









HillFive Leader Lunch

from terrawatt2terabyte
Zeist, 15. March, 2018



Our planet will be a better place
when we create a sustainable world
in which innogy inspires how people
live and work.

Brand belief

 sustainable	 productive	 reliable	 innovativ	 digital	 smart
 communicative	 human	 continuous	 bright	 engaging	 mobil

ENERGIEWENDE

Captain's dinner



“Culture eats strategy for breakfast”
(Peter Drucker)



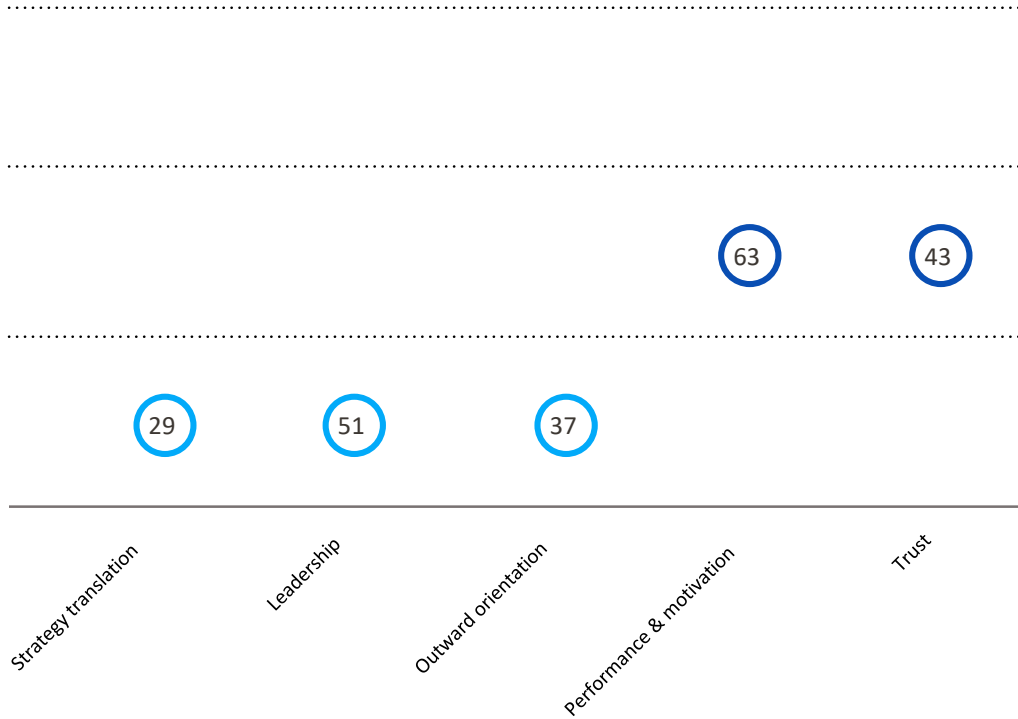
Devil inside



Corporate Antibodies

Organisation health index* - 2012

Organisational health index (= OHI)* is the ability of an organisation to align, execute and renew itself faster than the competition so that it can sustain exceptional performance over time



* Mc Kinsey's Organisational Health Index (OHI) measures & tracks the elements of organisational effectiveness directly related to financial and operational performance and offers actionable insights into areas of improvement



Top

2nd quartile

3rd quartile

Bottom quartile



Regain strength – identify your „blocking patterns“



blocking 'systemic' patterns

- **Vertical distance** – Delegate responsibility without authority
Quote: **“I don't give negative feedback”**
- **Working in silos** – Easily kills building up something
Quote: **“I lead my area but not RWE”**
- **Not holding boundaries** – Target and boundaries needed
Quote: **“I stay below the radar and wait until it is over”**
- **No time for reflection and outward orientation** – Hamster wheel
Quote: **“I need direction”**



