



CREATING ADAPTABLE BUSINESSES:

WHAT THE FOURTH INDUSTRIAL
REVOLUTION MEANS
FOR BUSINESS LEADERS



FOREWORD

Today's business environment is more complex and fast changing than ever as the global forces of commerce rub up against a political world that is getting more and more local.

This global local reality is being further challenged by the forces of technology. New digital technologies from algorithms to sensors, cloud, analytics, artificial intelligence, machine learning and virtual reality are creating a raft of new digital business models and societal opportunities. They are also underpinning change driven by other technologies such as 3D printing, robotics, advanced materials and energy storage. It is the combined effect of these new technologies that are at the heart of the Fourth Industrial Revolution.

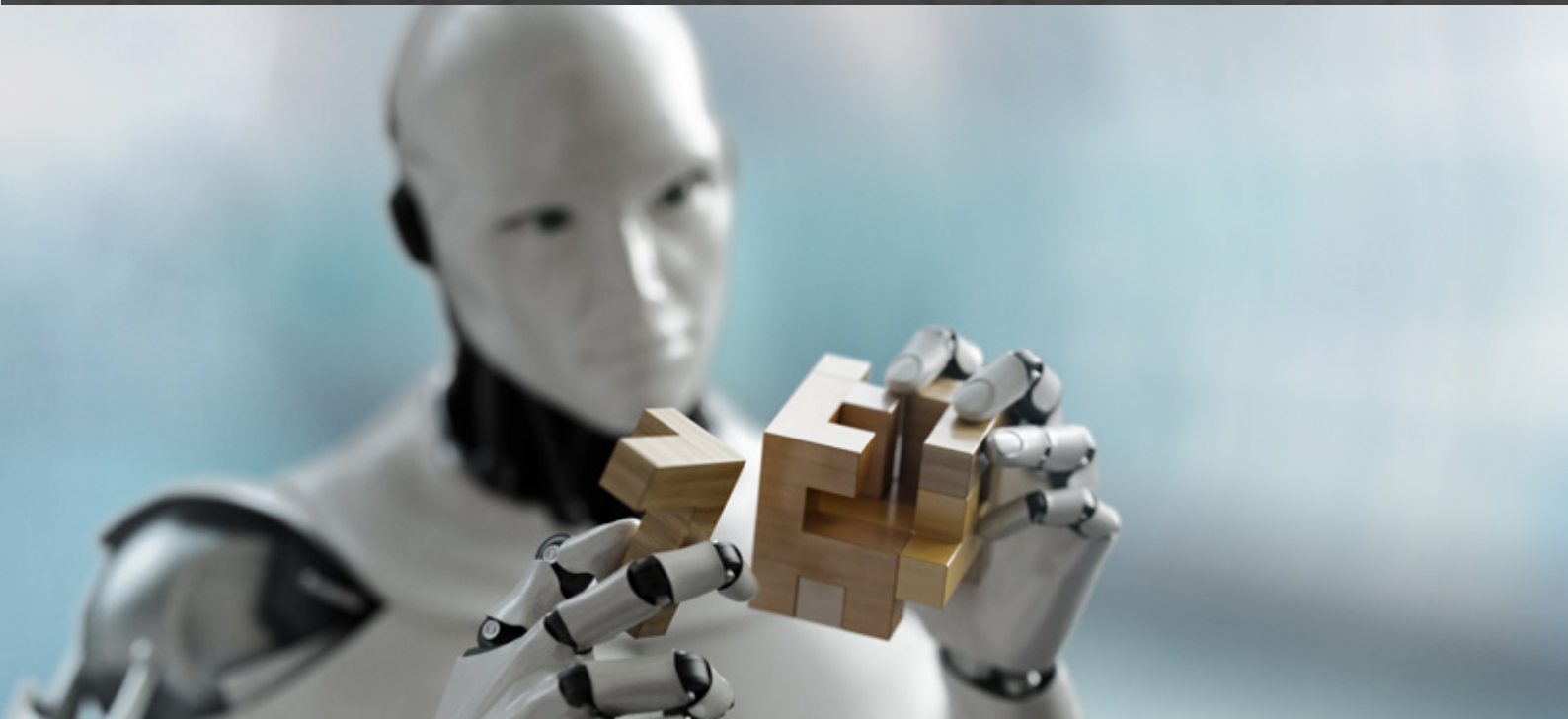
21st century leadership embraces the opportunities of new customer experiences, the digital workforce, new technology partnerships, and digital business models focused on outcomes and powered by data. But it also recognises the risks of cyber attacks, inequality and social division and the need for mitigating actions to minimise risk so opportunities can be maximised.



