

WELCOME TURNER X-OVER: LEADING STRATEGY EXECUTION



- TURNER X-OVER: THOUGHT-PROVOKING, INSPIRING AND EXPANDING HORIZONS
- LEADING SPEAKERS (SCIENTISTS, THOUGHT LEADERS, TOP-LEVEL EXECUTIVES) SHARE THE LATEST INSIGHTS FROM THE FIELDS OF PSYCHOLOGY, ETHICS, HR, BEHAVIORAL SCIENCE, THEOLOGY, LEADERSHIP AND ARTIFICIAL INTELLIGENCE.

03 NOVEMBER 2022

LEADING STRATEGY EXECUTION HIGH PERFORMANCE LEADERSHIP

*Professor George Kohlrieser
IMD Lausanne Switzerland*



Previously: Professor Frederik Anseel Senior Deputy Dean at UNSW Sydney Business School
What to expect? **Francesca Gino** (Harvard) on *Talent management*.

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PROGRAM LEADING STRATEGY EXECUTION | GEORGE KOHLRIESER

Professor George Kohlrieser will cover the following topics:

The minds eye, cycle of bonding, difficult conversations/conflicts, communication/dialogue, secure bases, reflection, psychological safety.

Professor Kohlrieser will deal with these topics both in a plenary setting and by facilitating heart-to-heart talks at individual tables.



9.00 – 09.30	Doors Open - Beatrixzaal
9.30 – 12.30	Program - George Kohlrieser
12.30 - 13.30	Lunch – Restaurant Royal Parc
13.30 - 17.30	Program – George Kohlrieser
17.30 - 18.00	Drinks – Juno Bar
18.00 - 19.30	Buffet – Restaurant Royal Parc

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Harvest: which notions do you take with you from today? As input for the professional and personal development of your leadership.

4sentencestherestistorture

The importance of grief

Understanding by asking

Cycle of bonding

GK: 'I have to be able to listen to someone's perception' 🧠👂

Four sentence rule

The way George gives answers to questions (he turns it around)

Be more vulnerable, open up to really ask questions and listen!

Stop being a psychological hostage



Harvest: which notions do you take with you from today? As input for the professional and personal development of your leadership.



Importance of grief in bonding

In change - the loss can be different then the benefit

Talk less, ask more questions

The role of grief

The blocking emotions. Very recognizable in daily life.

Don't be a hostage

Importance of bonding for true leaders

Good leaders are good in dialogue, in communication

Aandacht gevrn aan emoties

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Harvest: which notions do you take with you from today? As input for the professional and personal development of your leadership.

Understanding emotions

Cycle of bonding is essential

Insights created in how to open up talks with detached people. Go and search for the emotions behind.

People don't resist change but want to avoid the pain of change

People do not resist change, ???

The importance of the deeper layer in everything we do and that this too often missed out

We don't need more leaders

Question listen emotion

Understand the State of grief. How to let go.

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Harvest: which notions do you take with you from today? As input for the professional and personal development of your leadership.

What's the pain of your opponent in sales

The 'grief' we suffer and how it relates to childhood events

Harvest: which notions do you take with you from today? As input for the professional and personal development of your leadership.

Secure Based Leadership with positive inner state

Before I give my opinion what's your opinion?

Being kind instead of being nice

Grief as a source of new leadership; secure base leadership - caring AND daring

Care and dare

Secure base = caring + daring

Be kind, not nice

Giving words to the secure base

The strength of continuous inquiry



Harvest: which notions do you take with you from today? As input for the professional and personal development of your leadership.

being a secure base and ask questions to bond and to know the state of mind of the other person

Conflict is good

Once a secure base is finished, then you move on!

Caring & Daring. Kind vs Nice 😊

The power of the right confrontational questions when caring for people

How about a round of applause



THANK YOU FOR YOUR PARTICIPATION

TURNER X-OVER, WHAT TO EXPECT MORE:

- **PETER MEYERS** (STANDUPANDDELIVER)
ON STORY TELLING
- **FRANCESCA GINO** (HARVARD) ON TALENT MANAGEMENT



LEADING SPEAKERS SCIENTISTS, THOUGHT LEADERS, TOP-LEVEL EXECUTIVES

SHARE THEIR LATEST INSIGHTS FROM THE FIELDS OF PSYCHOLOGY, ETHICS, HR, BEHAVIORAL SCIENCE, THEOLOGY, LEADERSHIP AND ARTIFICIAL INTELLIGENCE.

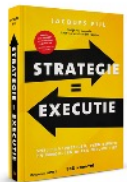
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TURNER IS THE SPECIALIST IN CRITICAL STRATEGY – EXECUTION ASSIGNMENTS.



