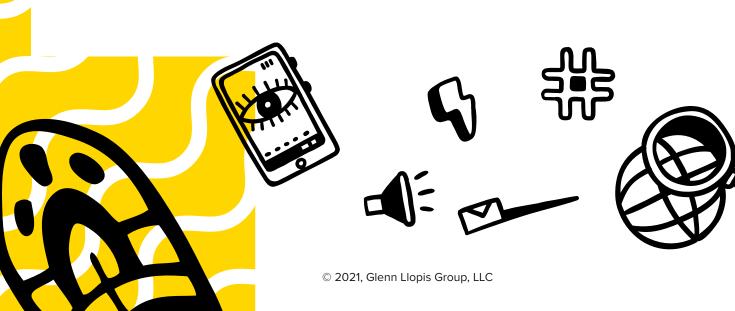




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We must shift from ruling by standardization to leading with personalization.



I. THE IMPETUS

Many of the challenges we're dealing with today are rooted in this unfortunate truth - we've ignored and suppressed people's individuality at every turn:

- 1. In the way our *healthcare* system forces people to adapt to the system rather than the system adapting to individuals.
- 2. In the way our *corporations* demand loyalty to brand at the expense of our humanity.
- 3. In the way *higher education* rewards only those who accomplish narrowly defined versions of success rather than those who create their own paths to distinction.

No matter what you're trying to accomplish, you need people at their fullest capacities connecting with and elevating each other as they contribute to a shared mission - individually and collectively. But the corporate playbook wasn't designed for that. We must shift from ruling by standardization to leading with personalization.

The current state of standardization was designed to support a one-size-fits-all approach to create efficiency. But the dissatisfaction with inflexible systems is increasingly being voiced by consumers, employees, students, patients, etc. There is significantly less tolerance in support of traditional norms because it does not account for the unique needs of the individual and their beliefs.

Leading with personalization does not mean abandoning standardization. It means utilizing the varied perspectives to evolve our standards and empower personalization to find the right balance between the two.

Standardization



The organization defines the individual.

- We feel boxed in, afraid or unable to contribute at full capacity.
- Progress toward the stated mission is what matters and is measured.
- We protect our functions and work within our silos.

The result: a model that holds people to conformity and limits creativity.

Personalization



The individual defines the process toward the mission.

- Our individual capacities are elevated and activated: we have influence.
- Progress toward individual impact and legacy is what matters and is measured.
- We value and seek interdependence across the enterprise.

The result: a model that benefits from individual and unique contributions.

1

Let's take 2020 as an example:

Employees were dispersed into their own individual homes across a wide geographic area. They had to tap their own resources, tend to their own families, create their own schedules, tackle their assignments at their own pace. Things were chaotic, because no one was on the same schedule, no one was doing the same thing at the same time, no one was in the same place. And because of that, they became resilient against one small virus.

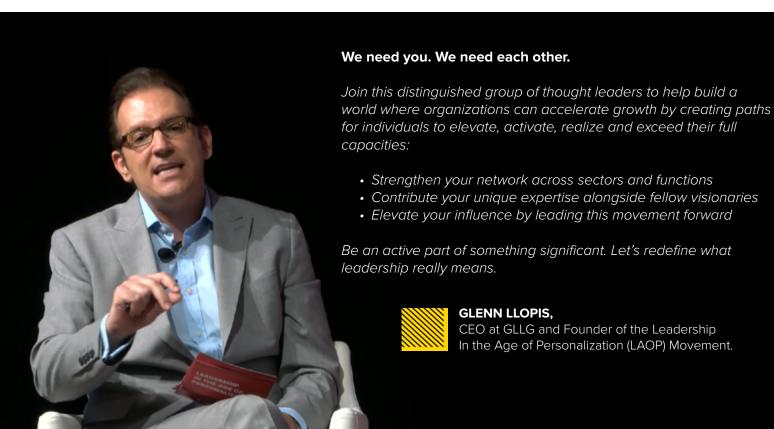


This scenario still includes standards: people were quarantined, they still had assignments and deadlines. But those standards have evolved to give people freedom to use their own methods and to contribute in their own ways.

