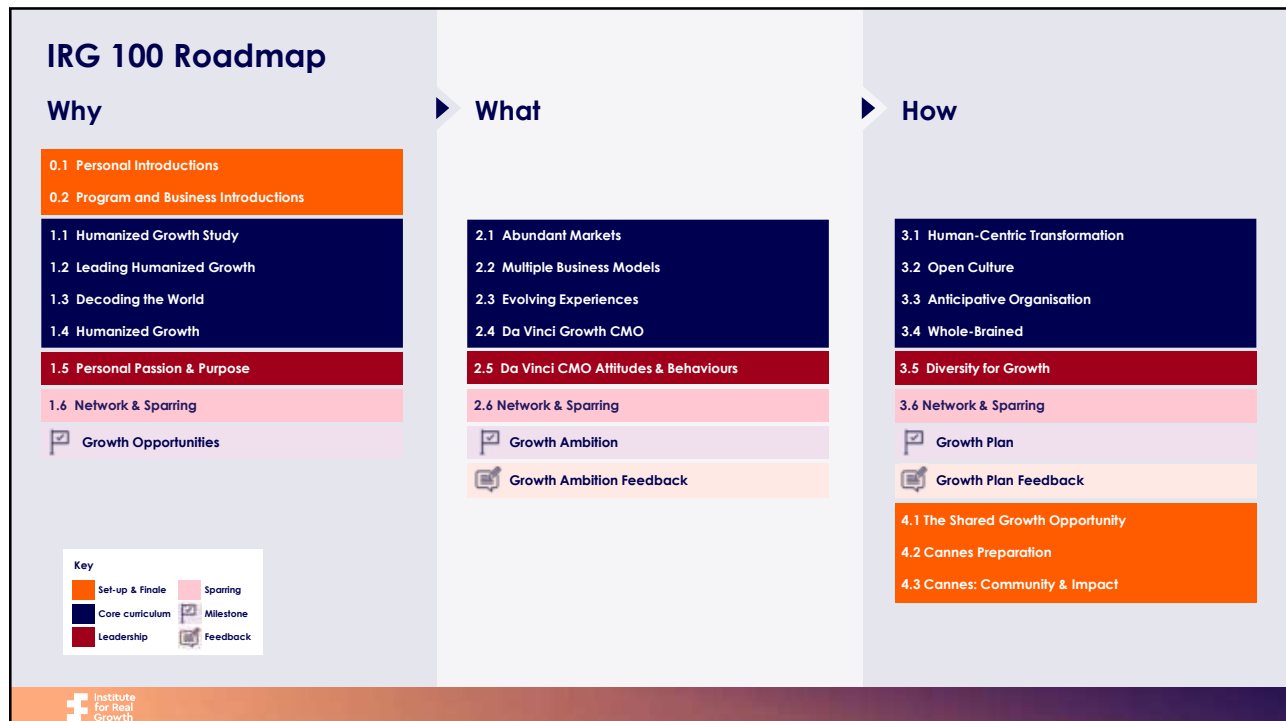




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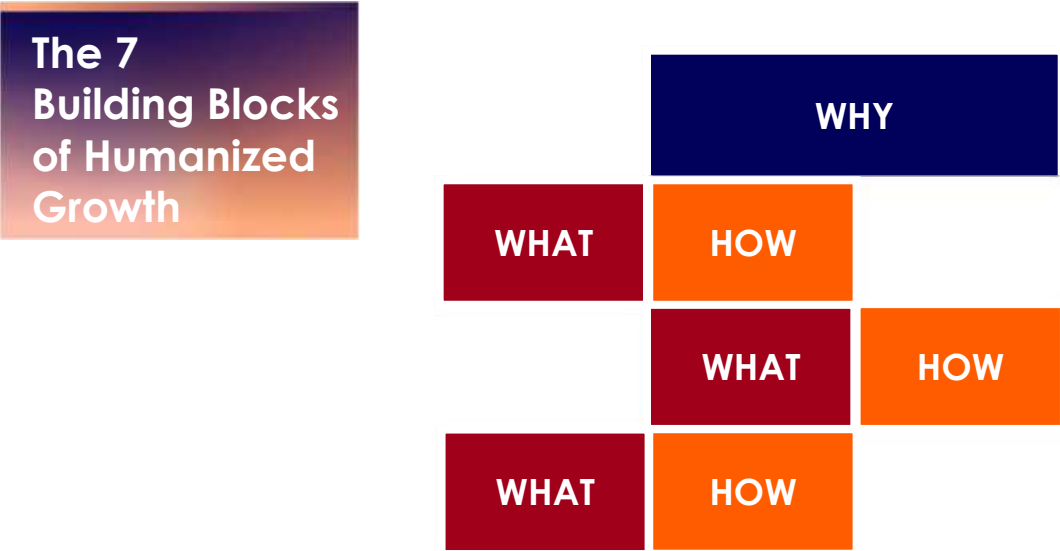