1. **Turner is a renowned Strategy-Execution specialist among C-level executives and entrepreneurs.** Key figures: appr. 75 professionals, 50% private (financial and professional services, media, energy, agri, sme), 50% public (education, health, public), 40/50 assignments per year. See: [Click here](#)
2. **Dutch based, international clients.** Broad and deep track record, excellent references are available and can be organized at short notice.
3. **Ventures, investment funds, private equity, special asset management departments of banks form a significant origin of Turner assignments.**
4. **Why strategy execution? Strategy = Execution: the no. 1 challenge for leaders and executive boards.** Promise: Organizations that excel in strategy execution shorten their lead time to execution by 3 months and speed up their execution and innovation processes by 50%. Better yet, they achieve 15 to 25% more of their goals regarding e.g. Ebitda, NPS< EPS, productivity, OVA, Capex/Opex. While increasing their strategy execution capability year after year. These organizations foster one language and method on essentials of modern-day strategy execution. Why improve strategy execution? What's the urgency? Because speed of improvement, renewal and innovation is key in the digital age.
5. **Why Turner? Acknowledgements: No. 1 Methodology and No. 1 Consulting Firm (see below).**



No. 1 Methodology. American business book off the year 2021 - Elected CEO's book of choice, Dutch Financial Times - International best seller, 6th print - *"A must read for every executive"*, Feike Sijbesma, Former CEO, Royal DSM, endorsed by 24 executives from leading innovative businesses, the topic of numerous Ted Talks and 100+ in-company workshops at leading organizations, avg. participant rating of 8.7 Strategy = Execution provides ground-breaking insight into today's success factors. Based on Turner's research citing 60 organizational leaders, 75 case studies and 300 published sources, which answers the central question: What makes or breaks modern day strategy execution and innovation? Want to know more about masterclasses and specific interventions?



No. 1 Consulting Firm. For the second consecutive year Turner's Strategy Execution has been chosen by thousands of C-level executives, managers, and management professionals as the No. 1 in Strategy Consultancy and Customer Satisfaction (NPS), according to the annual Dutch MT1000 survey. With top scores on strategy advice, client focus, excellent delivery and product leadership.

OUR TRACK RECORD RANGES FROM SME TO LARGE INTERNATIONAL CORPORATES, BOTH PUBLIC AND PRIVATE.

Our clients give us an average score of 8 out of 10. Please find below a selection of clients we worked with in assignments and/or endorsed our Strategy = Execution proven methodology.



STRATEGY = EXECUTION: TOP 8 REQUESTED INTERVENTIONS



1. **Strategy Acceleration Sessions.** Go from an abstract strategy to an executable one.

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2. **Change Portfolio Management.** Purge, select and balance your change portfolio.

[READ MORE](#)



3. **Breakthrough.** Facilitate your 3 most critical initiatives ('change begets change').

[READ MORE](#)



4. **A Single Language & Method.** Action-based learning in the Strategy = Execution master class.

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5. **Benefit Realization Management & Monitoring.** Effective, year-round monitoring of your strategy execution benefits and progress.

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6. **Appeal.** Communicate, test and enrich your strategy.

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7. **Activation.** Foster true ownership by creating execution coalitions and individual psychological check-ins.

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8. **Organization.** Structuring Strategy-Execution as a discipline.

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INNOVATION = EXECUTION

RESEARCH INTO BREAKTHROUGH CAPABILITIES IN DIGITAL AND ORGANIZATIONAL INNOVATION.

HOW MATURE ORGANIZATIONS
SUCCESSFULLY EXECUTE SERIES OF
FUNDAMENTAL INNOVATIONS. BOTH IN
PRIVATE AND (SEMI-)PUBLIC SECTORS.
AND IN ECOSYSTEMS.

Content: (1) Abstract (one-pager) and (2) the research further explained in 10 points

From: Jacques Pijl.

To: academic (scholars) and business community (executives, professionals / Turner colleagues, entrepreneurs).

Date: July 2020.



THE SEQUEL OF THE STRATEGY = EXECUTION RESEARCH.

INNOVATION = EXECUTION



Research into breakthrough capabilities in digital and organizational innovation

INNOVATION = EXECUTION: Research into Breakthroughs in Digital and Organizational Innovation in Mature Organizations and Business Ecosystems.

Turbulent market conditions and hyper competition are forcing large, mature businesses to develop new competitive advantages. In practice, many organizations find it a major challenge to execute their innovation strategies and get their new business models up and running.

The Innovation = Execution Program is an academic (PhD) study into the key execution skills leveraged by businesses that are successful at innovation. The study will describe patterns in how such businesses manage and execute their portfolios of initiatives.

The study consists of multiple case studies involving international businesses, based largely on interviews and text analysis methods. The first few case studies will serve to test the conceptual model and the research design. An additional six to eight case studies will serve to define the content and organizational aspects of execution skills, possibly aided by a supplementary survey.

Organisations taking part in this study will gain fresh insight

into their own execution capacity. They will receive the research findings and be invited to share these with other participating businesses. Participation in research is a known factor for building internal awareness, support and insights throughout the organisation.

Leading businesses participated in previous Turner research projects, such as DSM, Unilever, Nestle, ING, AkzoNobel, PostNL, Allen & Overy, Shell, Heineken, ASML, NXP, Van Oord, Randstad, FrieslandCampina, Springer, Vebego, Wurth, Cosun, NFI and NVWA. The most recent research project resulted in publication of the bestselling management book “Strategy = Innovation”. Following through on this project, the Innovation = Execution study will involve a similar league of top-level organizations from the private, public and semi-public sectors.

The research team is led by Jacques Pijl (PhD student and owner at Turner Strategy Execution Consultancy) and Niels van der Weerd PhD, supervised by Henk Volberda, Professor of Strategic Management and Innovation at Amsterdam Business School, University of Amsterdam.

Planning: 2021 – 2025. With quarterly and final deliverables.