Standardization can't evolve without the individual stepping up. We are each responsible to recognize how standardization is limiting us, and then we are called to take action to do something about it – for ourselves and for others.

That's why we're here.

This is the age of personalization coming into focus.



The luxury of time

is over.





If our standards don't work for us anymore, it's not the existence of standards that's at fault – it's because we as individuals have let our standards remain static while the rest of society evolved.

Here's a perspective from someone who studies what makes us human. He addresses the question: How will the 2020 pandemic change the ways we think and behave in the future?

"When my students and I explore how our human ancestors first domesticated fire to cook meat, we don't ridicule our early ancestors for not having the foresight to create a beautiful, stainless steel induction stove. Quite the contrary, our eyes and minds expand as we begin to appreciate the innovation and curiosity that led to those first BBQs. Our abundant appreciation of the early grill masters is nothing short of our recognition of the first campfires that ignited the trajectory to endless hours streaming the Great British Bake-Off.

Just as Homo sapiens home cooks owe their omelets to Homo erectus fire makers, the ways we think and behave in the future are a function of the ways that we are thinking and behaving now. So, as we re-imagine our post-pandemic lives, the C-Suite, and the future of work, let's remember one thing: standardization is an enemy only if we refuse to let it grow.

Standardization in the C-suite may not be a biological phenomenon, but like all culture it evolves to align with the dynamics of the world we live in.

Ready or not, the Age of Personalization is upon us, built with the DNA of standardization.

As we collectively find our way to the other side of this historically terrifying pandemic, our sentimental proclivities will draw us back to what we know, but those comforting standards and norms are old family photographs not adaptive blueprints for a new world. You can just as easily go back to ride your red tricycle as you can redeploy a standardized business model. Those who try will likely find a tricycle is as bad a fit for adult legs as a standardized business model is for the dynamism of cognitive diversity in the Age of Personalization.

After all, it is the collective harmony of distinct individuals that makes any organization thrive."

Dr. Scott Lacy is Associate Dean, College of Arts & Sciences and Associate Professor of Anthropology at Fairfield University. As a LAOP consortium member, Scott articulates harmony in the presence of dissonance – a *Harmonious Unifier*.





III. CONVERGENCE IS THE FUTURE

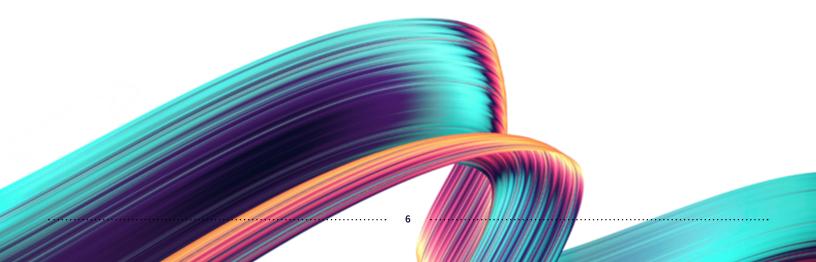
We need each other more than ever. We've learned the hard way that many leaders, organizations and industries have lost touch with the changing world around us. They spent too much time solving for the wrong opportunities, mismanaging relationships, overengineering human capital and celebrating incrementalism in the comforts of their domain. With more mass variances in both the workplace and marketplace, people have become frustrated, exhausted and unhealthy.

The pandemic and social unrest taught us that we must be more interconnected and interdependent than ever before as individuals, as industries and as a society to ensure that our efforts to transform and grow create harmony by maximizing human capacity.

Let's face it, we are all solving for the same things, across all sectors and industries. It's just packaged differently. In the ways an organization's growth strategies must now consider the following in today's more personalized world:

- Ensuring a strong sense of belonging where employees, patients, customers and students feel seen, known and welcomed.
- Cultivating workplace cultures that encourage authenticity and individual differences that has been accelerated by the cultural demographic shift.
- Building brands, products and services that are continuously shaping themselves to match what people need and want.
- Creating the systems and conditions that allow employees, patients, customers and students to influence the organization's mission and vision for the future.
- Giving employees, students, patients and customers the room to experiment, and to fulfill their own capacity and capabilities.

