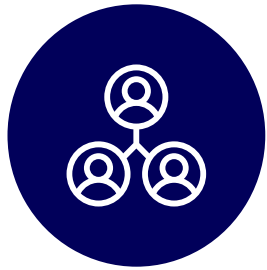


Leading Humanized Growth

Humanized Growth Equation



**Colleague
Value**

x



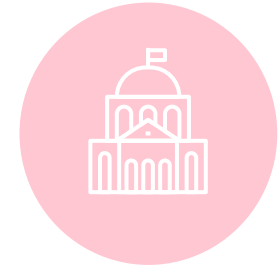
**Customer
Value**

x



**Community
Value**

x

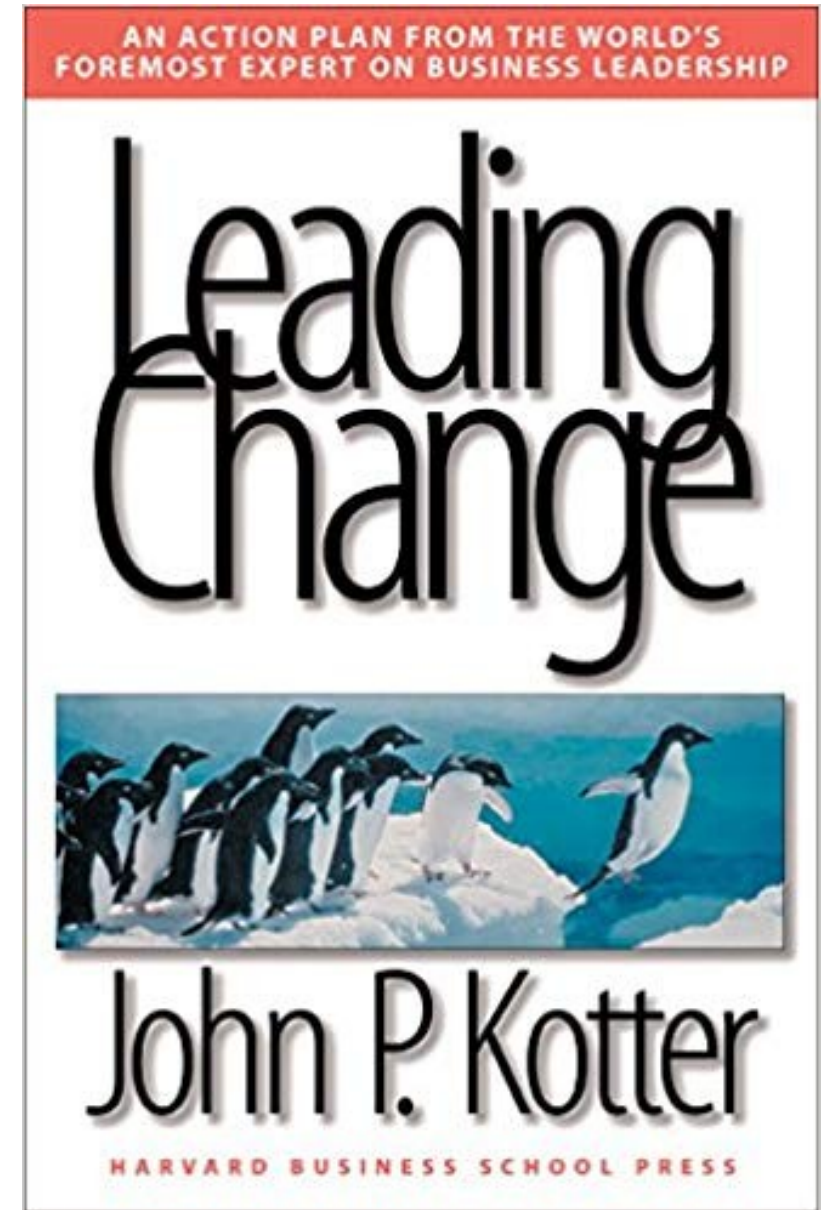


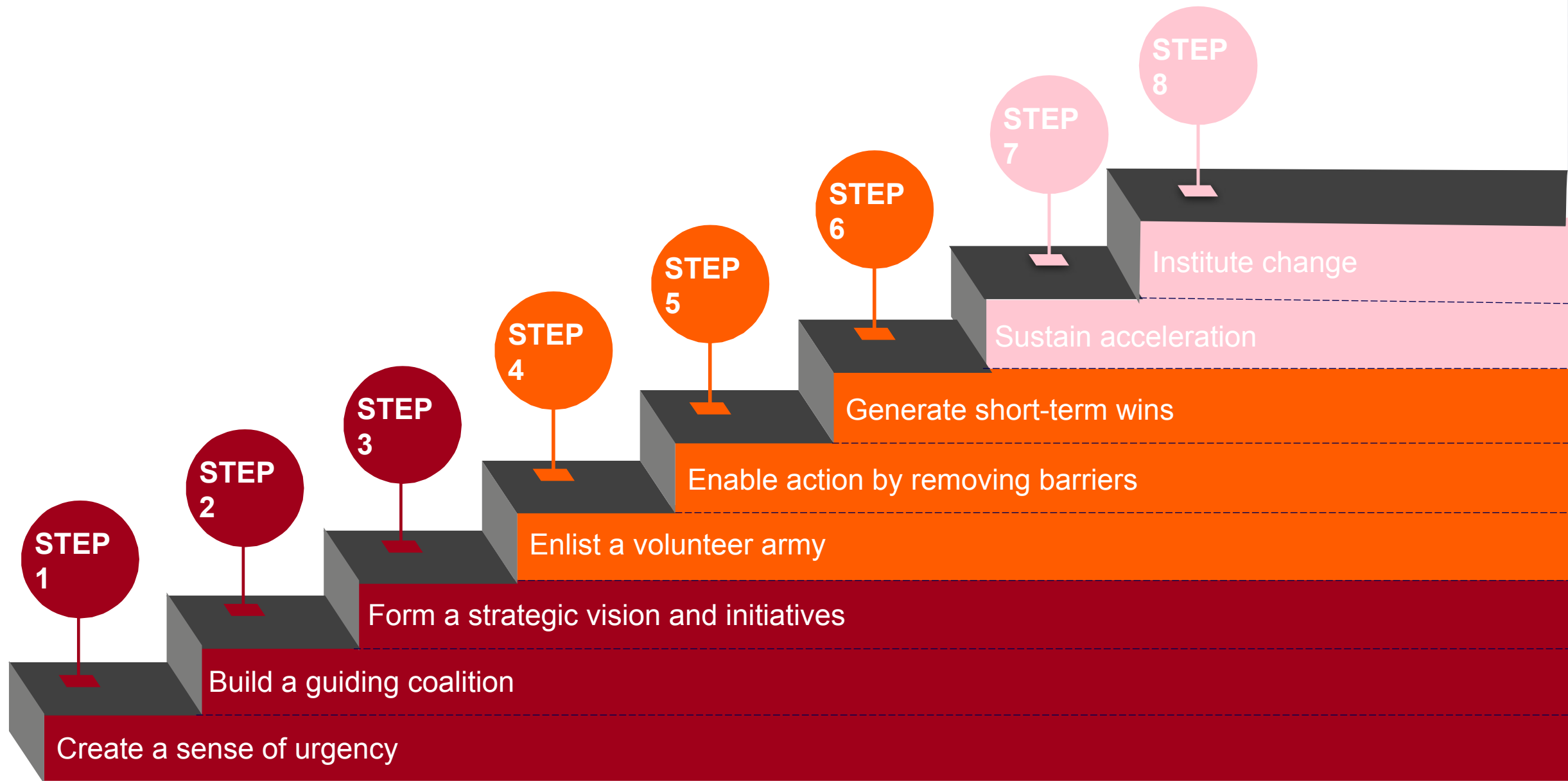
Capital Market Value

Short Termism

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

70% of all change journeys fail.





1. Create a sense of urgency

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

FACEBOOK



2. Build a guiding coalition

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

natura &co



3. Form a strategic vision and initiatives

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



4. Enlist a volunteer army

- ...
- ...
- ...

5. Enable action by removing barriers

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



6. Generate short-term wins

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

P&G



7. Sustain acceleration

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



8. Institute change

- Cascade horizontally and vertically
- Create an ecosystem with influencers
- Foster a growth-mindset

MARS