Today's Agenda

- Poll results & Benchmarking Brief
- **Leading Humanized Growth**
- Break out sessions & personal connect
- Next steps and Close

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3



The 7 Building Blocks of Humanized Growth

The diagram illustrates the 7 Building Blocks of Humanized Growth, arranged in a pyramid structure:

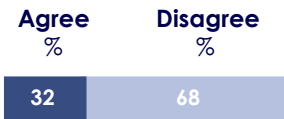
- WHY** (Dark Blue block, top)
- WHAT** (Dark Red block, middle-left) and **HOW** (Orange block, middle-right)
- WHAT** (Dark Red block, bottom-left) and **HOW** (Orange block, bottom-right)

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Poll Results

Growth is about winning market share from direct competitors



If it doesn't fit in our ROI model, Finance will kill it



Growth is all about increasing customer satisfaction



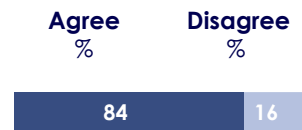
Our culture cannot be changed – it's in our DNA



5

Poll Results

"Agile" is forcing is to redefine our RACIs



If only we had stronger data & analytics



Our objective is to boost profitable growth



6



7

Humanized Growth Benchmarking




"The Benchmark exercise really helped us identify our growth opportunity ... and drive alignment for us a leadership team"

- CMO Participant IRG2020

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8

IRG Benchmarking

Qualitative

STAKEHOLDER INTERVIEWS

- ▶ 3-7 interviews recommended
- ▶ Based on influence and/or content matter expertise
- ▶ Around the 7 building blocks

Quantitative

ONLINE SURVEY

Suggested benchmark sample size: N = 30-100

- 2/3 Marketing & Sales (Incl. Insights, Comms, etc.)
- 1/3 Others (Incl. General Mgt, Strategy, HR, IT, etc.)
- 1/3 Senior (C-Suite)
- 1/3 Middle (VP/Director)
- 1/3 Junior (Manager)



9

IRG Benchmark Dashboard



10



Humanized Growth Benchmark toolset, timing and support

Toolset

1. IRG Presentation
2. QUAL Vision Interview Guide
3. QUANT Survey Link

Timing

Open throughout the program
Growth Opportunity deadline extended to **January 22nd**