This is why it's never been more obvious how interconnected **health**, **business and education are** on our lives as individuals and on society as a whole.



Healthcare

Two massive shifts are

health outcomes, and a shift in demographics - a shift in the very

populations of individuals

whose health we must

still learn to serve.

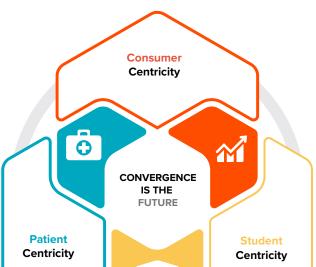
happening in healthcare

simultaneously: a shift to value - making us more accountable for individual



Corporate America

We're a society with more mass variance among people than ever before, yet corporate strategies of the past thrived on standardizing those variations – making them invisible for the sake of efficiency. We need people contributing at their fullest capacity.





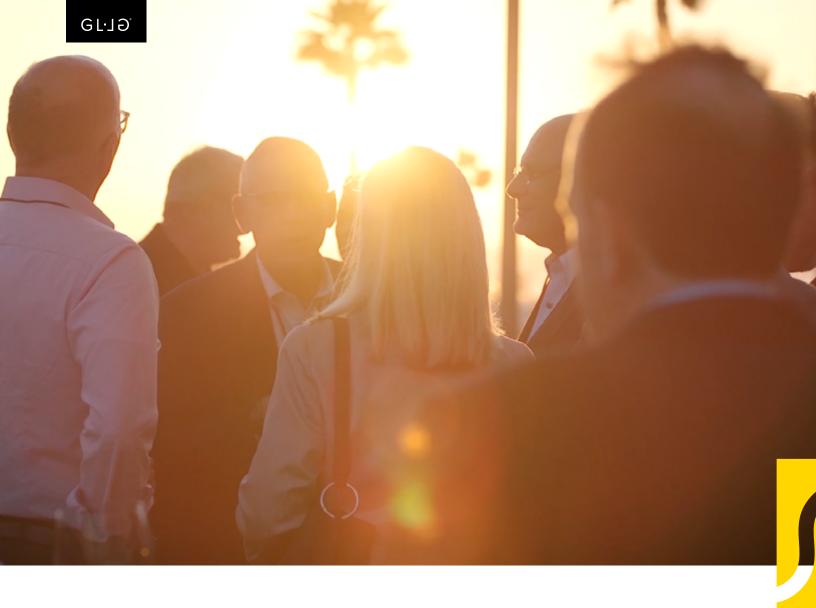
Higher Education

Institutions face many challenges: reduced enrollments, students questioning the value of taking on crushing debt while degrees no longer guarantee thriving careers and online competition. We need new business models that honor our new age of personalization.

Convergence begins by reclaiming our origin roots as leaders and organizations to ensure that together we have the right focus and intentions to find the right balance between standardization and personalization.

Convergence allows us to:

- become healthy as we rebuild individual and organizational capacity and capabilities
- concurrently be courageous and vulnerable without judgment
- restore relationships and strengthen partnerships
- create systemic policy and procedural changes in the ways we work, lead and conduct business
- achieve dignity at scale and strengthen humanity

