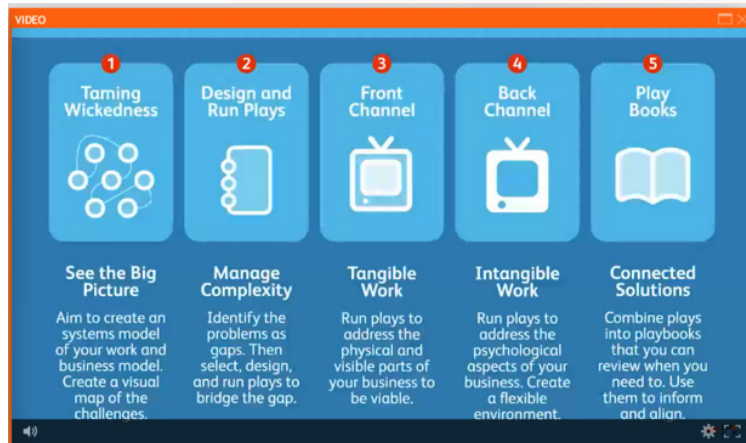


**Tom Wujec**

Technology pioneer,  
TED speaker,  
Entrepreneur, Writer,  
and Facilitator



As the crisis triggered by the pandemic continues to shape work, it is forcing leaders to ceaselessly revise their plans and adopt a hybrid model of work. But hybrid introduces many thorny dilemmas: the patchwork of in-person and virtual meetings generates difficult trade-offs affecting virtually every aspect of business, from the cost of real estate to safe office layouts and from vaccination policies to fostering a culture that is healthy, productive, and inclusive. In this talk, Tom Wujec shows how to successfully navigate these dilemmas using the Wicked Problem-Solving framework.



*"It's important to design a variety of both virtual and physical experiences that are super easy to navigate."*

– Tom Wujec



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# Overcoming the Resistance to Transforming



**Ed Hoffman**

CEO at Knowledge Strategies LLC, Former NASA Chief Knowledge Officer & Director NASA Academy



**John Hagel**

Author, Strategist and Advisor at World Economic Forum (WEF)

*"A narrative allows us to explore where we're going in the future"*

— Ed Hoffman



The dominant human emotion in the past few years of crisis has been of **Fear**. John Hagel, futurist, and best-selling author says that spreading emotion of fear is certainly understandable given the forces that are creating mounting performance pressure on all of us, but the emotion is very limiting. Fear, one of our primal instincts, acts as an antidote to change. Can leaders eliminate fear of change?



*"It's about forcing yourself to look ahead and say, 'what's really driving me?'"*

— John Hagel



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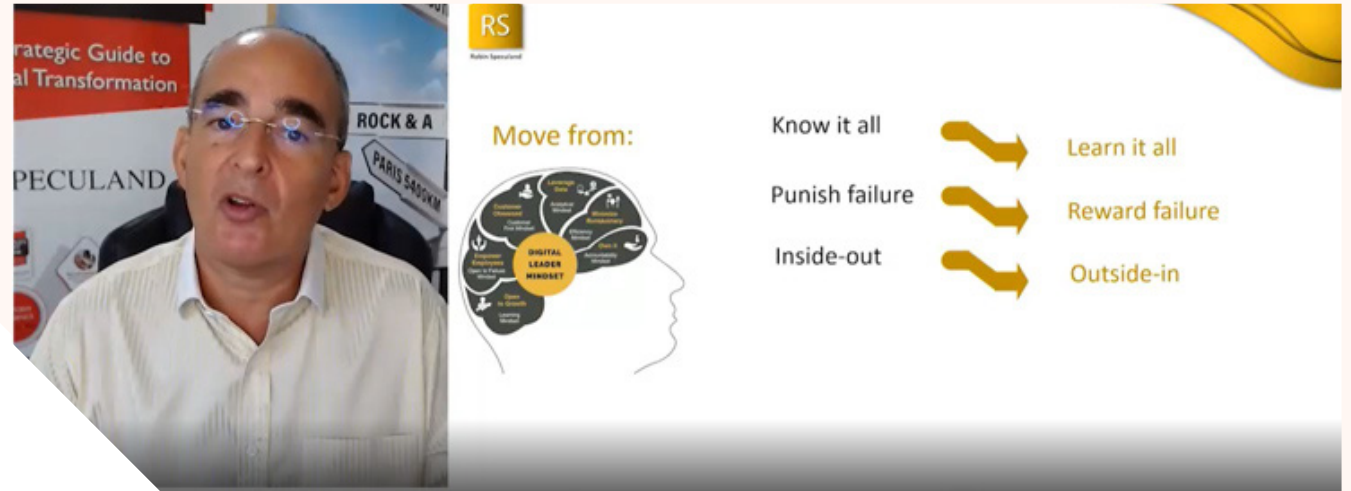
# Secrets of Transforming from Traditional to a Digitally Driven Organization



**Robin Speculand**

Recognized pioneer and expert in strategy and digital implementation

Traditional brick-and-mortar organizations have a different experience of transformation than digitally native or digital-first counterparts. With the COVID-19 pandemic, there has been no choice left for traditional organizations, but to transform perpetually. Robin Speculand shares incredible experiences from his extensive research and latest book to provide vital lessons on how to transform successfully.