Support

Individual sparring session with Marc or Frank

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Leading Humanized Growth

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Humanized Growth Equation



Colleagues

x



Customers

x



Community

x



Capital Markets

Short Termism



13

Driving Humanized Growth is a journey...
...a change management journey

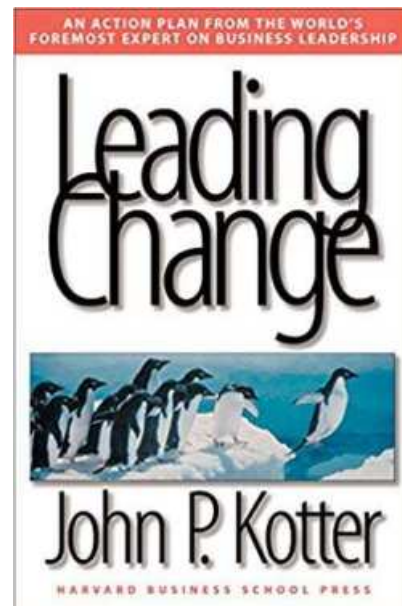


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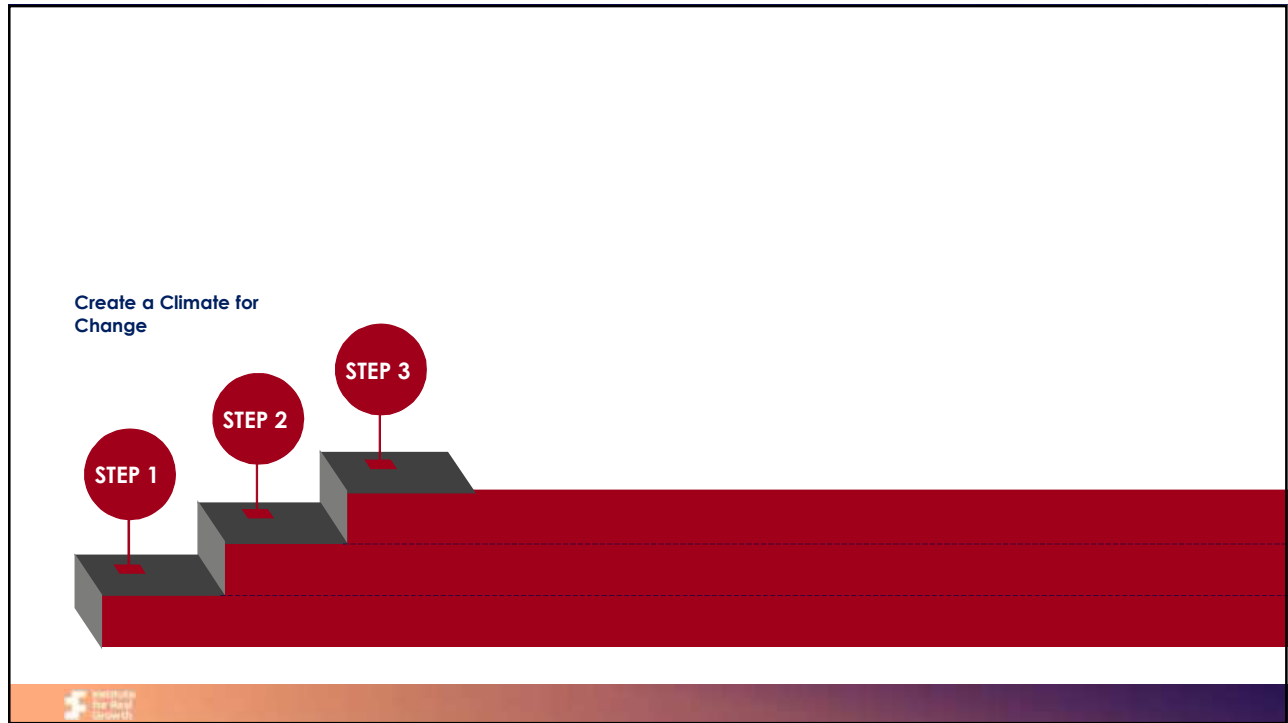
70% of all change journeys fail.