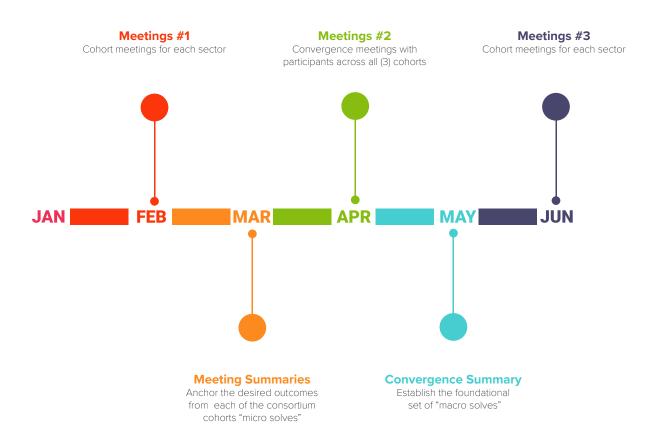


IV. 2021 CONSORTIUM STRUCTURE

The consortium will meet (or e-meet) four times in 2021 across two phases. Prior to each 2-hour meeting, members will be sent a short briefing with topics and questions.

Consortium e-meetings are encouraged, but not mandatory. We'll try to accommodate the meetings as inclusively as we can, but we understand that it might be difficult to gather all members on the same date and time. If you can't attend one of the meetings, please review the meeting summary so you can contribute to the solve.

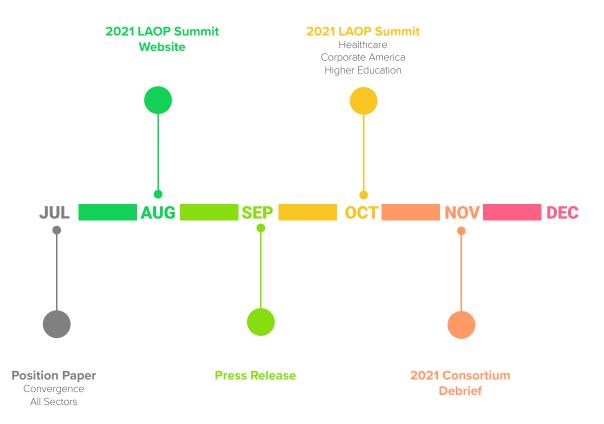
A Convergence Committee will include members from each cohort. Members from each cohort will identify the most significant areas of convergence across the three sectors and establish a foundational set of "macro solves." This convergence process will organically evolve and mature across each phase.



PHASE 1: See and Sow the Opportunity

In phase 1, the consortium will advance the 2019/2020 summit conversations with actionable items across each of the 3 consortium cohorts: healthcare, corporate America and higher education. Outcomes will include:

- Identify the most significant areas of convergence across the three sectors. The objective is
 to establish a foundational set of "macro solves" to anchor the desired outcomes from each
 of the consortium cohorts "micro solves." This convergence process will organically evolve
 and mature across phases 1 3.
- GLLG to provide meeting summaries and compose a position paper that will reference and quote consortium members. This is the first step in addressing the convergence across sectors.
- Consortium members to provide initial content recommendations regarding the 2021 Summit.
 For example: Should we have separate days for each cohort? Will we be able to gather in person? Or should we have a virtual summit? Members will influence those decisions.
- Consortium members to provide final content recommendations regarding the 2021 Summit.