*"Older organizations struggle to overcome their legacy systems and cultures, and these become barriers to digitalization."*

– Robin Speculand



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# Secrets of Transformative Organizations



**Behnam  
Tabrizi**

World-renowned expert and champion of organizational and personal transformation



**Stuart  
Crainer**

Co-founder of Thinkers50, adjunct professor at IE Business School



In this session, Prof. Behnam Tabrizi and Stuart Crainer talk about how the most innovative organizations in the world transform to innovate continuously to an ever-changing world. The conversation answers the question how they set their leadership and culture apart? Get an insight on how leading organizations transform and lead.

*"You don't want your customers to like you. You want them to love you and sing your praises."*

– Behnam Tabrizi



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# Transforming in the Age of Hype

Technology is created by humans, for humans but how do we keep humanity at the center of this great transformation? Sinan Aral is joined by Todd Weaver, CEO of Purism, a company that is trying to build a global movement of secure computing that respects digital rights. As societies move towards a digital future, the reality of growing cyber-threats is bringing in new questions about privacy, control, trust, and digital rights. Two experts discuss these topics in an insightful fire-side chat.



**Sinan Aral**

MIT Professor and  
Director of Digital  
Economy Initiative,  
Founding Partner  
at Manifest Capital



**Todd Weaver**

CEO and Founder  
of Purism



*"The real leaders of this new social age are going to be the ones that realize that shareholder value in the future is going to be maximized when it aligns with society's values."*

— Sinan Aral



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*"Companies and their leaders need think: How can we be transparent to benefit the advancement, can we go through some additional pain by releasing and verifying code or claims. How can we trust and verify? What is it we can release for the public good?"*



**Todd Weaver**

CEO and Founder  
of Purism



# Orchestrating Perpetual Transformation

*"It doesn't matter how many processes and structures you put in place if the people are not a part of it."*

– Tony O'Driscoll



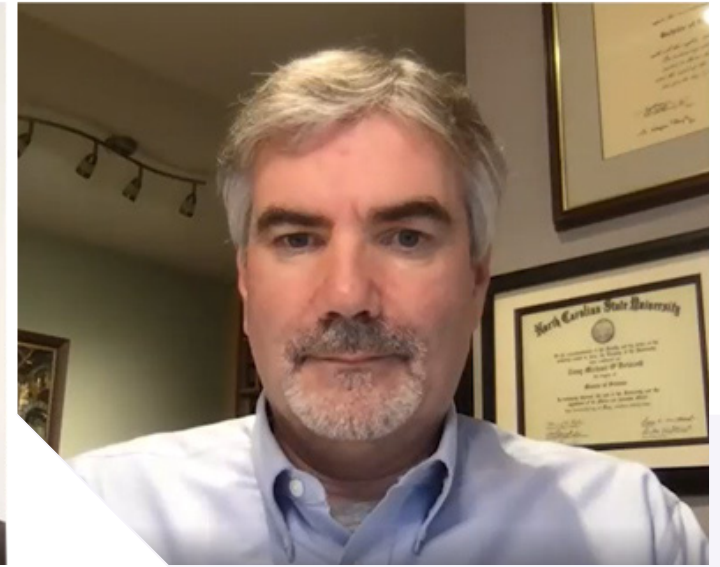
**Tahirou  
Assane**

Director of  
Brightline at PMI



**Tony  
O'Driscoll**

Adjunct Professor,  
Duke University &  
Research Fellow at  
Duke Corporate  
Education



It is a common misconception that a business transformation has a beginning and end. However, the truth is that a successful transformation will never truly “end.” Instead, it sets in motion the ever – evolving culture, strategies, and agility needed to grow sustainably over time.

It takes a different set of leadership qualities to do this. Transformation leaders need to be constantly aware of the market trends,

disruptors, and best strategic practices. They also need to approach the transformation from a people-centered standpoint with a healthy tolerance for failure while demonstrating humility and empathy.

In this session on orchestrating perpetual transformation, we will be looking at the ways a successful transformation is led – through market awareness, strategy, culture, and people.



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# How to drive Perpetual Transformation around gender, inclusivity, and culture

Driving accountability around gender, inclusivity, and diversity initiatives is an important area of transforming culture today. Our panelists discuss how and why these are areas needing greater attention and action from the C-suite.



