

Insights, Imperatives, Initiatives

What is Jim thinking, saying, doing and feeling? As a result, how can we help?

EMPATHIZE

**— PAIN —
CAUSES OF PAIN**

- Understanding Jim's thinking and operating on multiple levels of the same time.
- Increase implementation "good ideas" through better education and accountability, BUT in a thoughtful way.
- Corporations are rewarded for short term thinking, the expense of their long term viability. How can we manage the core business & the emerging "thing in parallel"?

**— GAIN —
OPPORTUNITIES TO GAIN**

- Help clarify and socialize the message with stakeholders and investor community. It is complicated, with metrics and a governance approach to increase confidence.
- Change the system, change to reduce friction and nurture the change to the culture, emotions and personal conduct network.
- The value is "high" "big" success. How can we sustain it?

SAY **THINK**
DO **FEEL**

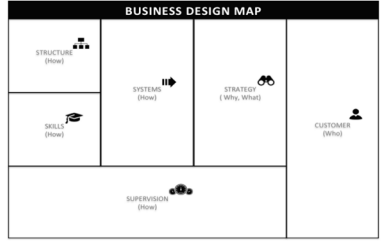
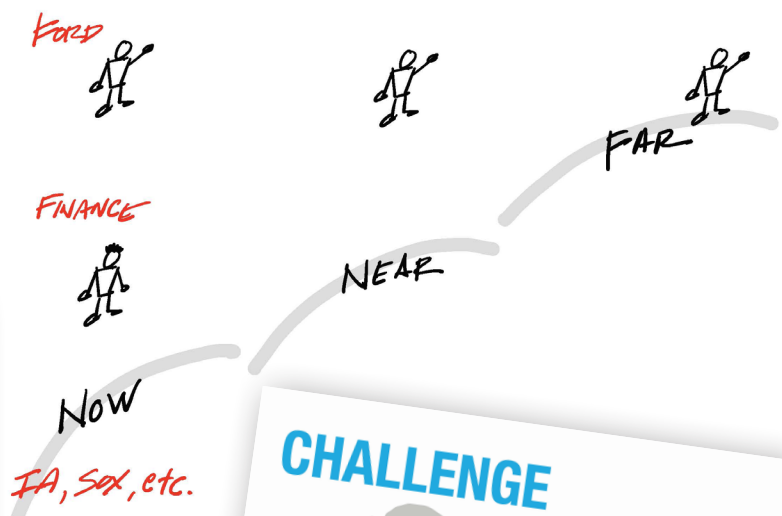
• "Corporations tend to reward actions over thinking. Which leads to making things..."
• "Some people estimate that the whole system of vehicles, transportation and coordination will cost \$20 trillion. That's half the GDP of the U.S. today. So it's a really big opportunity."
• "That simply, we are focused on classic Ford virtues: simplicity, safety, efficiency, responsiveness and accountability."
• "We need faster "clock speed" with our work."
• "Core business must be profitable, tear down the monolithic hierarchy, clean out poor performing products, processes and people."
• "We have data on customers, work, fuel, safety, market, credit, expense, etc."

• There's no much to do and getting the team to see the future vision is challenging.
• Life is hectic, trying to transform the culture of a company that has over 115 years of beliefs, practices and assumptions.
• Values people, and relationships, but needs to honor the accountability that has been compromised.
• Getting everyone to focus on the same goal and understand their role to achieve the goal.
• Who can't wait?

• Simultaneously working on three time horizons - now, near, and far to make change happen. Investing time and resources in core methods, decision processes and thought patterns to innovate and transform a 125 year old culture.
• Change is coming from the outside in through his trusted and loyal network.
• Breaking down barriers and traditions with the use of an AECOU Framework: Activities, Environments, Interactions, Objects, Users

• Pressure to "perform", with a recognition that change takes time. There is a patience to receive quickly.
• Employee wants to a few minutes of my time.
• We have the technology capable of completely redesigning the surface transportation system for the first time in the century.
• Deep sense that human-centered, systems level design is necessary to solve societal and people's needs on that scale.

• \$11 billion investment in electrification through seven billion, the new electric vehicle team, and the self-driving vehicle team who now report directly into Jim and moved into a refurbished factory in the center of Detroit... *Autobots, we did it at Detroit.*
• \$2.5 billion in cuts through six Finance redesign initiatives: streamlining product development, reducing material costs, improving manufacturing efficiency, reducing complexity, implementing new manufacturing techniques and building a world class IT system.



C-Suite Account Penetration Strategy

Account Goals:

1. Understand & Increase relationships with C-suite and next level of leaders
2. Increase clients awareness of our firms changing brand and additional capabilities to solve their \$_m
3. Increase their \$_m

C-Suite Account Penetration Strategy

Discover **Synthesize** **Develop** **Implement**

1. Transportation ecosystem
2. Competition (Brambles, BCG, Deloitte, KPMG, IDEC)
3. Ford's current org. structure
4. Understand the smart redesign objectives.
5. Review list of Ford/ET projects
6. Understand Jim Hackett's stated strategic initiatives & imperatives.
7. Understand Bradley Gayton's stated strategic initiatives & imperatives.
8. Other targeted C-suite stakeholders stated strategic initiatives & imperatives

1. Overlay ET projects for Ford org structure
2. Align with Ford's now, near & far strategy
3. Determine ET value proposition relative to competition & Ford's strategy
4. Identify stakeholder target sequence
5. Research stakeholder and networks

1. Create targeted comm. plan, by stakeholder, including timing
2. Prioritize "winners"
3. Investigate stakeholder network relationships to gather intel & build fit.
4. Identify ET champions & co-champions
5. Identify ET potential "producers" or "solutions" based on needs.
6. Develop ET now, near & far points of new business model(s) to share with Hackett & Gayton and other C-suite
7. Identify desired touchpoints and outcomes from referral to purchase.
8. Develop Hackett, Gayton letter and touchpoint campaign (detailed below) and aligned with #7 above)

1. Text ET now, near & far POV with Ford internal "touchpoints"
2. Execute "successive", sequenced communication strikes.
3. Send letters to Hackett, Gayton, and others at the C-suite level.
4. Meet with Hackett, Gayton, and others and share ET now, near, far POV with them. Confirm assumption strategic initiatives, and imperatives. Act on touchpoint outcomes to move to the next stage.
5. Detail: make adjustments and prepare for next "meeting."

Note:

- Business Model - Systems, Technologies, Processes, Organization Structure, Skills, etc. to ensure the action items is different results.
- Essential to operate within a planned sequential manner to raise the probability for success.

Our Experience Indicates

70% of organizational change efforts fail.

KME SYSTEMS

Our Experience Indicates

35% of strategies don't consider business complexities.

KME SYSTEMS

90% of managers and employees believe agility and speed have increased in the last five years

[WHY]

CHALLENGE

HOW MIGHT WE... create new customer experiences, grow, and make money at the same time?

[WHAT]

Human-Centered Sales Strategy

Worked with a top 4 accounting firm to design and led an implementation of an innovative sales approach to penetrate client accounts and diversify brand awareness and offerings to improve the organization's overall performance.