



IBM HR Summit

Be a part of the HR revolution.

BOSTON, MA | SEPTEMBER 6-8, 2016

Cognitive Change

Andi Britt | Talent & Engagement Leader - IBM Europe



IBM Institute of Business Value





In our CEO study we surveyed
5,247 business leaders

What's putting the world's
top executives on edge?

A close-up photograph of a person's hands holding a tablet computer. The person is wearing a dark suit jacket and a light blue shirt. The background is a blurred car rental lot with several cars parked. The text is overlaid on the top half of the image.

“Uber has a market cap that exceeds the market cap of all the car rental companies combined, and it’s only an app.”

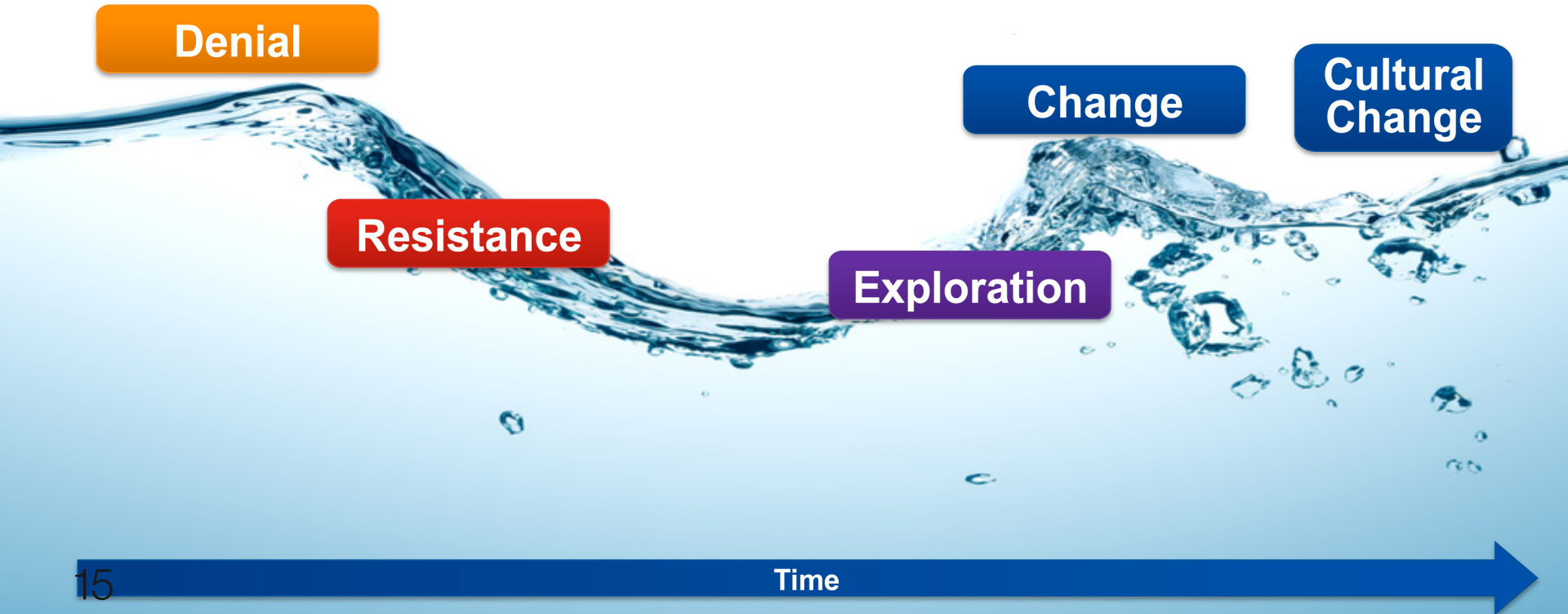
CMO, Transportation, United States

“The biggest threat is new competitors that aren’t yet classified as competitors.”

Piotr Ruszowski, CMO, Mondial Assistance, Poland



Change Curve



A



B



constant evolution and adaption

**Speed, agility and empowerment
are key...**

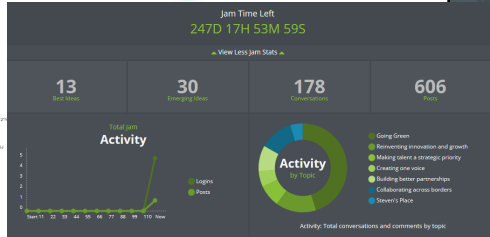
**‘Solutions to adaptive challenges reside
not in the executive suite but in the
collective intelligence of employees at
all levels...’**

Heifetz and Laurie ‘The Work of Leadership’

