



# Organizational Culture eats Digital Strategy for breakfast:

*Growth Mindset's Path to Successful Transformation Journeys*



**Το περιβάλλον γύρω μας αλλάζει συνεχώς...**  
**Η ευθύνη της Προσωπικής μας Αλλαγής &**  
**Προσαρμογής όμως είναι δικιά μας...**



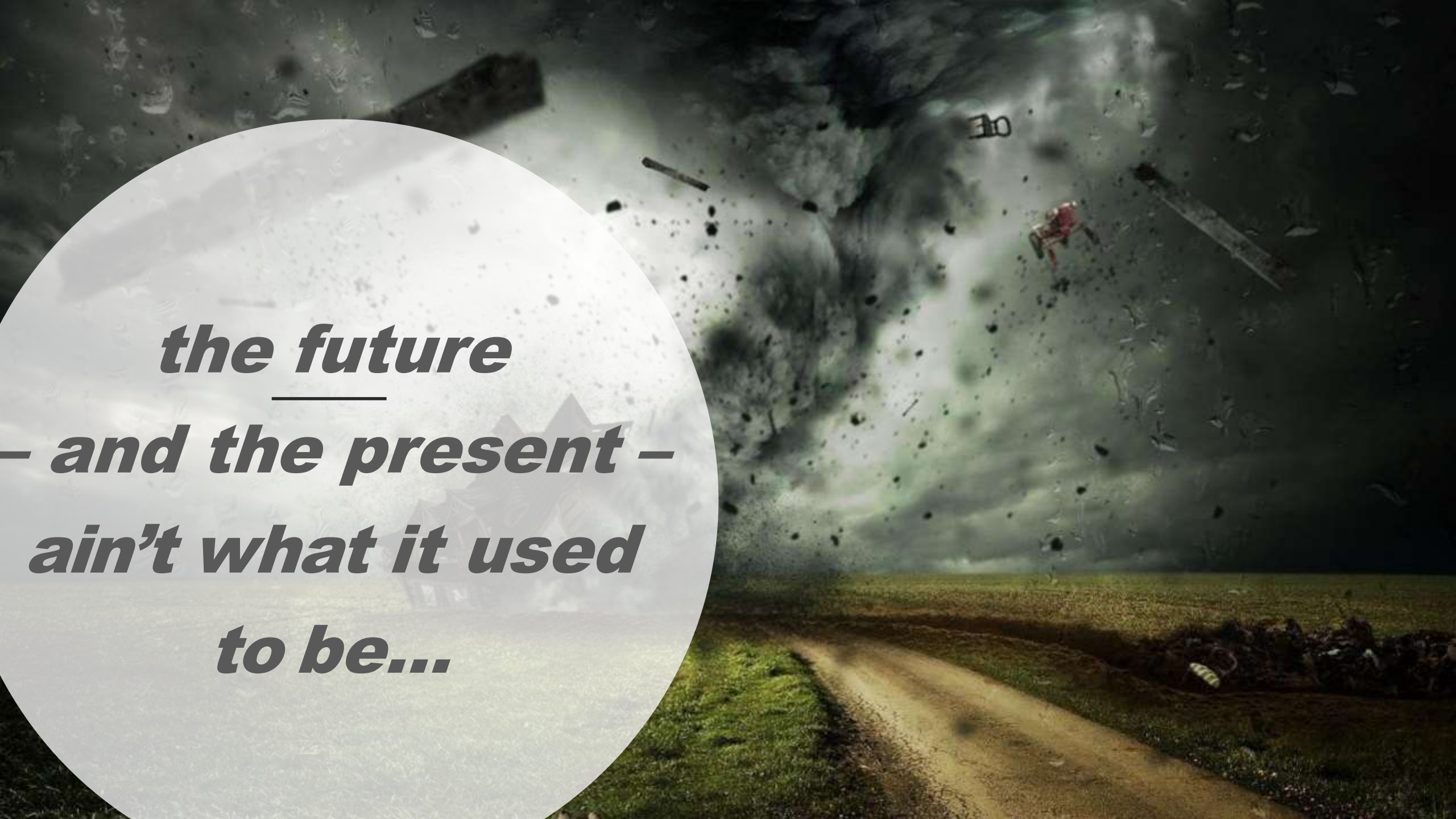




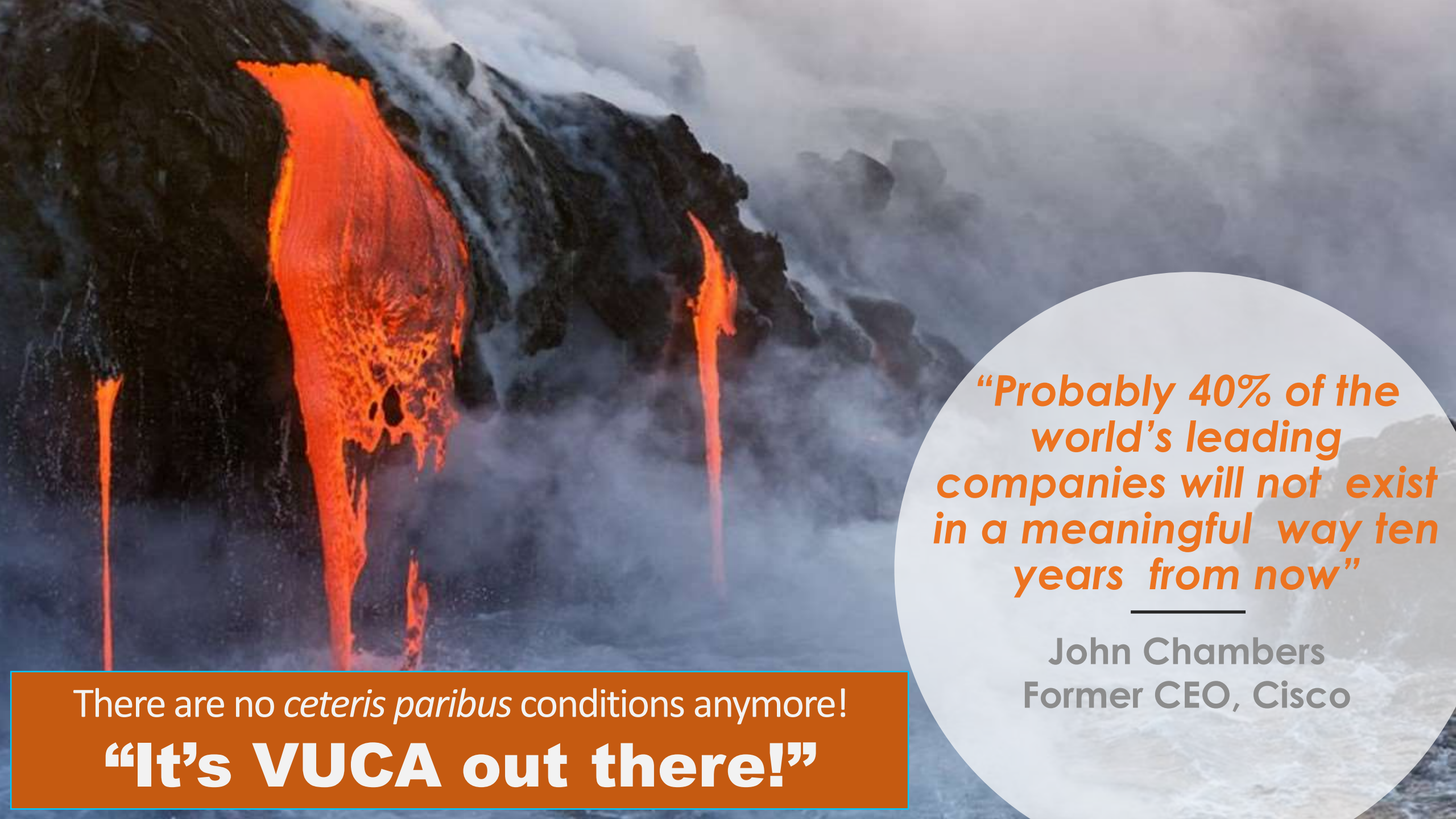
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***the future***  
***– and the present –***  
***ain't what it used***  
***to be...***



**“Probably 40% of the world’s leading companies will not exist in a meaningful way ten years from now”**

John Chambers  
Former CEO, Cisco

There are no *ceteris paribus* conditions anymore!