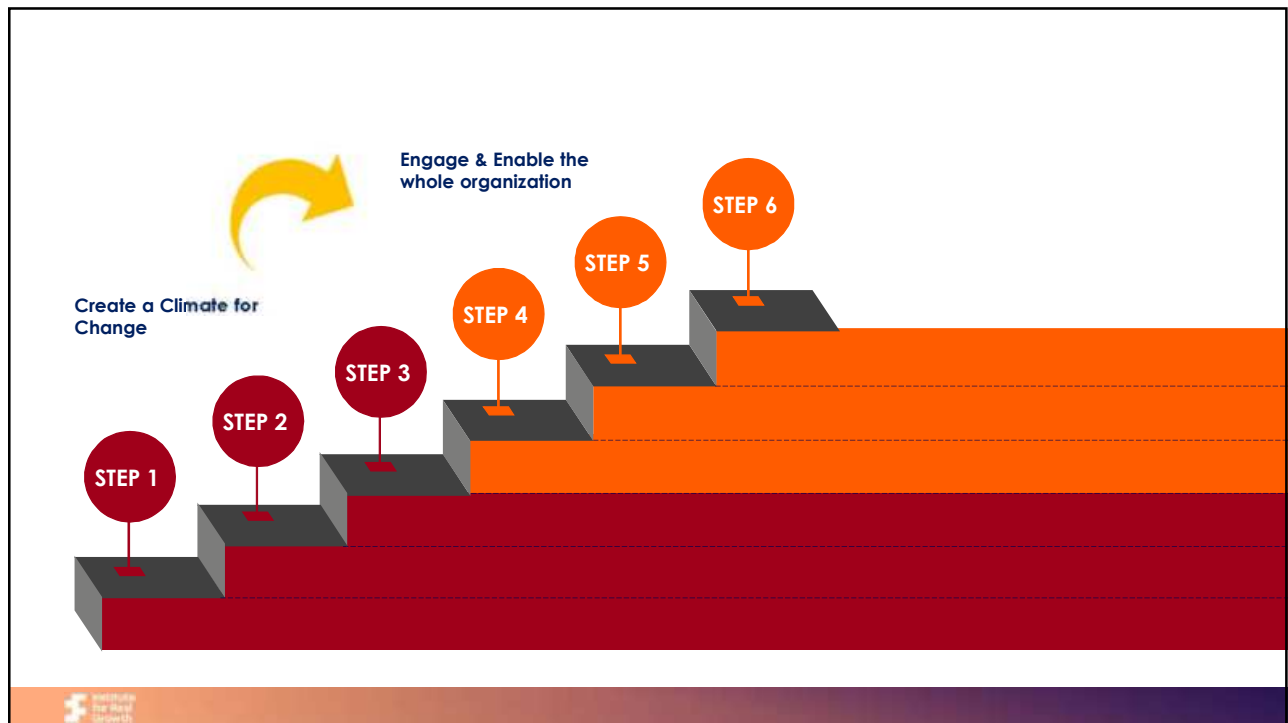
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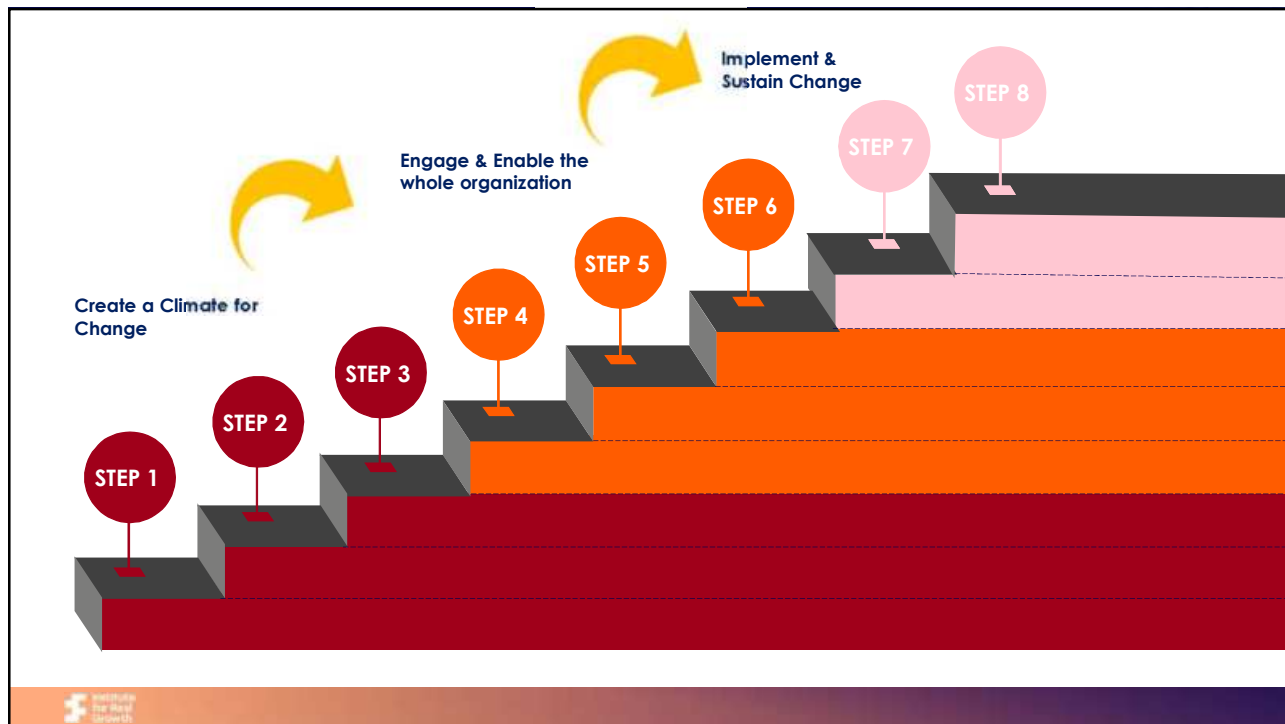
16