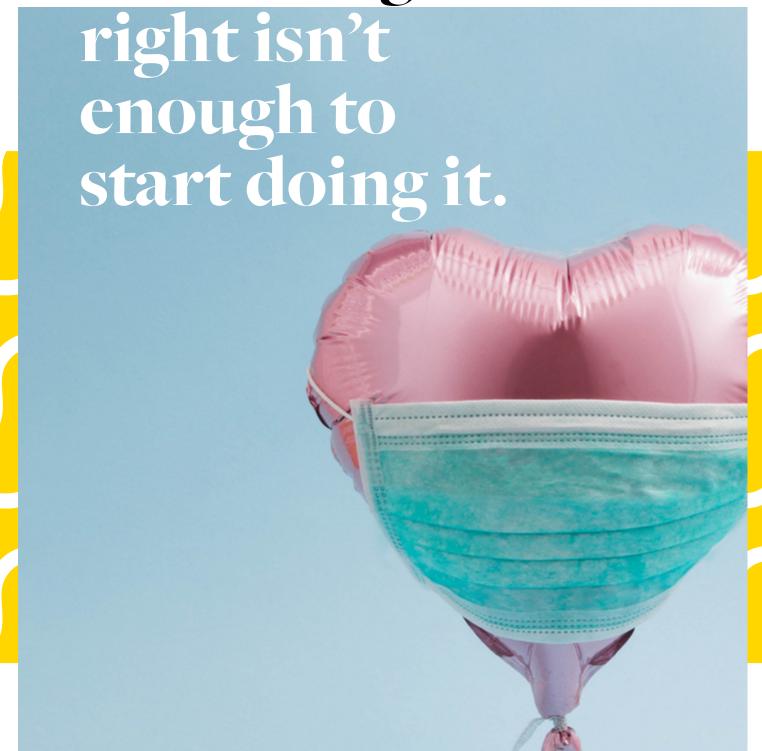


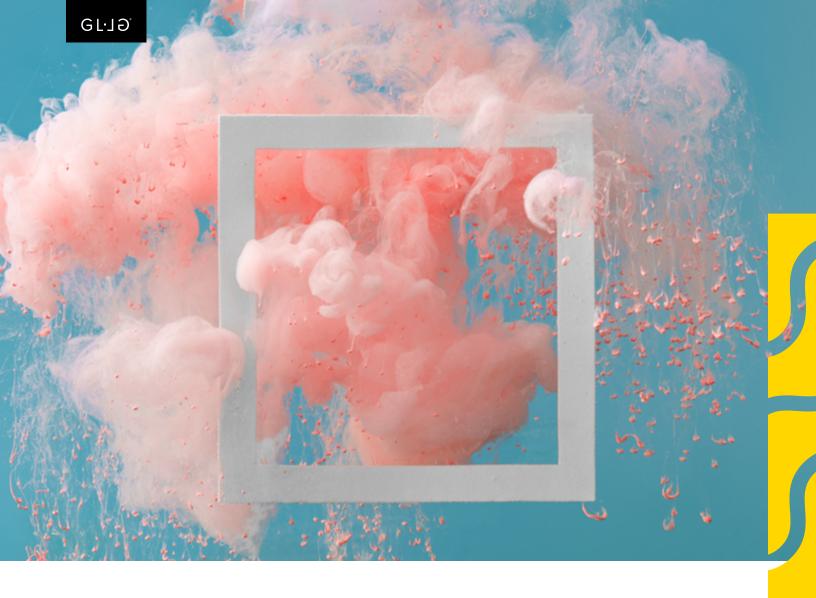
PHASE 2: Grow and Share the Opportunity

In phase 2, the consortium will evolve the convergence conversations to accelerate the actionable items in support of the specific needs across healthcare, corporate America and higher education. Outcomes will include:

- GLLG to publish a position paper that will reference and quote consortium members. The position paper will serve as the foundational content strategy for the 2021 Summit.
- Consortium members to potentially serve as session speakers and/or to recommend colleagues and peers as summit speakers.
- Consortium members are encouraged to attend the 2021 summit.
- GLLG to provide post-summit Consortium briefing to identify the path forward going into 2022.

Knowing something's





V. TOPICS TO FURTHER EXPLORE AND SOLVE

The following are topics to consider as we further explore and solve the conversations from the 2020 Leadership in the Age of Personalization Virtual Summit.

The process of reinvention and transformation must be at warp speed, whether we like it or not. From patient experience, workforce safety and productivity, consumerism, supply chain stabilization, talent management, financial strategies and board composition – transformation is required with the right tools and resources.

HEALTHCARE IN THE AGE OF PERSONALIZATION

- CONSORTIUM COHORT -



PATIENT CENTRICITY

The new value equation in healthcare must begin with the individual. This mindset and approach must be operationalized across the enterprise.

Leaders must embrace the humanity of a personcentered approach at a time when patients want to be seen, known and treated as individuals.

Digital care has proven to be an important personalization method for patients and for how healthcare systems deliver care.

INCLUSION AS A GROWTH STRATEGY

The "Cultural Demographic Shift" has reached its tipping point and any strategy that doesn't recognize that reality will fail.