Leadership today requires high emotional intelligence, the willingness to put aside hierarchy, and release talent by embracing a millennial centric workforce. While technology becomes ever more pervasive, the most successful organisations will be those that harness the best of technology with the best of human capital; that will enable organisations to be truly agile and adaptive to a world of mixed signals, where opportunities and risks intertwine daily.

Mark Spelman

Co - Head Future of the
Digital Economy and Society Initiative
World Economic Forum



INTRODUCTION

“An underlying theme in my conversations with global CEOs and senior business executives is that the acceleration of innovation and the velocity of disruption are hard to comprehend or anticipate and that these drivers constitute a source of constant surprise, even for the best connected and most well informed.” Klaus Schwab, Founder and Executive Chairman, World Economic Forum

Today, organisations exist in a disruptive environment, where change (or the requirement for change) is the norm - change that is occurring on an unprecedented scale. A plethora of macro forces are converging, as we find ourselves operating at the beginning of the Fourth Industrial Revolution.

This is placing intense pressure on business leaders. In BIE's recent research of over 150 business leaders, 58 per cent said that they find the speed and scale of change, required to remain competitive, overwhelming.

Although there is acknowledgement of the need to focus on creating adaptive organisations, with 45 percent of business leaders highlighting this as a concern, only 21 per cent have a clear vision for creating a responsive business.

It is crucial for us to challenge the status quo on an individual and organisational level and ensure we have the right mindset and skillset to constantly adapt - 76 per cent of respondents are concerned about whether their senior team has the right skillset and mindsets to lead growth in these complex conditions.

In this eBook, we aim to understand the general response from business leaders to the current environment. We explore views from thought leaders and practitioners on how this is impacting change management, customer expectations and product enhancement, and collaborative innovation and organisational structure. And we consider the importance of an agile mindset.



WHAT THE FOURTH INDUSTRIAL REVOLUTION MEANS FOR BUSINESS LEADERS

In an article titled, **“The Fourth Industrial Revolution: what it means, how to respond”**, Klaus Schwab writes: “We stand on the brink of a technological revolution that will fundamentally alter the way we live, work, and relate to one another. In its scale, scope, and complexity, the transformation will be unlike anything humankind has experienced before. We do not yet know just how it will unfold, but one thing is clear: the response to it must be integrated and comprehensive, involving all stakeholders of the global polity, from the public and private sectors to academia and civil society.”

So, what does this all mean for organisations and their leadership teams? In a survey of over 150 business leaders, carried out by BIE, 53 per cent of respondents think the digital revolution will have a positive impact on the organisation they currently work in. Furthermore, 41 per cent think that globalisation and a hyper-connected world population (further evidence of the Fourth Industrial Revolution) will also have a positive impact.

Many experienced business leaders may be tempted to understand these advancements as the linear progression of the technological changes we've seen in the latter half of the twentieth century. However, evidence suggests that the speed, scope and impact of change will go beyond anything we've encountered before.

As an article by The Boston Consulting Group states, coping with the Fourth Industrial Revolution is no small feat: “First, organisations now have to operate in a vastly more complex environment - one of globalisation, hypercompetition, revolutionary technologies, and elaborate regulation. Such complexity implies an increased number of performance requirements for companies (for instance, to satisfy customer needs, address competitive pressures, or comply with the ever-increasing labyrinth of regulation).

“[...] Second, in most companies the nature of work has changed: from algorithmic work - that is, clerical or manual labour - to knowledge or heuristic work. Knowledge workers differ from clerical or manual workers in that their role is not merely to follow rules and perform specific tasks but also to use their own initiative to further the organisation's mission. They have to interpret the rules, adjust to the changing realities, and make trade-offs among conflicting requirements in order to arrive at the optimal solution.”



53 PER CENT OF BUSINESS LEADERS THINK THE DIGITAL REVOLUTION WILL HAVE A POSITIVE IMPACT ON THEIR ORGANISATION



BIE RESEARCH

Returning to BIE's recent research, the consensus is that the current environment is a tough one – but today's business leaders are willing to embrace the challenge. 57 per cent of respondents said they are open to change and aware of the need to adapt to achieve competitive advantage. And 52 per cent agreed that the organisation they work for or have most recently worked for has the capability to adapt.

On the other hand, 58 per cent said that they find the speed and scale of change, required to remain competitive, overwhelming. And only 9 per cent think business leaders are completely equipped to lead business growth in this environment.

In his aforementioned article, Klaus Schwab identifies four specific ways in which the Fourth Industrial Revolution will have a bearing on businesses: "On customer expectations, product enhancement, collaborative innovation, and on organisational forms."