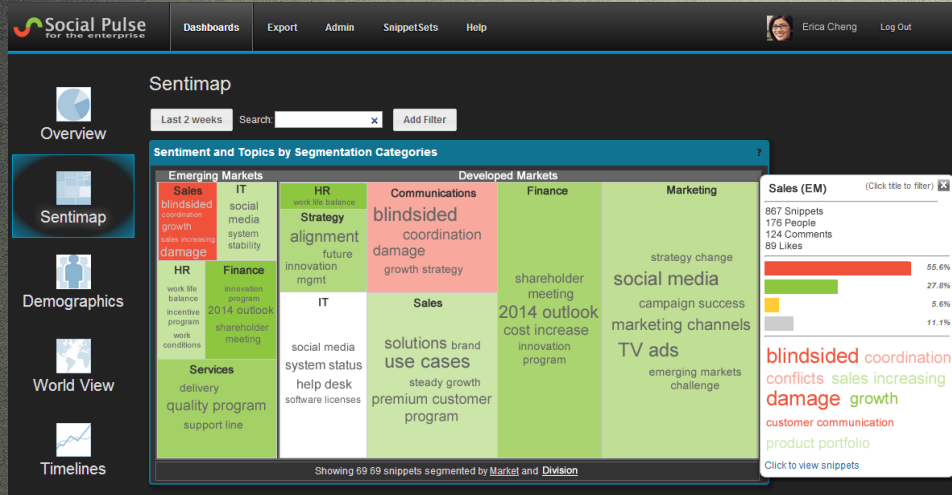
Change = Give the Problem to the People



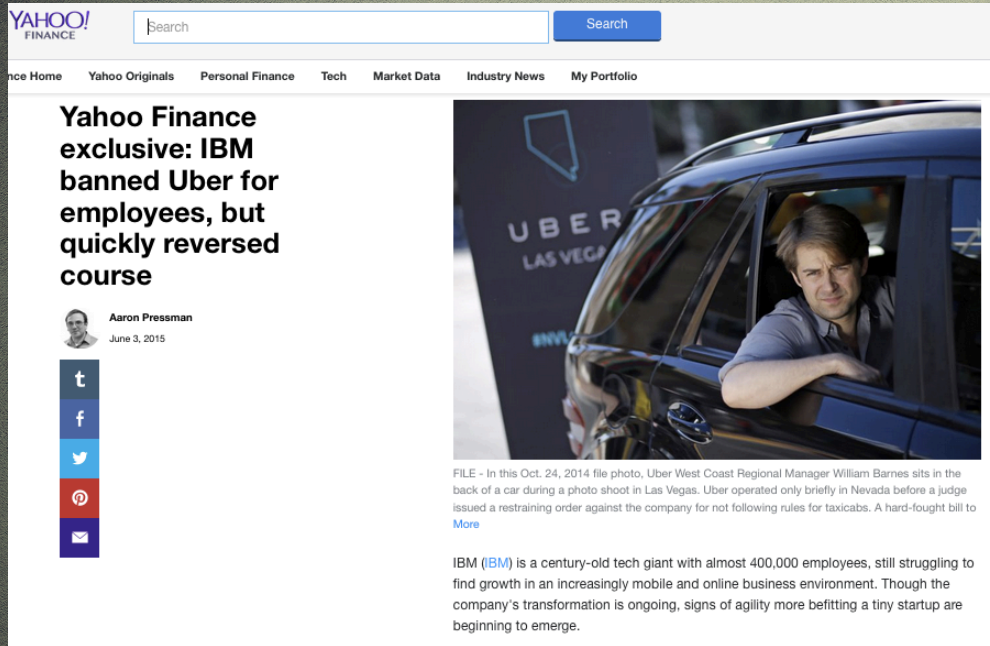
Change = Give the Problem to the People



Change = Listen, Sense & Respond



Change = Listen, Sense & Respond

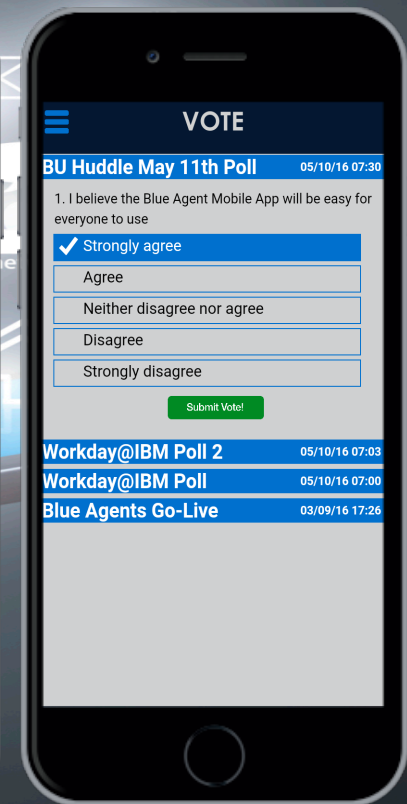
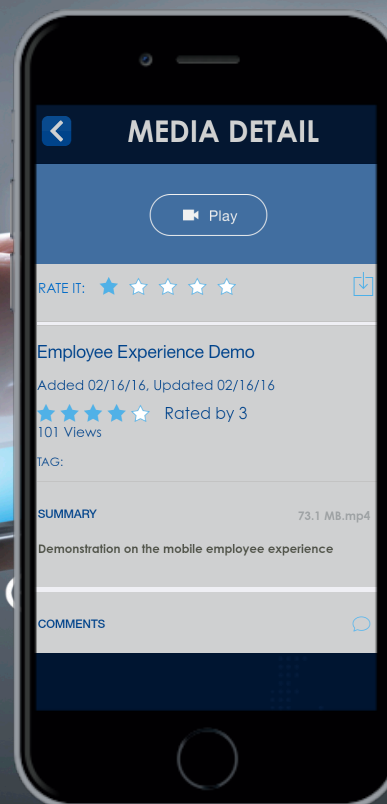
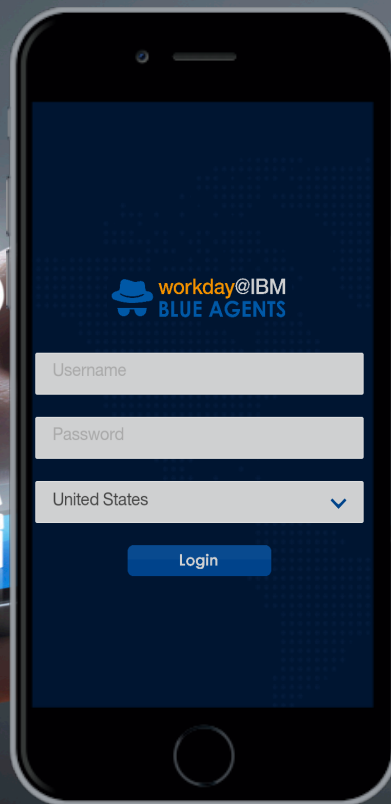
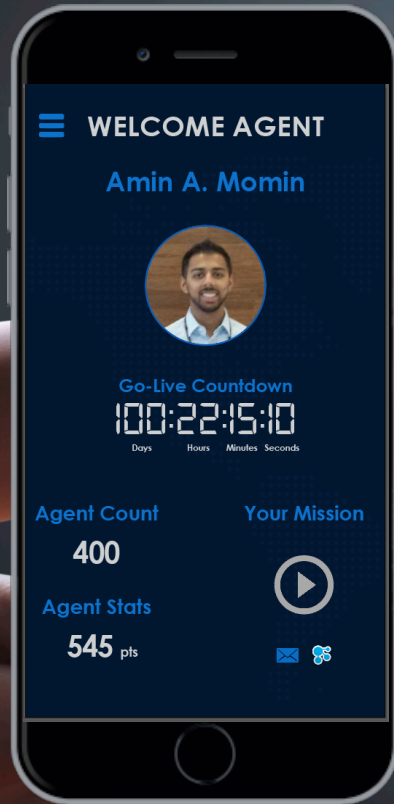


The screenshot shows a Yahoo Finance article. At the top left is the 'YAHOO! FINANCE' logo. A search bar is located at the top center. Below the search bar is a navigation menu with links for 'Finance Home', 'Yahoo Originals', 'Personal Finance', 'Tech', 'Market Data', 'Industry News', and 'My Portfolio'. The main headline reads 'Yahoo Finance exclusive: IBM banned Uber for employees, but quickly reversed course'. Below the headline is a small profile picture of Aaron Pressman and the text 'Aaron Pressman June 3, 2015'. To the left of the article text are social media sharing icons for Tumblr, Facebook, Twitter, Pinterest, and Email. The main image in the article shows a man, identified as William Barnes, sitting in the back of a car. A sign in the background says 'UBER LAS VEGAS'. Below the image is a caption: 'FILE - In this Oct. 24, 2014 file photo, Uber West Coast Regional Manager William Barnes sits in the back of a car during a photo shoot in Las Vegas. Uber operated only briefly in Nevada before a judge issued a restraining order against the company for not following rules for taxicabs. A hard-fought bill to More'. Below the caption is a paragraph of text: 'IBM (IBM) is a century-old tech giant with almost 400,000 employees, still struggling to find growth in an increasingly mobile and online business environment. Though the company's transformation is ongoing, signs of agility more befitting a tiny startup are beginning to emerge.'

Change = Personalised



Change = Personalised



Change = Iterative & Data Driven



Change = Iterative & Data Driven

