|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  |  |  | |  |
| **Test & Evaluation:**  **Required Leadership**  **in The Age of Transformation** | | | ***Presented by:***  ***Paul McNamara, Founder & CEO***  ***The Sente Group, Inc***  [***pmcnamara@sentegroup.com***](mailto:pmcnamara@sentegroup.com)  ***Video and answers to questions available soon at www.sentegroup.com/digitaltransformation*** |  |
|  |  |  | |  |
| **Time** | **Segment** | **Reflection Questions** | | **Notes and Thoughts** |
| **00:00** | **Introduction** | * What are your digital transformation efforts aimed at producing? * What is the mood of your organization regarding digital transformation? Excited? Curious? Confident? Resolute? Or Cynical? Closed-minded? Small-minded? Skeptical? | |  |
| **1:10** | **Dead Cows** | * Do you have any speculation about the “invisible” barriers faced by your organization? * Are there explanations you accept? That you don’t accept? Are people even asking these questions? | |  |
| **2:27** | **Prehistoric Hunters** | * Where do you have gaps with tools or culture? * How do you know which (tools or culture)? * Where are your teams using their tools like the metaphorical club? | |  |
| **3:34** | **Required Leadership** | * What is your situation? What are the threats and their causes? Are you trying to exploit opportunities? * Do you have a strategy you are confident can cope with the threat or exploit the opportunity? Why or why not? | |  |
| **4:43** | **Industrial Revolutions** | * What happens if you don’t solve them? For your organization? For you? * Are you aware of any competitive situations with a digital disrupter? | |  |
| **5:55** | **Competitive Forces** | * Were you surprised how fast things changed for the buggy manufacturers? * Is your team clear about how unrelenting economic forces can be? Do you accept there is no escaping them? * Are you using some of the older practices mentioned so far in the video? Are your competitors using these? How will they produce differential results for you? | |  |
| **7:00** | **Digital Disruptors** | * Will your efforts permanently change the expectations of customers and employees about what’s possible? * Which of the 4th Industrial Revolution capabilities used by Jobs (offers), Musk (first principles) and Bezos (narratives) is your organization exploiting, if any? | |  |
| **10:10** | **Cultural Roots** | * How well do your departments communicate and coordinate action with each other? * Are they currently doing it well enough to produce the innovation, speed and cost objectives required for you to stay competitive? | |  |
| **12:00** | **Real World Challenges Example** | How many of the challenges discussed here do you have as well? Have you made (or do you need to make) “step change: 2X, 3X” or “incremental: 5%, 15%” improvements in these areas?   * Cost concerns? * Growth? * Upgrading technology? * Planning and coordination? * Time to market? * Distractions with non-value-added activity? * Low utilization of costly equipment? | |  |
| **17:15** | **Root Cause of Issues** | * What are your organization’s biggest challenges? * Does your organization produce a level of trust internally and externally that will enable you to hit your innovation, speed, and cost goals? How do you know for sure? * Does hoarding exist in your organization? Hoarding of equipment? Hoarding of services? Hoarding of information? | |  |
| **19:53** | **Grounding the Issues** | * What facts do you have to support or negate your claims about trust within your organization? * Where are your gaps with measuring trust across your organization? | |  |
| **21:37** | **Attacking Root Causes** | * What knowledge and practice gaps prevent your organization from building trust to the standards necessary to hit transformation outcomes? | |  |
| **23:57** | **Problem Statement and First Principles** | * Do you know the root cause for your issue including the people or roles that are critical to success? * Do you consider incentives? Where do your policy and processes rules produce perverse incentives that damage trust? * Where are costs, other than money, driving negative behaviors or bad moods in your organization? Costs like Time, Energy, and Lost Opportunities? | |  |
| **25:43** | **Trust Building Solution** | * Do you have a complete set of trustworthy metrics and narratives that produce effective incentives and actions? How do you know? * Do people understand how those metrics drive individual and team behaviors that affect outcomes? * Do you have a practice to make sure actions taken at all levels of your organization align with enterprise objectives? | |  |
| **27:48** | **Outcomes / Results** | * Are your outcomes measurable and are they broadly accepted / trusted inside your organization? * What moods do they produce toward your effort? For you? For Others? | |  |
| **32:16** | **Culture and Tools** | * Do you have a better sense of how culture affects outcomes? * Can you see how your tools either reinforce the culture you are after or reinforce the old one that doesn’t work? * Can you see how tools can enable new behaviors and culture change at scale? | |  |
| **33:55** | **Thank you and Full-Length Video Availability** | * You can ask me questions directly at [pmcnamara@sentegroup.com](mailto:pmcnamara@sentegroup.com) or can reach me on my mobile at 770-652-8688. * The full-length video and answers to questions will be published at [www.sentegroup.com/digitaltransformation](http://www.sentegroup.com/digitaltransformation) | |  |