The current reputation management approach and cost center attitude to diversity and inclusion must become extinct. Inclusion must become a growth strategy as it is the most profitable thing to do.

Leadership performance metrics and methods need to engage increasingly diverse populations of patients, consumers, employees and community. They must inspire these populations to pursue clinical and non-clinical careers.

INDUSTRY TRANSFORMATION

The ecosystem for care delivery must move beyond the boundaries of healthcare to more integrated partnerships with large employers, academic institutions and community leaders.

We must lead healthcare as a horizontal industry that is interconnected with every industry and with every community institution.

New leadership skills and strategies necessary for navigating seismic changes require healthcare to move from a cottage industry to big business mentality.

Other topics that the cohort deems appropriate.



CORPORATE AMERICA IN THE AGE OF PERSONALIZATION

- CONSORTIUM COHORT -



EMPLOYEE CENTRICITY

INCLUSION AS A GROWTH STRATEGY

INDUSTRY
TRANSFORMATION

Employees are not operating at their full potential. To play it safe, they would rather be what their organization wants them to be, rather than what they seek to be themselves.

In pursuit of pre-defined metrics, organizations are willing to sacrifice one's individual capacity and capabilities. Performance metrics must evolve to elevate individual capacity over efficiency.

We don't know the people we lead and the people who lead us. Tensions brought about from the pandemic and social unrest created an opportunity to get to know what our employees and leaders were thinking as individuals.

The Black Lives Matter Movement exposed the fragility of corporate diversity efforts.

Leaders say they want diversity of thought and then they hire for conformity of thought. We must constructively interrupt our auto-pilot thoughts about who belongs where, doing what.

The office of diversity, equity and inclusion must become extinct in the long term - if you are to find the right balance between standardization and personalization.

Digital transformation should be led by someone who knows the customer more than they know the technology.

Legacy companies must now become start-ups companies; start-ups will become legacy companies.

The strategies that successfully helped you get where you are – they are no longer relevant for a future in which entire industries are shifting from being verticals to horizontals.

Other topics that the cohort deems appropriate.



HIGHER EDUCATION IN THE AGE OF PERSONALIZATION

- CONSORTIUM COHORT -



STUDENT CENTRICITY

INCLUSION AS A GROWTH STRATEGY

INDUSTRY
TRANSFORMATION

Leaders in higher education must be eager to develop their abilities to be more agile, more experimental and more empathetic.

Student engagement must foster interconnectivity, personalized inquiry, and resilience as a way to prepare soon-to-be graduates for the ambiguous challenges and opportunities of the future.

Fiscal and cultural survival of academic institutions demands a new approach to leadership.

We must find ways to support hybrid platforms that make online learning as rich as the classroom experience by bridging systemic gaps in digital skills and access to technology.

The in-person, on-campus experience of college life is not central to a student's readiness for the future.

We need to co-design courses and experiential learning programs with large employers/organizations to better prepare students.

Colleges and universities must redefine the ways they measure return on investment to account for tuition, value of curriculum, overall student experience and their readiness for the future.

Administrators must support faculty who have to teach in new ways and students who have to learn in new ways.

Current student measures like GPAs and standardized tests are no longer relevant.

Other topics that the cohort deems appropriate.



Assimilation destroys individuality.







To establish a starting point that helps guide the consortium's thinking around the topics, GLLG will share it's proprietary LAOP methodology and readiness resources to activate diversity of thought, inspire a self-directed environment and maximize individual contribution to optimize desired outcomes.

The 5 Shifts to Lead in The Age of Personalization

The age of standardization is giving way to the age of personalization: it is becoming less about the business defining the individual and more about the individual defining the business. If you can make the following shifts, you'll create a healthy culture and you'll find the right balance between the age of standardization and the age of personalization that are currently operating in the extremes.