**“It’s VUCA out there!”**





Source: <https://www.vuca-world.org/>

# Volatility

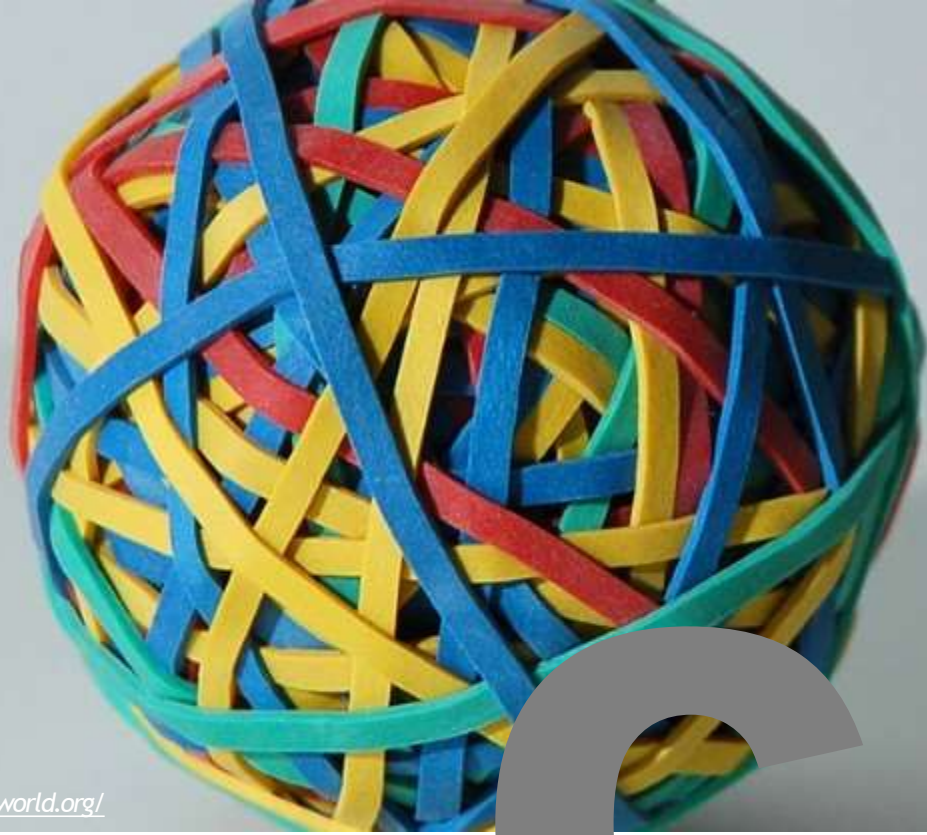
**We live in a world that's constantly changing, where changes big and small are becoming more unpredictable – and they're getting more and more dramatic and happening faster and faster...**



# Uncertainty

It's becoming more difficult to anticipate events or predict how they'll unfold; historical forecasts and past experiences are losing their relevance...





Source: <https://www.vuca-world.org/>

# C complexity

**Problems and their repercussions are more multi layered, harder to understand. What are the reasons? What are the effects? Choosing the single correct path is almost impossible...**





Source: <https://www.vuclipworld.org/>

# Ambiguity

Not everything is black and white – grey is also an option. The demands on modern organizations and management are more contradictory and paradoxical than ever...





**Τι σημαίνουν όλα αυτά για εμάς;**

**Μπορούμε να γίνουμε πιο ευέλικτοι & να  
πειραματιζόμαστε με νέα εργαλεία;**

**Μπορούμε να αλλάξουμε & να υιοθετήσουμε  
νέα επιχειρηματικά μοντέλα;**

**Μπορούμε να ξεβολευτούμε και να μάθουμε  
νέους τρόπους να δουλεύουμε;**

**Θα προλάβουμε όμως να αντιδράσουμε;**





# BUT where to START? IT'S ALL ABOUT THE GROWTH MINDSET!

We must focus on **what is possible** (because anything can happen) rather than on **what is likely to occur** (which is determined by what happened before).







# MINDSETS

## FIXED MINDSET

The belief that skills, intellect, and talents are set and unchangeable.



## GROWTH MINDSET

The belief that skills, intellect, and talents can be developed through practice and perseverance.



I'll stick to what I know. Either I'm good at it or not.	DESIRES	I want to learn new things. I am eager to take risks.
It's fine the way it is. There is nothing to change.	SKILLS	Is this really my best work? What else can I improve?
This is a waste of time; there's a lot to figure out.	EFFORT	I know this will help me even though it is difficult.
It's easier to give up. I'm really not smart.	SETBACKS	I'll use another strategy; my mistakes help me learn.
This work is boring. No one likes to do it.	FEEDBACK	I recognize my weakness, and I know what to fix.
It's easy for him or her. They were born smart.	TALENTED PEERS	I wonder how they did it. Let me try to figure it out.



# Growth Mindset

The perception of control over intellect that determines how to handle:

**threat**

**self- evaluation**

**performance**



I don't divide the world  
into weak and strong or  
successes and failures.  
I divide the world into  
learners and non-learners.