The ,welsh monk':
CHANGE ALWAYS
STARTS WITH ME

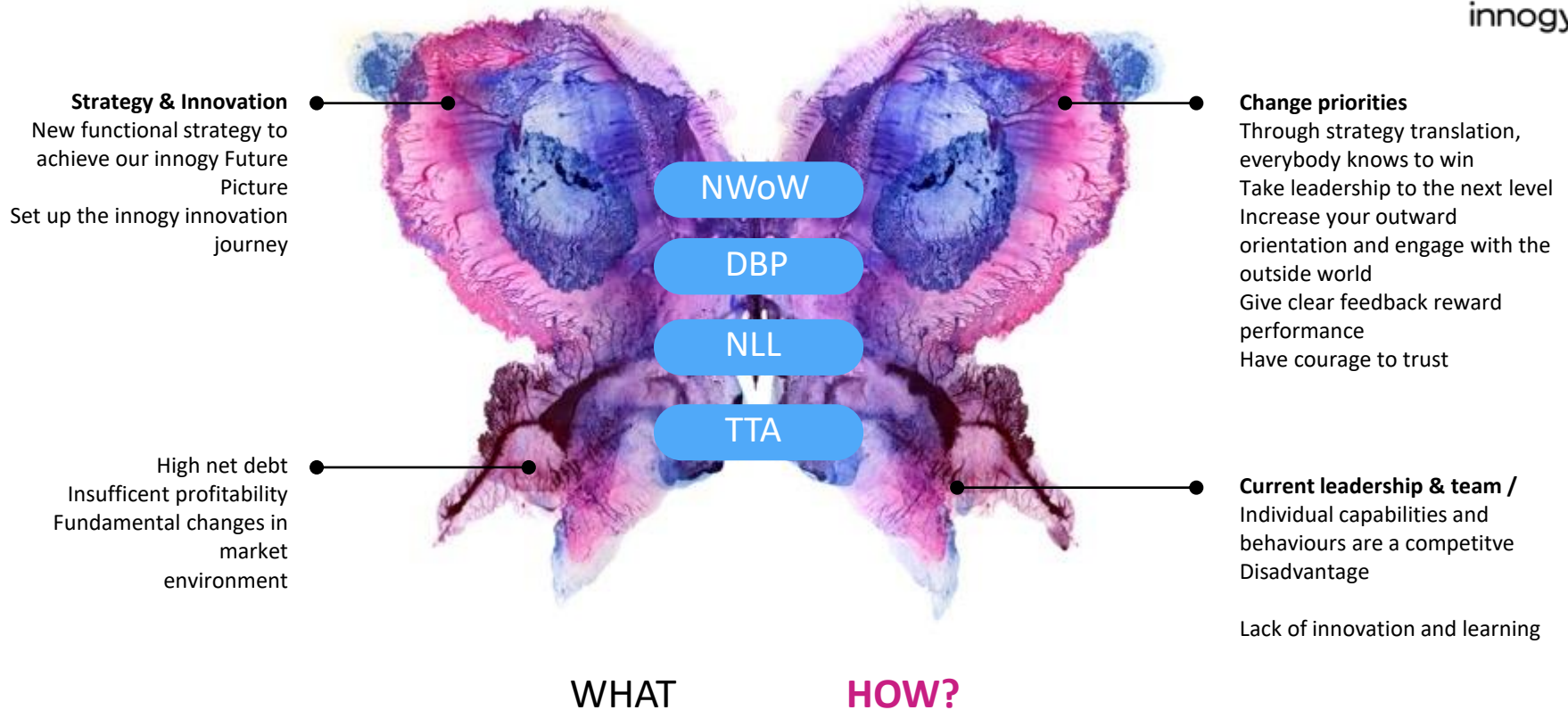
Regain strength – Start with “ME”



Start with “ME”