17



18



19

1. Establish a sense of urgency

- Leverage energy- never waste a crisis
- Make it outside in & personal
- Educate- one version of the truth

FACEBOOK

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20



2. Create the guiding coalition

- Power of volunteerism
- Diverse many – not a limited few
- No egos – invite in the lions

natura &co

f Institute for Real Growth

21



3. Develop one change vision

- Start with the business strategy
- Paint a picture that appeals to hearts
- Integrate into strategic planning

CVS Health®

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22

4. Communicate the vision for buy-in

- Brand it, market it, manage it
- Leverage external media
- Be a broken record - everywhere

Kraft*Heinz*



23

5. Empower broad-based action

- Lead by example at the top
- Equip the coalition- new capabilities
- Inspire bottom-up ideas



24

6. Generate short-term wins

- Pilot, find and celebrate wins
- Provide 'proof'- and iterate strategy
- Work with lead markets and brands

P&G



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25

7. Never let up

- Be patient but maintain momentum
- Do not celebrate too early
- Neuroplasticity

Unilever



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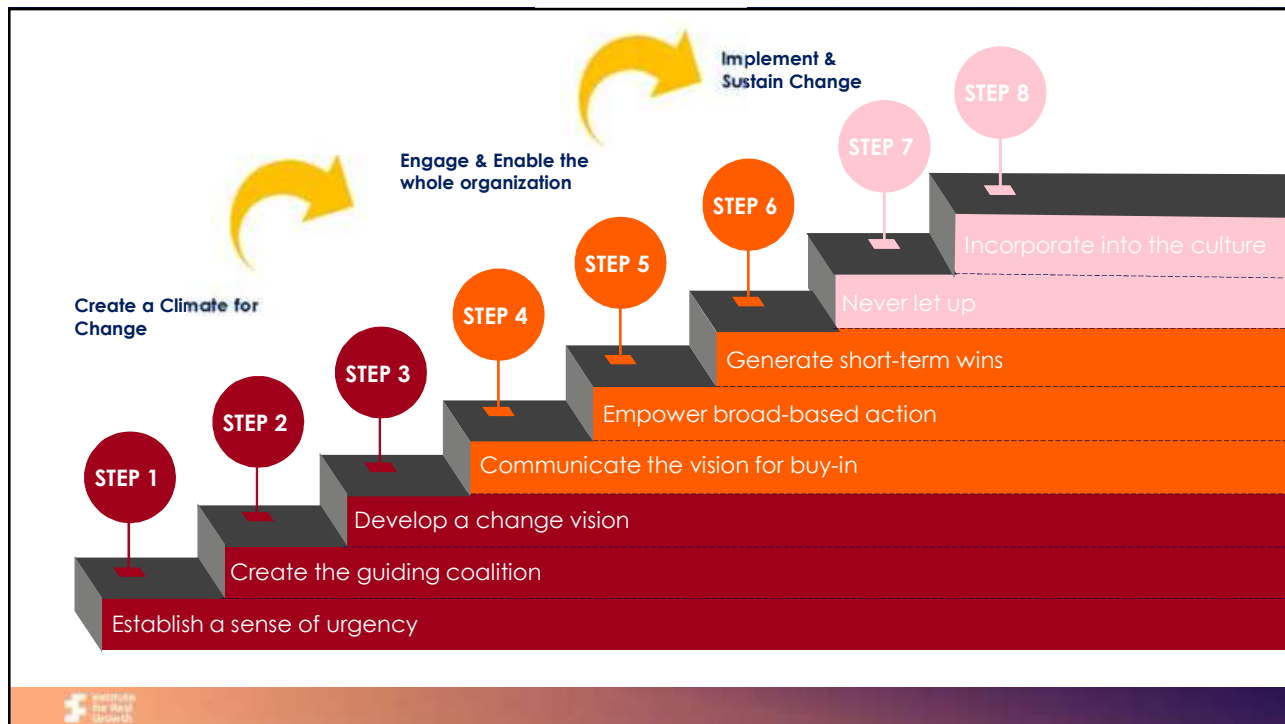
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28