~ Benjamin Barber

**Growth mindset emphasizes Learning**

**“we are in charge of our learning experiences...we  
need to stretch in order to expand & grow”**

~ Carol Dweck

# WHY IS Mindset so important?

Culture eats strategy for Breakfast, Lunch and Dinner, Peter Drucker  
Culture gets its appetite from Purpose, John O'Brien

**MINDSET DRIVES BEHAVIOR,  
BEHAVIOR DRIVES CULTURE,  
CULTURE DRIVES BUSINESS OUTCOMES**



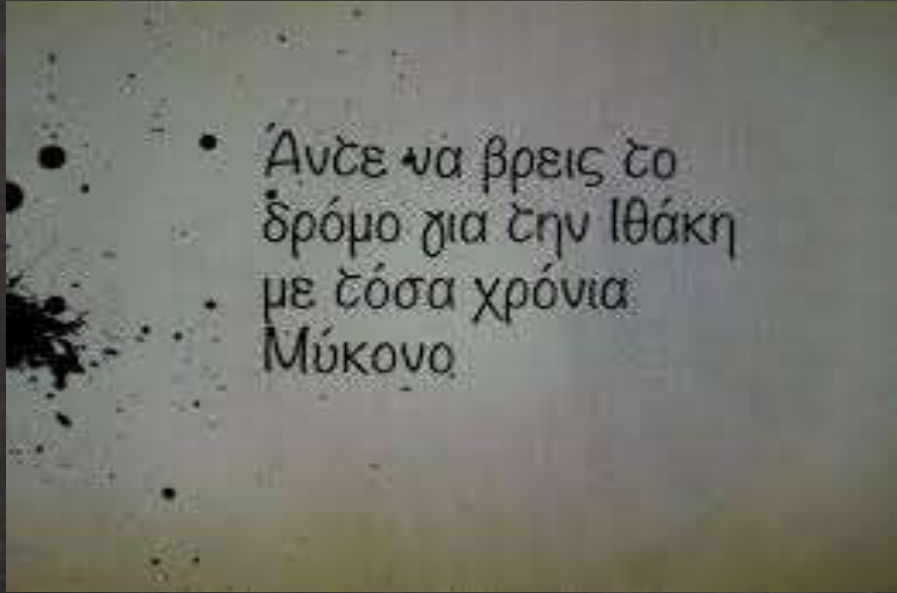


**“CREATE THE RIGHT CULTURE,  
AND YOU CREATE A  
COMPETITIVE ADVANTAGE.”**

*— Jeff Weiner / CEO LinkedIn —*

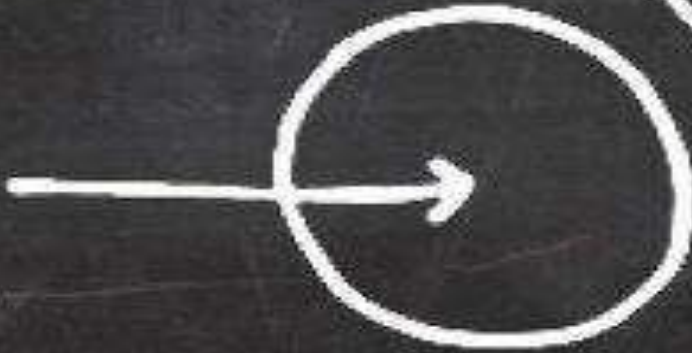
**So, where do we start to create  
a real Transformation Culture?**

# Μαθαίνω να ξεμαθαίνω!



Where the  
magic happens

Your  
Comfort  
Zone



# Μαθαίνω να ξεβολεύομαι!





**Growth Mindset =**  
**Learning Mindset =**  
**Agile Mindset = ?**

- **Organizations that experiment & learn faster than others are those that will succeed**
- **It's no longer about being GOOD, but about "getting GOOD" over and over again**
- **Organizations need to build the capacity to continuously LEARN, CHANGE & REINVENT not only their products and services, but also THEMSELVES**
- **In effect, LEARNING becomes their BUSINESS STRATEGY**