**Megan Speight**

DE&I Manager  
at Project  
Management  
Institute



**Patricia Foster**

DE&I Leader and  
Advisor



**Ade McCormack**

Adjunct Professor,  
Duke University &  
Research Fellow at  
Duke Corporate  
Education



*"You do not want to have a homogeneous workforce. You want to have a mixture of people that have got different life experiences."*

– Ade McCormack

*"If you don't follow up with concrete actions in your organization to create more equity, you're selling yourself and your employees short."*

– Patricia Foster



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*"C-suite executives  
are a key component  
in advancing DEI  
initiatives."*



**Megan  
Speight**

DE&I Manager  
at Project  
Management  
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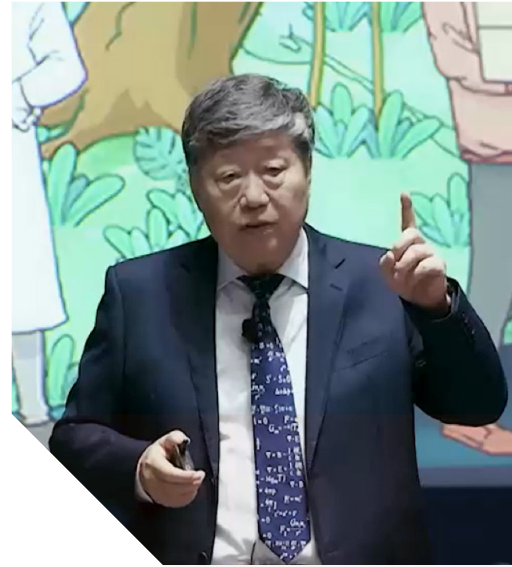
# Haier's Transformation Story



**Zhang Ruimin**

Chairman of the Board of Directors and CEO, Haier Group

Haier is the world's number one home appliance manufacturer with more than 70,000 employees. Chairman & Group CEO, Zhang Ruimin takes us through Haier's transformation journey as part of the Fourth Industrial Revolution. Since the 1980s, Haier has transformed from being like an empire (with a traditional, closed pyramid) to being more like a rain forest (with an open networked platform).



*"Products will be replaced by scenarios. Industries will be repeatedly enveloped by ecosystems."*

– Zhang Ruimin



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Luisa Ferrario  
on reflecting as  
transformative leaders:

“Feel the questions.  
Be the questions.  
When we do not  
judge, we let go.”



**Luisa Ferrario**

Rebel Transformative  
Leader & Hidden  
Leading Forces Ninja



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Jennifer Moss on  
tackling employee  
burnout:

“*Workplace Stress  
left unmanaged  
is a WE problem  
to solve.*”



**Jennifer Moss**

Journalist, Author,  
Speaker, Workplace  
Expert



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team

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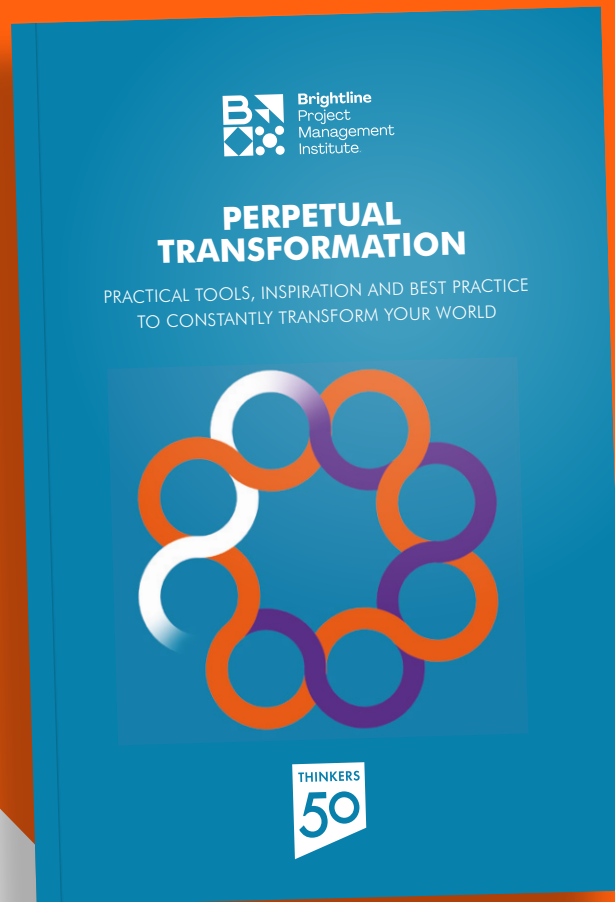
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Kristin Jones, Christopher Eckstine

Executive Summary  
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Thank you for supporting us through a challenging year. We are working on your feedback to build another year of exciting programming.

Continue your reading and reflection on transformation with [our new ebook.](#)

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Strategy@Work2022**

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