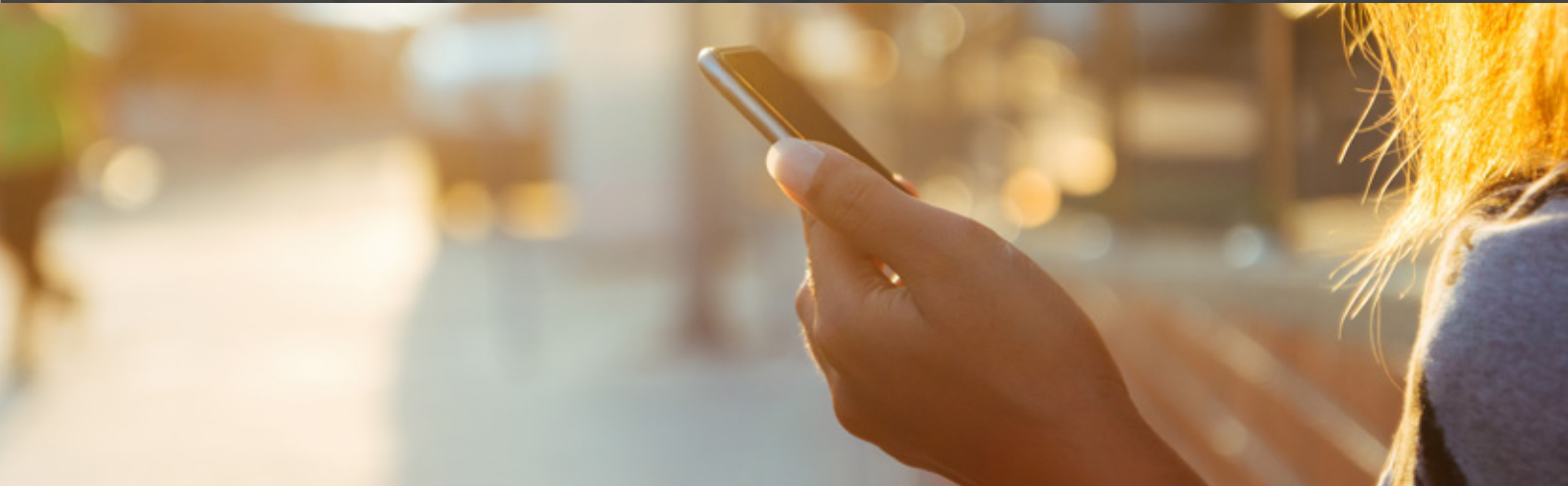
So how should today's business leaders deal with these challenges to achieve success?

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THIS ENVIRONMENT ”

BIE RESEARCH





MANAGING ORGANISATIONAL CHANGE IN A DISRUPTED WORLD

Against the backdrop of the Fourth Industrial Revolution, organisations need to be able to respond proactively to change. **Anna Davis** explores the concept of the “change-able organisation”.

The penny has dropped that we now live in a disrupted world, where technology drives speed and customisation into our increasingly convergent home and work lives, and where societal staples take on new meaning. Consider how we are starting to apply new meaning to the following: work and our jobs, organisational structure and hierarchy, sharing resources, justice and values. Our interpretations and aspirations are now influenced by opportunity in the broadest sense of the word.

Much is being written about the challenge and opportunity leaders face in creating and sustaining change-able organisations to remain competitive in this era. Leaders need to create an environment in which a change mindset and a culture of change is part of the organisation's DNA.

These are important macro considerations but let's spare a thought for those employed in the work of detailed planning and change delivery: the people who might be in change leader or project leader roles, or unsuspecting line

managers given the work of leading a change. What makes a great change professional in a disrupted world? Do we need to rethink the meaning of managing change and change management?

There are three key elements to consider: the context, practices and behaviours of delivering change.

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ONLY 21 PER CENT OF
RESPONDENTS THINK
BUSINESS LEADERS
HAVE A CLEAR VISION
FOR CREATING A
RESPONSIVE BUSINESS ”

BIE RESEARCH

1

THE CONTEXT OF DELIVERING CHANGE

In the context of the Fourth Industrial Revolution, during the design and delivery of change, the direction is likely to be disrupted. Strategy is still king and businesses will always need a high level goal and purpose, with associated budgets and timescales. However, we need to cut ourselves free of thinking that we can pre-determine the route or the final end game.

The challenge is to create flexible approaches to delivering change that are responsive. This means, although purpose and goals will remain relatively stable, "how" this is delivered will adapt to the changing context, through applying and developing agile methodologies.

2

THE PRACTICES OF DELIVERING CHANGE

The quality and pace of thinking that goes into the planning and design of change needs to be more robust than ever. To achieve this we need to allow for the practices of delivering change to evolve, as there is no one, right way. What's important is the quality of the questions we are asking and the decisions being made to reduce the ambiguity for those involved in designing the change, as well as those sponsoring or being impacted by it.