# What Does a Learning Culture Look Like?

## STIMULATE DIVERSE & COLLABORATIVE EXPERIENCES

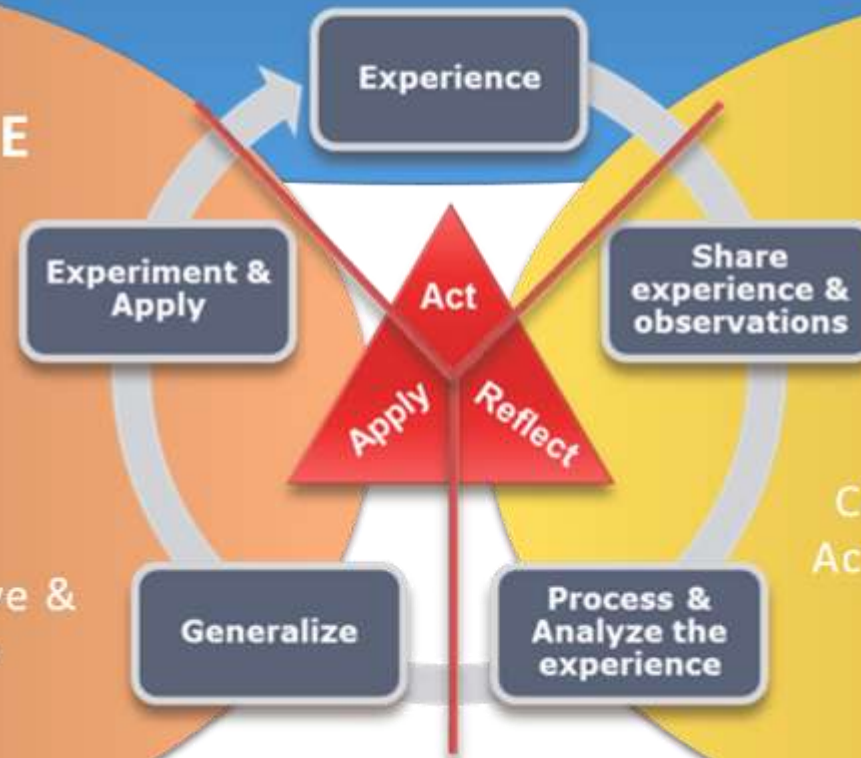
Job-crafting, job-enrichment, Job-rotation, transversal projects, multiskilling, duo-jobs, co-sourcing, broad role i.s.o. job descriptions, team objectives, social contracting among internal customers and suppliers, experiential games, me-time (ex : Google),...

## PLAN TOGETHER THE NEXT STEP OR EXPERIMENT

Scenario Planning, Meta-planning, Brainstorming, Project Work, Confrontation Matrix, Teamwork, Communities of Practice, Co-creative & Large Group activities, Appreciative Inquiry, ...

## CREATE OCCASIONS FOR SHARING AND PROCESSING EXPERIENCE

Coaching, Mentoring, Intervision, After Action Review, Communities of Practice, Force Field Analysis, Large Group Activities, Appreciative Inquiry, ...







Unlimited opportunity

# Can we "C" a VUCA environment as an opportunity?

## Volatility



Speed, magnitude, turbulence and dynamics of change

## Visionary

## Uncertainty



Unfamiliar territory and unpredictable outcomes

## Understanding

## Complexity



Multiple interdependencies amidst global interconnectivity

## Clarity

## Ambiguity



Multiple perspectives and interpretations of scenarios

## Agility



# Μετάβαση από την σταθερότητα στην καινοτομία: κυνήγι προκλήσεων, πειραματισμός & συνεχής μάθηση

- Μπορείτε να δώσετε iPads σε όλους τους υπαλλήλους σας και τα στελέχη σας...
- Μπορείτε να φτιάξετε απίθανες εφαρμογές για κινητά και να ικανοποιήσετε τους πελάτες σας...
- Μπορείτε ακόμα και να δημιουργήσετε ένα e-shop με την προσδοκία κέρδους...
- **Αλλά όλα αυτά, από μόνα τους, ΔΕΝ ΕΙΝΑΙ ΑΡΚΕΤΑ** για να εκμεταλλευτείτε την «Ψηφιακή Ευκαιρία του Μετασχηματισμού»...
- Και σίγουρα, δεν εγγυώνται ανάπτυξη & ανταγωνιστικό πλεονέκτημα για αύριο...

Χωρίς Κουλτούρα  
Ανάπτυξης & Συνεχούς  
Μάθησης, χωρίς  
Νοοτροπία Ευελιξίας, χωρίς  
διάθεση για πειραματισμό  
& καινοτομία και χωρίς  
Ψηφιακή Στρατηγική με  
ξεκάθαρο όραμα ο  
‘μετασχηματισμός’ απλά  
θα μας κοστίσει  
ακριβά...τίποτα  
παραπάνω!