29

Exercise

Individually

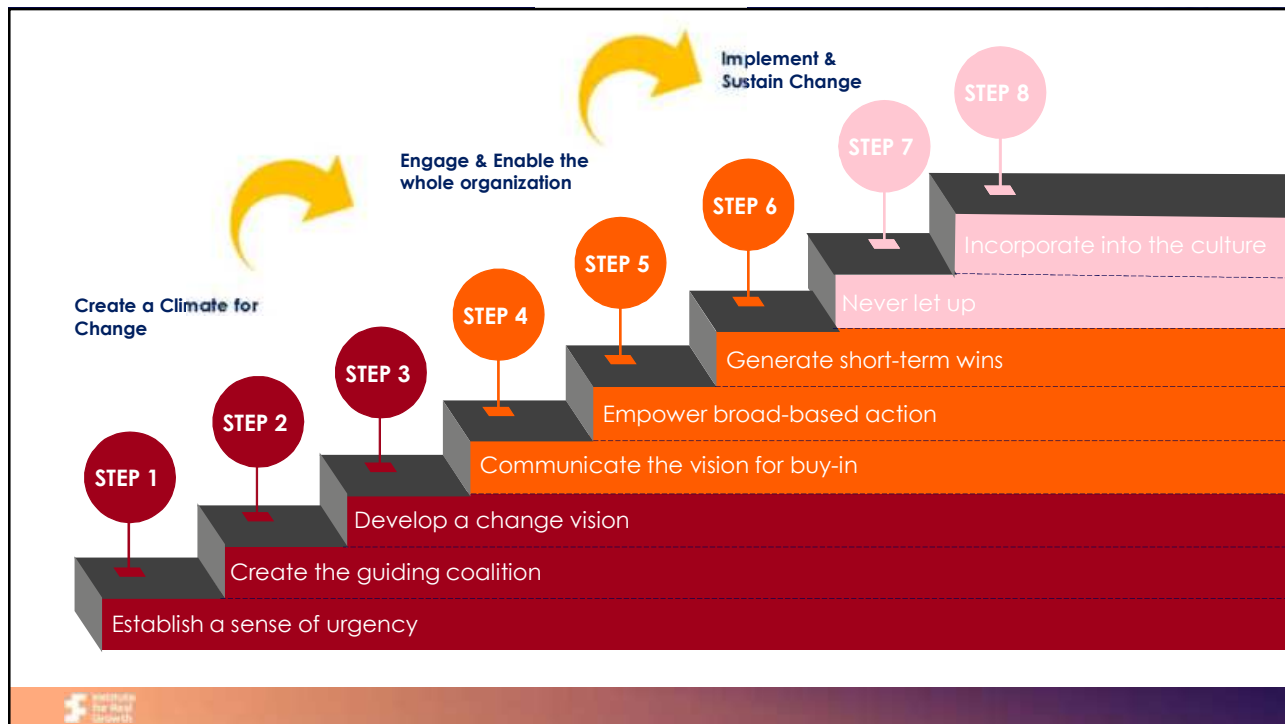
Consider the change initiatives you have led/been involved with using Kotter's framework.

Evaluate your change leadership opportunities and challenges.

05 min

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30



31

Exercise

**In your breakouts
(group of 3 – 10 min each)**

- Introduce yourself and include your personal change leadership experience, opportunities and challenges
- Identify common themes