The power of change is likely to move from the control of a few into the hands of many, with individuals being equipped with the ability, and having the authority, to design and deliver change at a local level. Some organisations, such as Google, have a day a fortnight for people to take an issue, find the people who can together fix it, and fix it. Those organisations are finding that the combined motivation, prioritisation, collaboration and outcomes far outweigh the cost of having those employees spend a day away from their day jobs.



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ONLY 29 PER CENT OF
BUSINESS LEADERS AGREED
THEIR ORGANISATIONAL
CULTURE IS CONDUCIVE
TO SUCCESS”

BIE RESEARCH

3

THE BEHAVIOURS OF CHANGE

The behaviours associated with change need to evolve. This applies to all employees, as levels, hierarchies and pyramids are replaced with groups of individuals collaborating to solve problems based on their expertise.

These behaviours are as much about mindset and attitudes, as they are about specific change and project expertise. They are not new, they are already part of organisational language, but it is time for them now to become established practice. The command and control behaviours that lead to fixed attitudes and rigid ways of approaching a change don't work anymore; it is less about power and more about leading in ambiguity.

Some of the priority behaviours are:

1. Having an agile mindset: keeping the end in mind, focusing on the purpose of the change and considering all the elements that are required to deliver the change.
2. Organisational system thinking: nothing happens in isolation.
3. Collaboration and co-creation: bringing the right people together, to create the solution.
4. Political practices: until politics is removed from organisations we need to help change leaders navigate it and grow in confidence in dealing with it, so that they can start to break down the main barriers to change.
5. Specific change expertise: making the right choices about who is chosen to lead organisational change. Just because someone is available, it doesn't mean they are able to lead change. The expertise required is a combination of process and practice, as well as knowing the questions to ask: high-potential questions lead to better quality change decisions.

Change-able organisations are seamless in how they bring about change. They exhibit a robust alignment throughout their team and have the agility to respond to a shifting landscape. Change is rooted in their DNA.

Creating a change-able organisation takes leadership intent and commitment. This results from shifting the culture and developing capabilities throughout the organisation, enabling people to respond to the context with the relevant practices and behaviours.

Creating a change-able organisation requires:

- Clarity about what it means to be change-able and how to articulate it.
- An effective, co-operative leadership team.
- The development of a culture that supports change.
- Excellent communication and engagement to help employees and external parties align with what is required of them.
- A commitment to seeing the process through, despite the barriers, with a focus on learning and continuously improving.



CUSTOMER EXPECTATIONS AND PRODUCT ENHANCEMENT

Dr Omera Khan explains that volatility, sustainability and complexity are putting enormous pressure on the supply chain. This requires business leaders to focus on how they can mitigate risk, embrace consumer demand through real-time information and create a resilient supply chain.

Increased turbulence and volatility are characteristics of the “new” normal operating environment and will continue to be a struggle for many companies. Those that do not embrace this will fail to adapt and will miss out on making the fundamental transformations that are required to succeed in this environment.

Conventional lean initiatives in the supply chain have focused on improving efficiencies and reducing cost through the elimination of waste. But today these supply chains have been left more vulnerable to events that previously may have only caused a minor local disruption. They are also slower and less responsive to market changes, and fail to innovate at the pace demanded by their customers.

Consumers have become increasingly aware of the societal, environmental and ethical implications of their purchasing decisions; they expect transparency of the resource footprint and have a whole host of other ethical concerns. A sustainable supply chain will force companies to rethink where they are based, how they design, source, make and deliver.

It can be argued that, since one of the biggest sources of cost in the supply chain is complexity, a key focus should be on its reduction. Complexity comes from many sources but often arises from product design decisions - e.g. the choice of materials, the physical design, the size of the bill of materials, and so on. Until recently, in many firms, design decisions were taken without regard for their supply chain implications – but today there is a growing recognition that the supply chain begins on the drawing board.



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ONLY 35 PER CENT OF
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BIE RESEARCH

With vast real time information available, companies are struggling to capture and process this data to inform decision making. A closed loop feedback process with a breakdown of internal silos is needed. Traditional ERP systems and portals could well become the technology of the past. Using information, shared on social media platforms, to better inform the supply chain team is key for the relevant stages in the design/ procurement/ service cycle.

Key questions that need to be asked are: how do we get visibility of real time demand? How do we incorporate this information into the supply chain and better meet these demands? How can we capitalise on co-creation between consumers and producers?

3D printing is going to be fundamental to this shift – this is already being considered in some organisations and will allow mass customisation, resulting in a more flexible supply chain that meets customer requirements, at multiple locations, with multiple transportation models, at different times. The supply chain will be able to adapt easily to changing circumstances and meet customer demand instantaneously. If 3D printers are available in customers' homes, we can see a very different supply chain: consumers start becoming producers, or rather 'prosumers'.

What does this mean for business leaders? Plan, source, make, deliver will always be there, but probably no longer in a physical sense, rather virtually. This implies a need for very strong partnerships across the value chain.