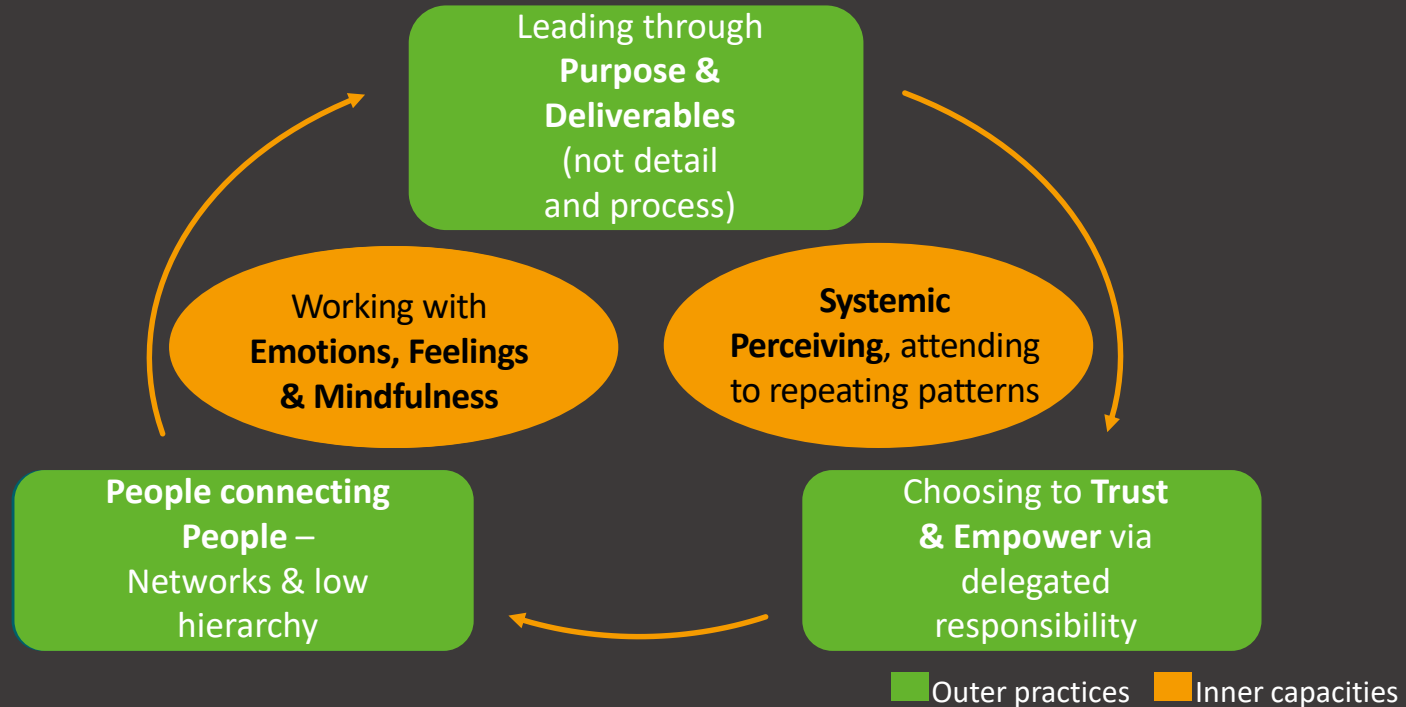
- **Iceberg Logic:**
 - Shift my Mental Model
 - Define my future behaviour
- **Lead from the future:**
 - **Presencing** (how will others notice my future leadership today? Identify small steps and bold moves!)
 - **Design the interactions** (overcome “blockers” by specific design of interactions)
- **Define and measure the visible outcomes**
- **Measure – Learn – Improve**

How we went for the transformation: Work on “What” and “How” simultaneously in Change Engines



THE BIG 5 combine the best of **OUR** change journey

Five critical leadership dimensions that enable us to “lead from the future” – Handling complexity, innovation and pace