Continuous efforts -  
not strength or intelligence -  
is the key to unlocking our potential.

Winston Churchill



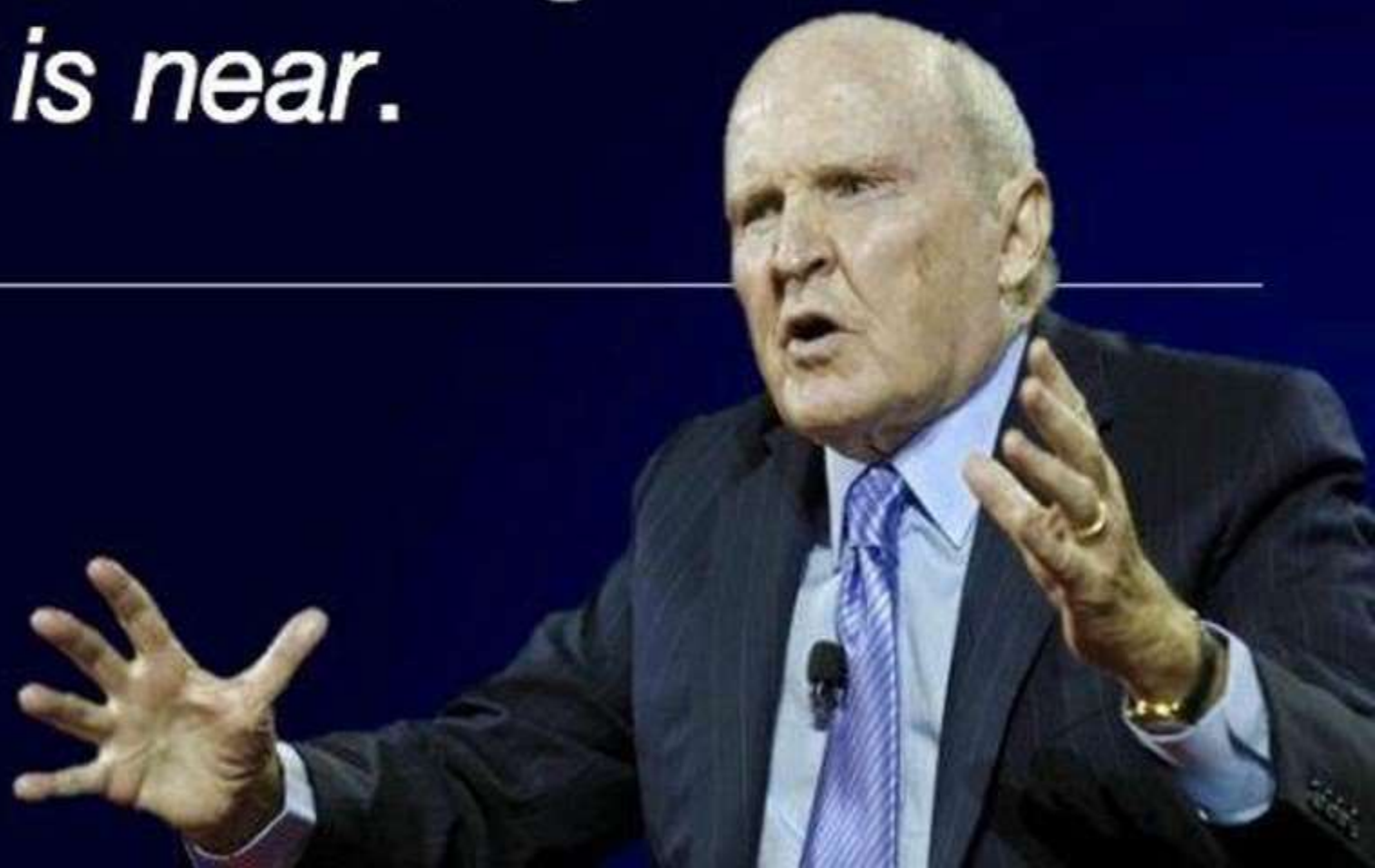


If the rate of change on the outside exceeds the rate of change on the inside, *the end is near.*

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**Jack Welch**

Former Chairman & CEO of GE



# THE BEST WAY TO PREDICT THE FUTURE

\_\_\_\_\_ is to \_\_\_\_\_

## INVENT IT.

Γιάννης Α. Πολλάλης  
Καθηγητής Στρατηγικής & Διευθυντής iLEADS  
Πανεπιστήμιο Πειραιώς