The future supply chain could be seen as an information demand chain, where information on demand is captured, packaged and shipped in real time as much as possible - using the skyway rather than highways to reach even the most remote locations.

One thing is certain: the supply chain needs to be faster, virtual, collaborative and transparent. It will need to consist of more advanced technology to make, move and re-manufacture. Technology will aid the speed of manufacturing, availability and awareness of products. The shifting centre of gravity in supply chains is forcing us to redesign our supply chain models, as the models from the past become obsolete. Furthermore, advancements in social media should drive us to rethink our marketing and retailing strategies.

With this plethora of information, we need experts to track all demand signals, not only from end-customers, but from what is trending on popular social media sites. Organisations need a team dedicated to this to enable them to respond and adapt.

Business leaders must develop the skills and capabilities that allow organisations to be fast, flexible, and resilient.



ONLY 12 PER CENT OF
BUSINESS LEADERS
AGREED THAT THE
PROCESSES AND SYSTEMS
IN THEIR ORGANISATION
ARE CONDUCTIVE
TO SUCCESS



BIE RESEARCH



Key objectives for businesses:

1. Improve value chain transparency. Ensure customers, suppliers and your business get the right information from the value chain.
2. Invest in a team of people, who can filter the demand signals and report it to the respective supply chain functions, improve the link to the digital consumer and understand them more deeply.
3. Develop technology that enables the reuse and remanufacturing of old products into new, with limited use of resources. This technology should be available and used at the pre-design stage.
4. Businesses should look to reduce complexity, not variety.
5. Improve collaborative forecasting and increase the accuracy of demand signals.
6. Embrace disruption and invest in understanding how state of the art technology could revolutionise your industry.
7. Businesses should focus on creating adaptable supply chains that are responsive to demand.
8. KPIs need to evolve with the ever changing environment, rather than limiting adaptability.



COLLABORATIVE INNOVATION AND ORGANISATIONAL FORMS

How are organisations actively adapting in response to the Fourth Industrial Revolution? Lisa Gill and Perry Timms explore how businesses are adjusting to thrive in today's environment.

We are at the beginning of a massive shift in terms of how organisations create value (collaborative innovation) and how they are structured (organisational forms). Companies like Airbnb and Uber (what **Salim Ismail** calls “**Exponential Organisations**”), for example, have been able to accelerate their rate of growth by leveraging technology, on-demand staff, and crowdsourcing. Other organisations, like those profiled in **Frederic Laloux**'s book, **Reinventing Organisations**, are embracing self-management, employees bringing their “whole selves” to work, and a looser sense of purpose, as opposed to a concrete strategic plan.

There are many different ideologies that sit under this umbrella - **Agile**, **Lean**, **Teal**, **Holacracy**, for instance. But what's common is a move away from the structures and management preconceptions that have been ingrained in our organisations since the industrial era and towards models that are built on empowering individuals – approaches based on “sense and respond” rather than “command and control”.

For organisations to transition from traditional to responsive, we must address two things: structures and processes, and mindset and skills.



STRUCTURES AND PROCESSES FOR A RESPONSIVE ORGANISATION

In terms of organisational structure, there is no one-size-fits-all solution. However, many are feeling the tensions and limitations of the hierarchical organisational chart. Forward-thinking business leaders are experimenting with decentralised structures and networked teams. Managers are moving away from being coordinators to stewards or coaches.

Processes like recruitment, performance management, compensation and even dismissal are being reinvented. But equally important, and so often neglected, are the micro structures - the way we run meetings, conduct discussions, interact day-to-day. In other words, our habits.

In the publication, “**Perspectives on new work: Exploring emerging conceptualisations**”, **Esko Kilpi** says: “The difficult challenges ahead may not be technological or architectural, but habitual and contractual.” Some organisations are using tools like **Liberating Structures**, **Theory U**, **Sociocracy**, **Holacracy**, and **The Art of Hosting** to transform the way people interact and behave. These new practices are founded on principles like mindfulness, everyone having a voice, generative listening, and cooperative decision-making.

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MINDSET AND SKILLS

Transforming structures and processes isn't enough, though. Our schools and workplaces have conditioned us to be largely passive and compliant. To work in more self-managing and self-organised ways, we need to unlearn much of what has defined our careers thus far.

We must learn how to take personal responsibility and be jointly accountable for business outcomes. We must learn how to make decisions, not top-down or through consensus but through concordance. We must learn how to be "adult to adult", which means being honest and giving each other feedback. Learning these skills and shifting our mindsets will be painful and difficult because we are using new muscles - but it will be essential.

According to Perry, we are on the brink of the re-humanisation of work. Knowing how unpredictably brilliant and unreliable we can be in equal measure, attempts at management science, motivation and reward are starting to be revealed as-out-of-date technologies.