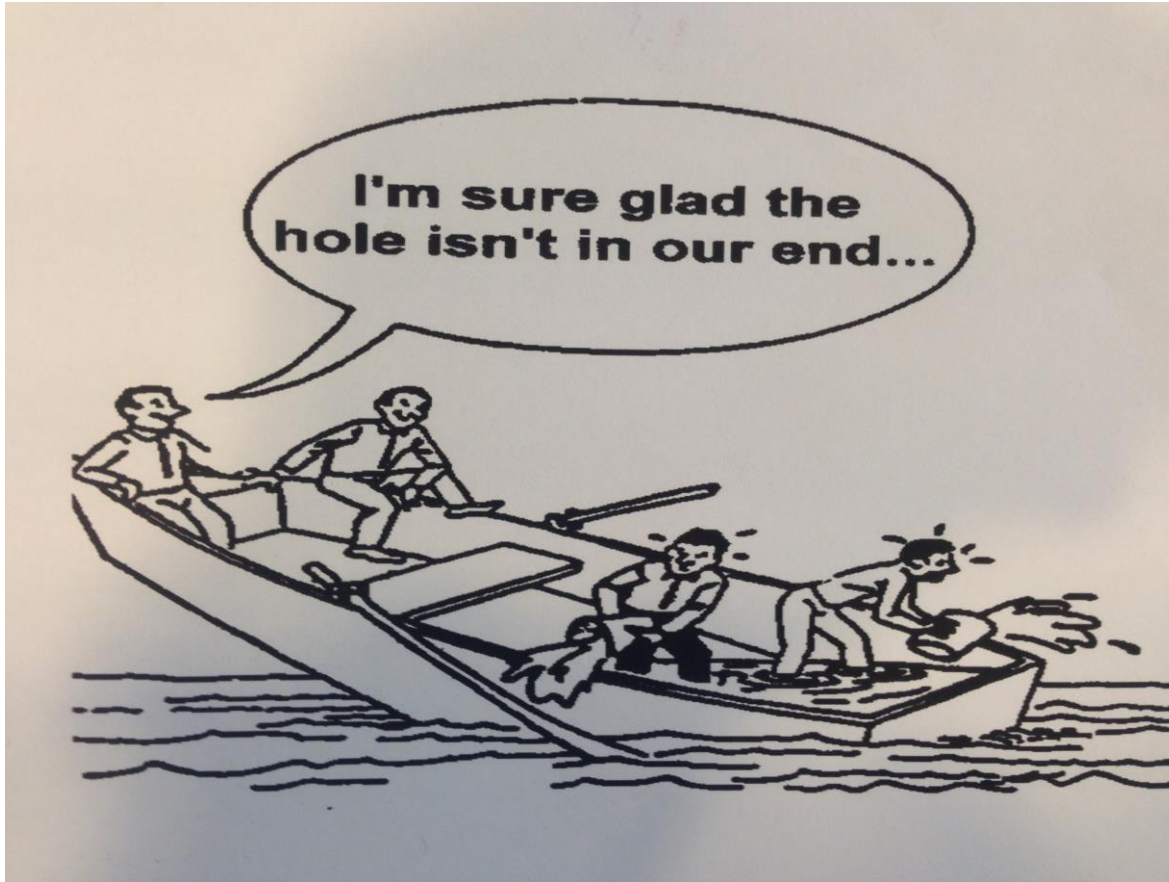


The inner capacities: Mindfulness



The inner capacities: Systemic Perceiving

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Shit, it works

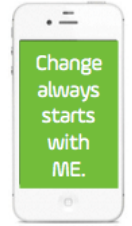
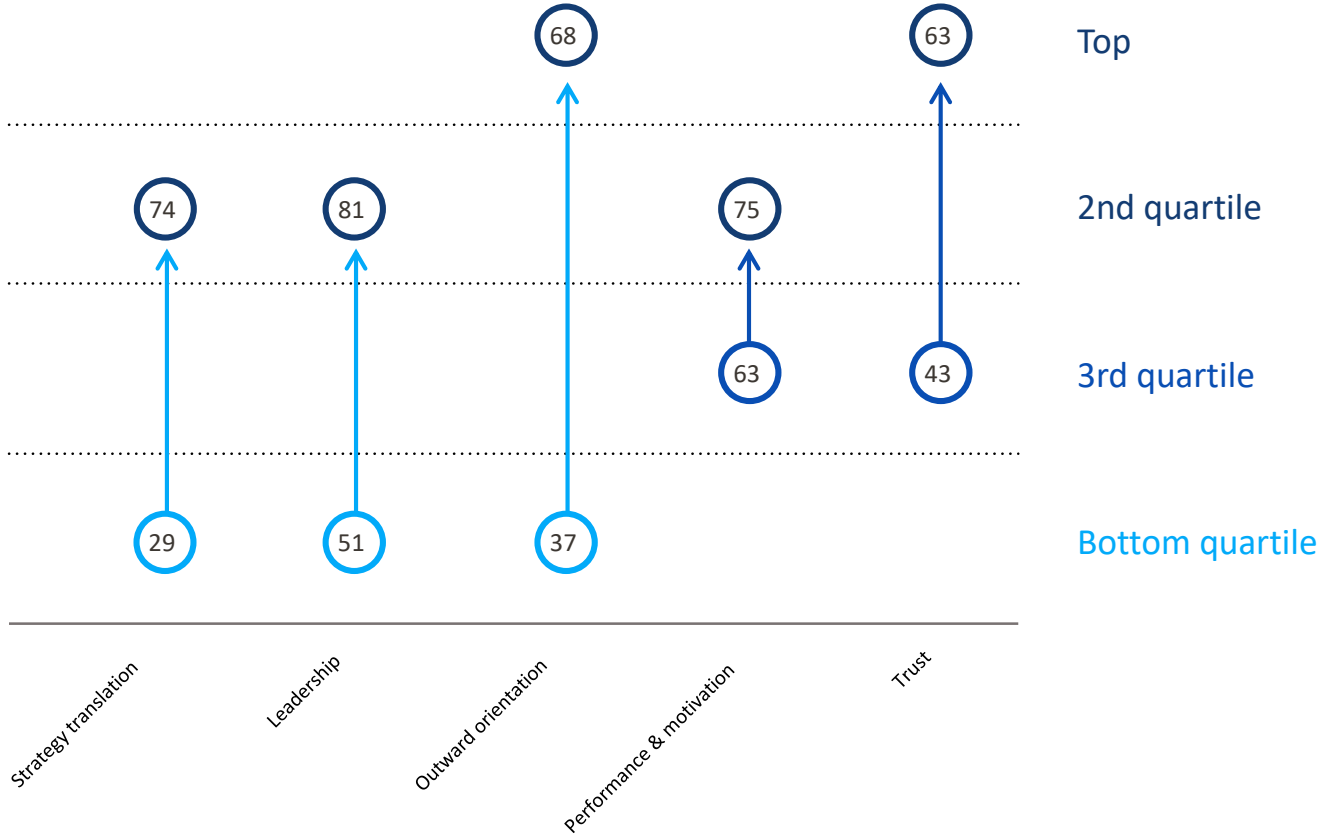


Start with
people

NWoW

- > **10.000+ employees** completed the transformation
- > **25.000 employees** currently in transformation
- > **350+ employees** trained as full time NWoW experts to enable the whole organisation
- > **55 NWoW waves** running in parallel as of today
- > **430mn+ EURO** committed cash flow improvements
- > NWoW transformations performed in **8 countries**