 **30 min**

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32



Exercise

Plenary debrief

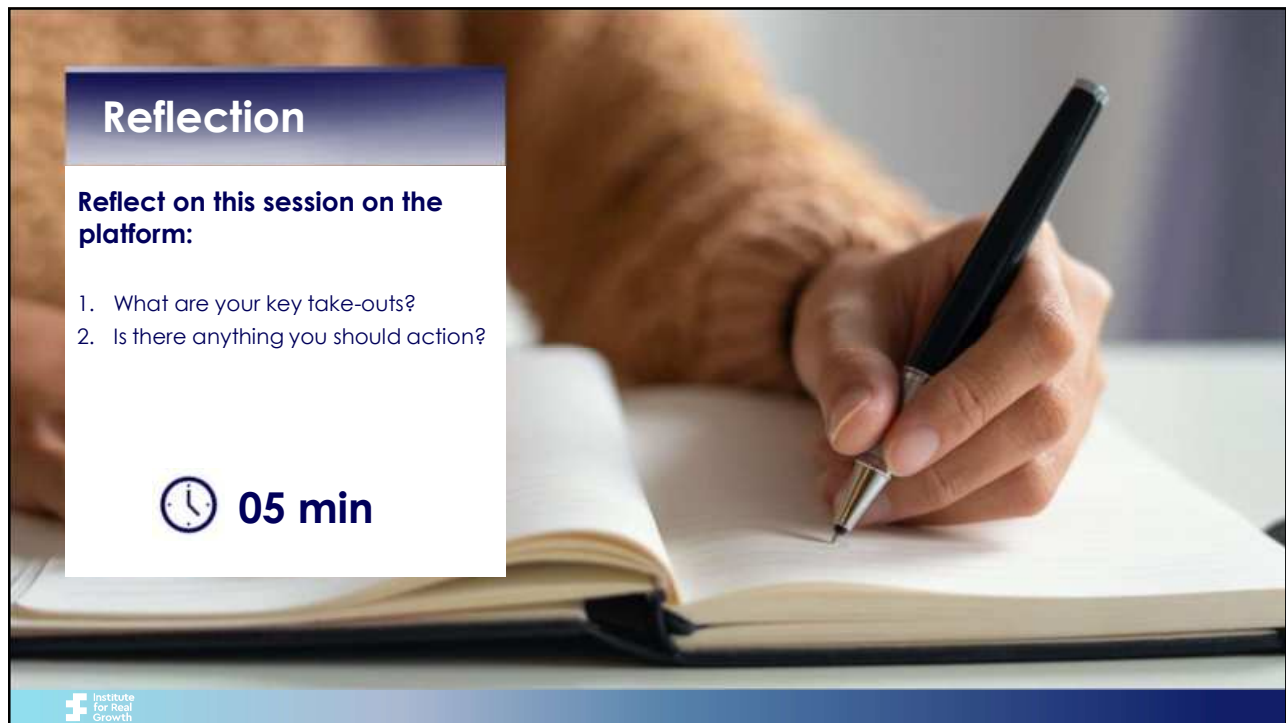
- Common Themes

 **10 Min**

5 min

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33



Reflection

Reflect on this session on the platform:

1. What are your key take-outs?
2. Is there anything you should action?

 **05 min**

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34



35



36



A Message from Co-Founder and CEO Brian Chesky

By Airbnb · May 5, 2020 · [Company](#)

[f](#) [t](#) [@](#)

Earlier today, Airbnb Co-Founder and CEO Brian Chesky sent the following note to Airbnb employees.

This is my seventh time talking to you from my house. Each time we've talked, I've shared good news and bad news, but today I have to share some very sad news.

When you've asked me about layoffs, I've said that nothing is off the table. Today, I must confirm that we are reducing the size of the Airbnb workforce. For a company like us whose mission is centered around belonging, this is incredibly difficult to confront, and it will be even harder for those who have to leave Airbnb. I am going to share as many details as I can on how I arrived at this decision, what we are doing for those leaving, and what will happen next.

Let me start with how we arrived at this decision. We are collectively living through the most harrowing crisis of our lifetime, and as it began to unfold, global travel came to a standstill. Airbnb's business has been hit hard, with revenue this year forecasted to be less than half of what we earned in 2019. In response, we raised \$2 billion in capital and dramatically cut costs that touched nearly every

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37



Key tensions

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38

5. IDENTITY Culture vs. Connections

93 M
selfies

58%



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for Real
Growth

39

Alan Jope

Chief Executive Officer



Friday January 15

9 AM EDT | 2 PM BST | 10 PM CST



Hosted by IRG Founder **Marc de Swaan Arons**

40



Lucas Perraudin
Head of AR / VR Sales

Friday January 29
9 AM EDT | 2 PM BST | 10 PM CST

FACEBOOK

Hosted by IRG Founder **Frank van den Driest**

41



Alex Weller & Evelyn Doyle

Friday February 12
9 AM EDT | 2 PM BST | 10 PM CST

patagonia®

Hosted by IRG Founder **Frank van den Driest**

42

A portrait of Charlotte Petri Gornitzka, a woman with short blonde hair, wearing a dark top.

Charlotte Petri Gornitzka

Assistant Secretary General

Friday February 26
9 AM EDT | 2 PM BST | 10 PM CST

unicef 

Hosted by IRG Founder Marc de Swaan Arons