The freedom-centred, self-organised re-evolution in the workplace is coming.

There are new examples, daily, of people who are loosening the control and liberating the soul and getting the most sustainable and worthy results as a consequence.

There is now so much written about the future of work that it's taking over from overhyped commentary on millennials. "Robots are coming for your jobs" is a common headline.

We will see the rise of the just organisation; of the purpose-driven, values-made enterprise that not only makes enough money but that does the planet, society and people good.

We all need to work incessantly towards the future of work as a better proposition than now, which will lead to democratic, inclusive and human places to work. The key is opening our minds to making a better future for work and education. We need to tune into the possibilities, dream a little and, as Barack Obama said in his inauguration: "Grab the arc of the future and bring it a little closer."





THE ROLE OF MINDSET IN FACING THE FOURTH INDUSTRIAL REVOLUTION

Whatever way change is affecting an organisation, the mindset of its leaders is crucial to emerging successfully from the other side. **Stephen Bates** discusses what it means to have an agile mindset.

Today, you can see examples all around us of leaders with an agile mindset by the sheer volume of innovative organisations that have appeared in the last 10 years. New businesses have sprung up, seemingly out of nowhere, to disrupt and subvert entire industries. But what is causing the disruption on this scale? It's not as though there haven't been innovative thinkers in the past.

As far back as 1942, **Joseph Schumpeter** identified what he called "creative destruction", where he argued that it was the entrepreneur's introduction of radical innovation into the capitalist system that was the real force that sustained long-term economic growth, even as it destroyed the economic value of established enterprises.

But, even though Schumpeter recognised the phenomenon back in the 40s, he almost certainly would be surprised by the way his theory is playing out today. The difference now is the speed and scale afforded by the current technological landscape.

A person with an innovative idea can act on that idea far more easily than ever before. Whole industries have disappeared because of this. Business models that have been in use, sometimes for decades or even centuries, have been undermined or swept away within a few years of a disruptor emerging.

Therefore, business leaders need to develop agile mindsets to survive. But how do you go about that?

THE FIRST STEP: AN HONEST APPRAISAL

You need to ask how agile and innovative you and your organisation are. This is a tough question to answer honestly, especially for people who have been successful up until now. You also need to be honest about how you react when people question you and your decisions. To develop an agile mindset, you need to be able to have open, two-way dialogue with your colleagues.

You need to look around at the culture you are in and see how much time is given to creative thinking, compared to working and managing. Business people today are increasingly frustrated with their leaders and peers, whom they say "never listen" or "don't make decisions fast enough".

The arrival of the Fourth Industrial Revolution promises faster and faster rates of change. You need to be willing to examine what you do and how you do it because you can be assured someone else will be looking for the new opportunities in your industry. The chances are that this is already happening; maybe you know about it already and are trying to deal with it, or maybe you will find out tomorrow.

THE ABILITY TO SELF-DISRUPT

An agile mindset is fundamental here. Businesses need leaders who are truly skilled at being able to constantly challenge themselves, and who enjoy and are not threatened by change. A leader who does not enjoy this will never build a truly agile culture and business, no matter how many times they use the buzz words or say it needs to be done.

Leaders will need to:

1. Be emotionally strong enough to create a culture that questions them.
2. Be agile and open enough to truly listen to and explore ideas that challenge their own.
3. Be sharp enough to see through all the crazy ideas being created and pick something to focus and act on.
4. Be brave enough to take more risks when new ideas need to be put into place and let go of what has made them successful in the past.
5. Be clever enough to create a culture that can adapt to faster and faster changes - and then change it again.
6. Get their ego boost from creating success, not from always being the smartest person in the room with all the ideas.



76 PER CENT OF RESPONDENTS ARE CONCERNED ABOUT WHETHER THE SENIOR TEAM HAS THE RIGHT SKILLSET AND MINDSETS TO LEAD GROWTH IN THESE COMPLEX CONDITIONS



BIE RESEARCH

CREATING CONDITIONS FOR INNOVATION TO THRIVE

Essentially, there are three business mindsets or aptitudes, within which we each have a primary “Genius Zone”. These are:

1. **Worker** – someone who loves using their knowledge or skills to “do”. This is where most people start their working life. Some people don’t want to stop “doing”, no matter how experienced or skilled they are.
2. **Manager** - people who love structure and process. In the corporate world, if someone is observed as having potential, they are then given more responsibility and are pushed into a management position. 50 per cent of people that this happens to should not be in sent in this direction, but it is the traditional promotion structure used by most organisations.
3. **Innovator** - innovators love creating. They love new ideas, new markets, new ways of doing things, new products; anything, in fact, that they can reinvent. You can be on the left side with strong management tendencies, or on the right side where you should not be managing anything.