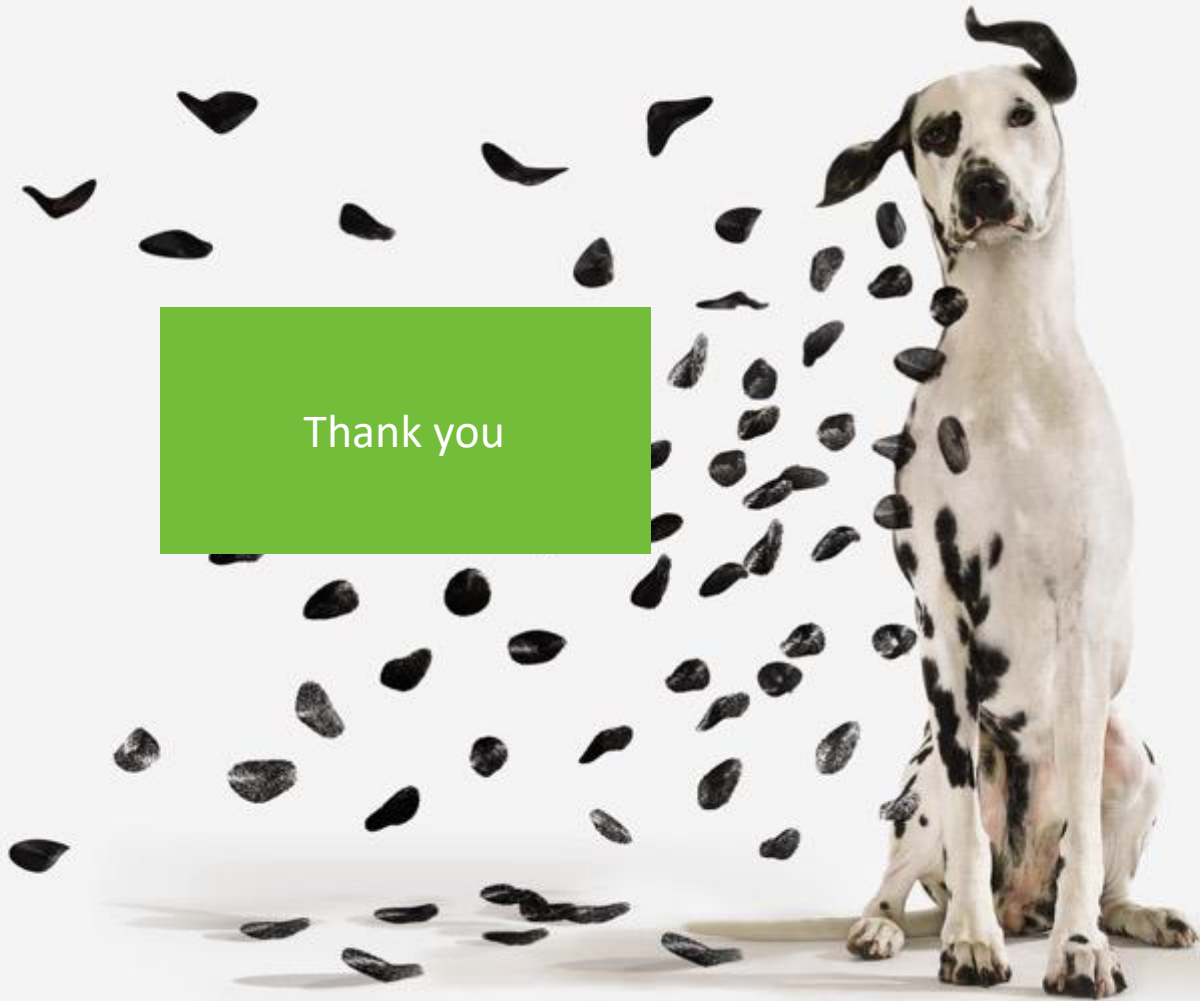
Organisation health index 2016

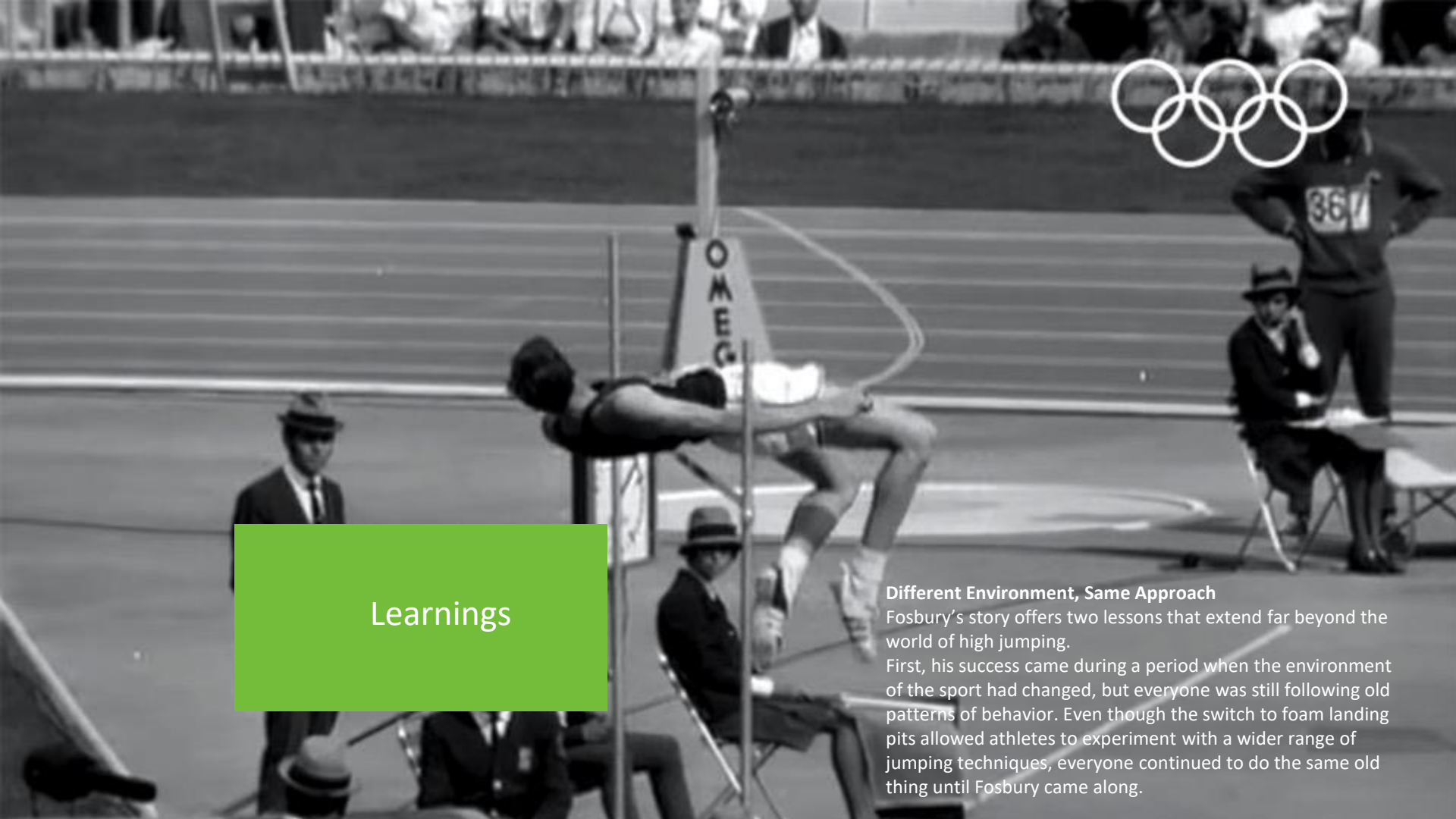


Thank you




innogy



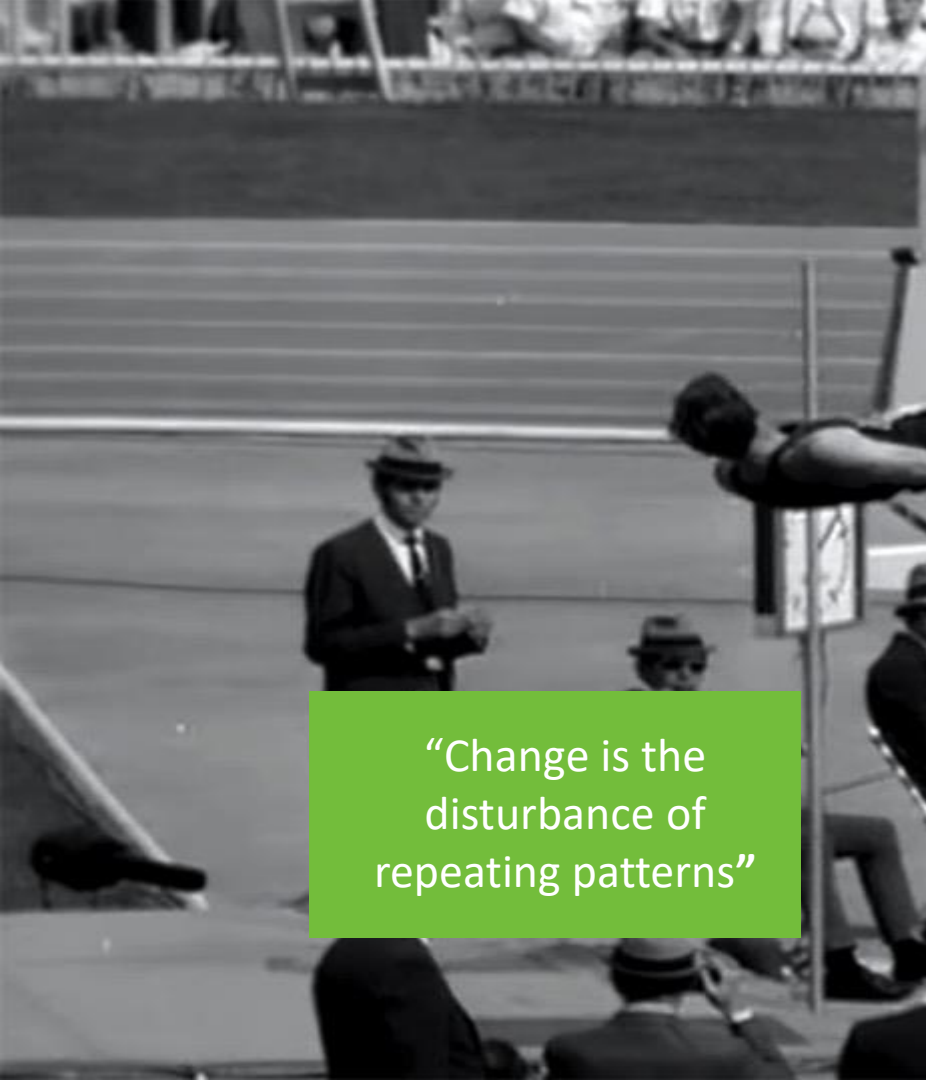


Learnings

Different Environment, Same Approach

Fosbury's story offers two lessons that extend far beyond the world of high jumping.

First, his success came during a period when the environment of the sport had changed, but everyone was still following old patterns of behavior. Even though the switch to foam landing pits allowed athletes to experiment with a wider range of jumping techniques, everyone continued to do the same old thing until Fosbury came along.



“Change is the disturbance of repeating patterns”

- > **It is a constant:** ongoing and dynamic not something with a beginning and an end
- > **It is inseparable from work** – how you go about work is change in action
- > The only thing you can **change is what is happening right now**
- > **People support what they create ...** work with, not on an organisation ...
- > **Ability to change** – including being open to the new – **is critical for success**
- > **Change is for a goal** (i.e. for RWE goals) - **purpose**