

Leading Successful Organizational Transformations

Marci Meaux

May 5, 2017

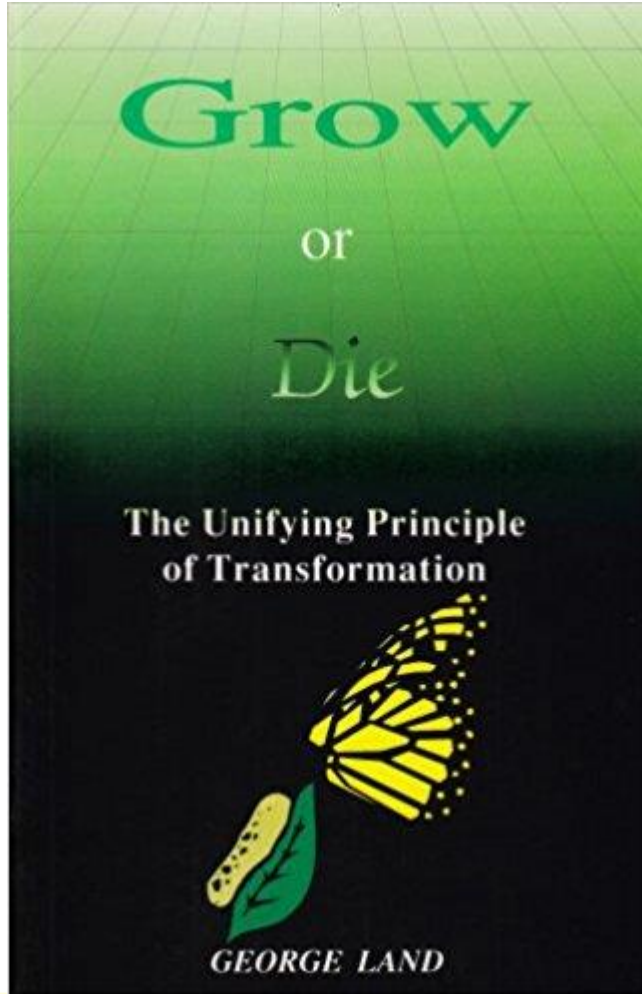


Marci Meaux

2017 Chair,

ATD Board of Directors

Former Vice President at Cisco



GEORGE LAND



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January 19, 2012

Kodak
goes bankrupt!





COMPAQ

COMPAQ



 **TANDEM** COMPUTERS

digital



IBM IBM IBM



ctdo

CHIEF TALENT DEVELOPMENT OFFICER

BUILDING
A REAL
LEADERSHIP
PIPELINE

SHIFTING
SANDS

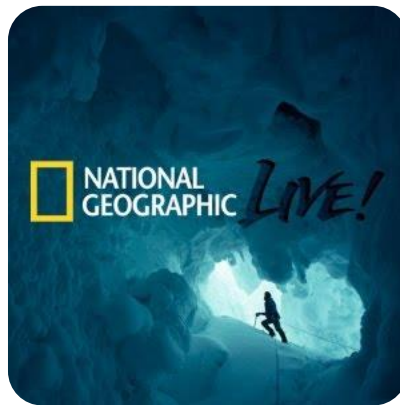
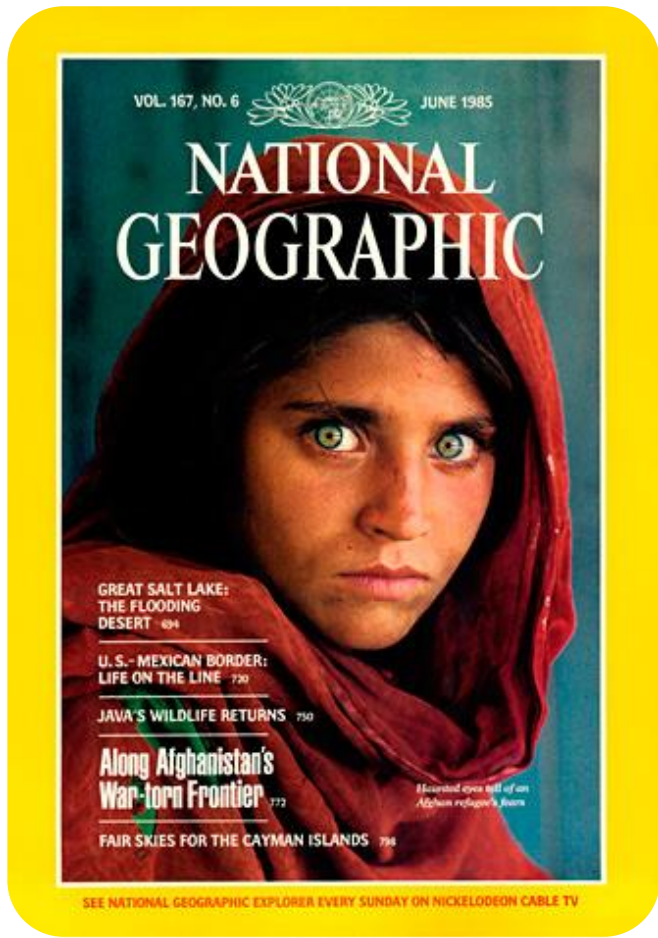
FROM

THINK TO OUTTHINK

Talent development is an accelerator
for the transition to the "new" IBM.

PHOTO | FALL 2016

12345





**The biggest reason
transformations fail...**



Accelerated Cisco Transformation (ACT)

The Role of Talent Development

Before starting a transformation...

- Get on the balcony.
- Have courageous conversations.
- Conduct smart experiments.

The Role of Talent Development

After starting a transformation

- Be a stakeholder for success.
- Pay attention to the culture. What gets rewarded gets repeated.
- Be human.



Communicate

Communicate

Communicate

- Before the change starts
- After the change has started
- When change benefits are evident

Transform Yourself!



CONTENT
COMMUNITY
GLOBAL PERSPECTIVES

See you at

atd 2017

INTERNATIONAL CONFERENCE & EXPOSITION

May 21-24 | Atlanta, GA

atd Association for
Talent Development

What's Next?

Thank
you