In the past, great management skills were often what made businesses successful - and this remains true. Without great managers, no business can scale and be efficient. But there is an increasing emphasis on innovators. Innovation and agility will be the new core competencies. Great managers and employees will have to react faster to keep up and turn ideas into reality.

Building an innovative and agile culture and an environment where innovators thrive, has to come from the top down. The leader of any organisation must encourage and manage this or they risk their organisation lagging behind - and their innovators will simply leave.

This has always happened. Just be honest about asking yourself how many talented people have left your business through frustration that they could not work in their Genius Zone. How many left for more innovative environments or started their own business and became your competition?

THE REAL SOURCE OF AGILITY

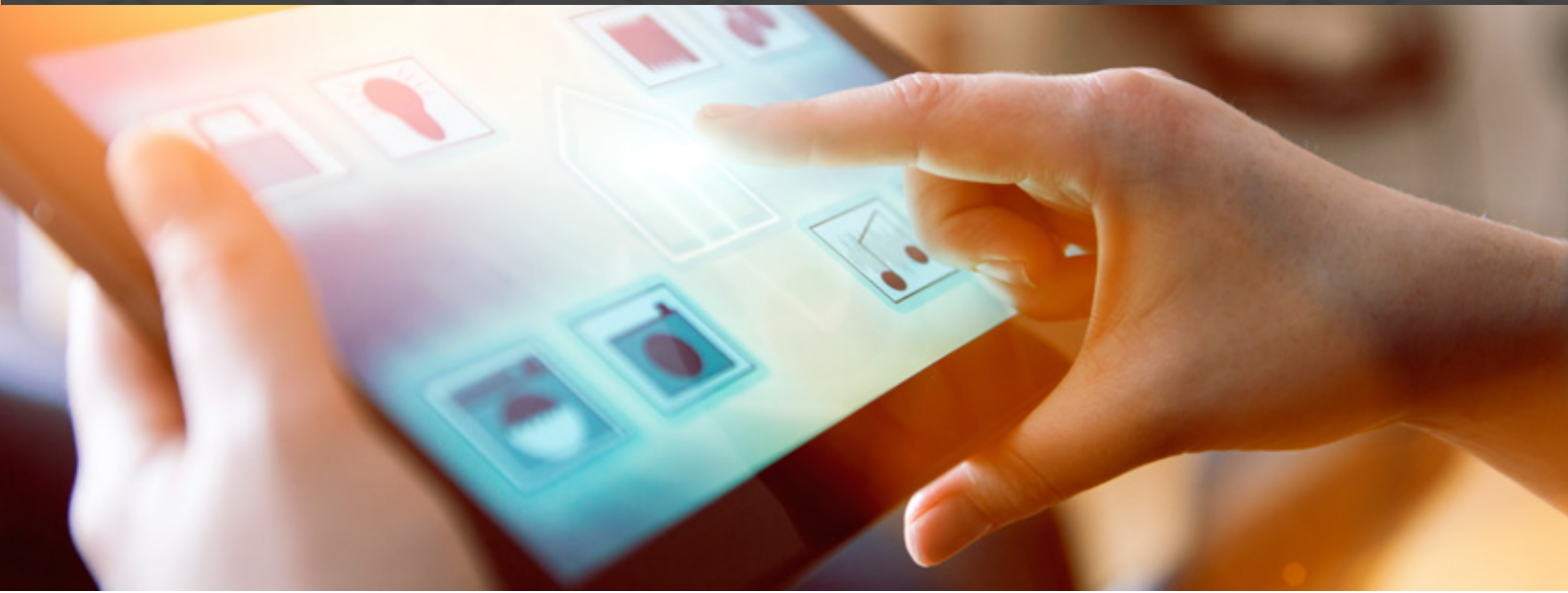
A successful company will stay successful when everyone can bring a different perspective to an idea. This is where true agility comes from. We have trouble holding more than two perspectives on a topic, but when we are willing to let our ideas be influenced we create remarkable things.

When you let an idea run between people, who feel comfortable and encouraged to bring their opinions to the table, you get compounding. One idea creates another and radical ideas get proposed and explored.

Ideas will come thick and fast and new ideas and directions will appear out of nowhere. This is not new - you have already experienced this many times already - but its need has never been greater. Either you innovate, be agile, and disrupt your competition, or they will be disrupting you.

One thing is certain: change happens and disruption is coming to every business. Will you be leading the disruption or will it be disrupting you?





CONCLUSION

Change is a given for today's business leaders. The Fourth Industrial Revolution is coming and its impact can already be felt across organisations and entire industries. This is a reality that is often uncomfortable, but which also presents ample opportunities for businesses to embrace new – and better – ways of working.