- **1. From Diversity to Inclusion:** Diversity does not automatically lead to inclusion. Inclusion is a system for making sure the organization is welcoming at every level to every individual.
- **2. From Tribal to Human:** Tribal thinking in business puts people into the boxes they check (much like diversity) and divides departments, work and people. This makes the people in the silos less cross-functional, collaborative and communicative.
- **3. From Brand Identity to Individual Identities:** Finding ways to let individual identities impact the brand can be powerful. Organizations that make employees and consumers feel included and understood on an individual level will have a huge advantage over those that don't.
- **4. From Mission to Contribution:** Every organization has a mission, vision or value statement and employees will buy into it on the surface because there is no freedom not to. But why should that matter, if what is most meaningful to people is to know they have a chance to contribute their unique skills and strengths.
- **5. From Results to Methods:** "Results" is not a negative word. But too often our focus on results keep us from seeking bigger opportunities to grow in the future. When you let people break free from the standards of the past and attack challenges in their own way, you open up new possibilities.





To help consortium members understand how to find their pathway to lead in the age of personalization, GLLG has provided the following tools and resources:

Assessments

- Age of Personalization (AOP) Assessment: will help you identify if you are stuck in standardization and how you can find your way out.
- Leadership in the Age of Personalization Exercise: you will review the five shifts of Leadership in the Age of Personalization and provide your key takeaways and perspective for each shift.

LAOP Consortium Member Portal

- Suite of all (7) Leadership in the Age of Personalization online training modules
- Access to (18) Sessions from the 2020 LAOP Virtual Summit

The balance





VII. THOUGHT LEADERSHIP ACTIVATION AND AMPLIFICATION

The power of cumulative thinking and earned serendipity will be created by the diversity of opinions and rich perspectives of the consortium members. The outcomes derived will accelerate the need to disrupt the status quo in the ways we work, lead and conduct business in today's age of personalization.

To scale any form of thought leadership impact will require awareness in the media, via traditional and social channels. Creating any real level of measurable and sustainable change in the marketplace demands thought leadership activation and amplification to reach audiences that are in search of answers during these uncertain times and that have the influence to take action in their organizations.





Our goal is to activate the content from the position paper and amplify the individual influence of each consortium member to create thought leadership awareness via media outreach campaigns as follows:

Social Media (LinkedIn, Instagram, Twitter and Facebook)

GLLG will create several social media campaigns that will include customized/designed memes, position paper content with attributable quotes from consortium members, and short videos featuring speakers from the 2019 and 2020 summits.

Note: GLLG will create social media kits for consortium members and their corporate communications teams in support of all social media campaigns, should members and their organizations elect to participate.

Traditional Media (TV, Radio, Blogs, and Print)

With your prior approval and consent, GLLG will execute several media pitches that will promote the content from the position paper with attributable quotes from consortium members and short videos featuring speakers from the 2019 and 2020 summits.

LAOP Live Streams (Season 2 – starting in February 2021)

Consortium members can discuss the content from the position paper in a 1-hour video interview with Glenn Llopis that is broadcasted live on Zoom and YouTube. These interviews feature interactivity from a live audience that submit questions and comments that are monitored and vetted by GLLG. <u>Watch Season 1 episodes</u>.

Personalization Outbreak[™] Podcast (Season 2 – starting in February 2021)

Consortium members can discuss the content from the position papers in a 30-minute podcast interview with Glenn Llopis (that is recorded in audio and video formats). Personalization Outbreak is syndicated across all major podcast distribution networks including Apple Podcasts, Spotify, Stitcher, Pandora, iHeart Radio, Google Podcasts, Amazon Music and others. The video format is featured on YouTube. <u>Listen</u> and <u>Watch</u> Season 1 episodes.

Note: GLLG will execute additional social media campaigns featuring consortium members that participate in the LAOP Live Streams and/or Personalization Outbreak and will provide a social media kit to our members and their corporate communications teams, should they elect to participate.

Forbes.com

GLLG CEO Glenn Llopis has been a leadership strategy contributing writer for Forbes.com since 2010. His articles are read by more than 1.5 million unique users annually around the world. Glenn will publish content from the position paper throughout 2021.

GL-JD®

www.ageofpersonalization.com