Agility is fundamentally the key to success and business leaders must be able to switch direction and undertake new challenges at short notice. BIE's research highlights that they are acutely aware of this necessity – but that they also feel underprepared in certain areas and are daunted by the speed and scale of change that is occurring. Nevertheless, they look forward to a positive future, brought about by the constantly shifting landscape.

There are several steps that business leaders can take to deal with the effects of the Fourth Industrial Revolution. Many of these are highly practical, such as embedding new technologies and improving product design. Others are more abstract, including changing the way we communicate with one another in the workplace and reviewing processes such as recruitment.

However, most important of all is mindset. As Klaus Schwab says: "In the end, it all comes down to people and values." Without an agile mindset, business leaders will struggle to face the Fourth Industrial Revolution head-on and to guide their organisations to success. If they have things clear in their minds, they will find it far easier to embrace the unknown and do exactly what needs to be done.



CONTRIBUTORS



MARK SPELMAN

Mark Spelman is Co-Head of the Future of the Internet Initiative at The World Economic Forum. With more than 20 years of experience working for Accenture in senior

management and business strategy positions, in the last 10 years Mark has worked with the boards of major corporations on strategic direction and large-scale transformational change programs. He has also worked with multinationals and non-profit organizations on international growth and restructuring of their global operations.

A recognized leading global authority on issues such as energy, emerging markets, innovation and sustainability, Mark is frequently represented in broadcast and news media, such as BBC News programs and tier one publications including the Financial Times and The Economist.



DR OMERA KHAN

Omera Khan is a full professor in Operations and Supply Chain Management at Aalborg University in Copenhagen, Denmark. She is currently a visiting professor and

programme director of the MSc International Supply Chain Management at Royal Holloway University of London and has held visiting positions at MIT (USA) MBS (UK) SP Jain (Dubai and Singapore).

Omera has gained international recognition for her research in supply chain risk management. She is a highly acclaimed presenter and is regularly invited as a keynote speaker at global conferences and corporate events. She has published her research in leading journals, contributed to several book chapters and is lead-author of the successful book "Handbook for Supply Chain Risk Management: Case Studies, Effective Practices and Emerging Trends".

Alongside setting up her own business OQK Associates Limited, Omera has recently been made a member of the executive committee of the CILT "Leaders in Supply Chain" Forum, a group limited to the top 120 logistics and supply chain directors from Europe.



LISA GILL

Lisa Gill is the founder of **Reimaginaire**. She works with organisations to facilitate new, more collaborative ways of working through bespoke workshop facilitation,

consultancy and coaching. She is inspired and informed by Appreciative Inquiry, Liberating Structures and "Reinventing Organisations". Lisa is also an enthusiastic writer and blogs for publications like Glassdoor UK and Enlivening Edge, on subjects including the future of work and management.



PERRY TIMMS

A Chartered CIPD Member, facilitator and coach, Perry Timms has led technology-driven business change for over 20 years as a corporate head of learning, talent and organisational development.

Perry runs his own enterprise, **PTHR**, which aims to transform learning and work through social technologies. He is an international and TEDx speaker on HR and the future of work, authored the eBook "HR 2025" and writes for a range of online HR and work publications and journals.

2016 sees Perry as the world's only WorldBlu®-certified Freedom at Work Consultant + Coach - helping organisations to be more democratic and inclusive. He describes himself as a lifeaholic, determined to change the world of work one conversation at a time.



ANNA DAVIS

Anna Davis is the managing director and founder of **Crossing Jordan® Limited**, an independent change management consultancy.

With specialist expertise in change management, organisation design and strategic capability development, she works with senior leaders across a range of industries and cultures to deliver high performance.

Crossing Jordan® Limited has designed and developed Change Dimensions® – a practical change management business tool delivered as three leading-edge intuitive Change Apps®. These apps help you manage change, on the go and on any device – change at your fingertips.



STEPHEN BATES

Stephen Bates is the founder of **Certain Change Ltd** - helping business leaders, entrepreneurs and high achievers deal with disruption; to be confident and highly adaptable to make

certain change when it is needed most. Over the last 30 years, Stephen's experiences have led to the innovation of high impact techniques, brought together in programmes that cover a unique combination of mindset and skillset development for executives, entrepreneurs and high achievers – for them to play and influence others to operate in their **Genius Zone**.

His goal is to teach people how to understand how they and others make decisions, how to make better ones and, put simply, to get out of their own way to achieve far better results.

The logo for BIE, featuring a stylized teal diamond shape composed of two overlapping diamonds.

ABOUT BIE

The smarter alternative to a traditional consultancy approach.

In a fast-paced commercial environment that demands agility and the need to constantly adapt, our mission is to support the evolution of businesses – either incremental or transformational – by shaping, co-creating and delivering high quality consulting and recruitment solutions.

BIE brings you the capability to strengthen your competitive position. We find the right combination of exceptional people at the right time, capable of scoping and leading strategic initiatives to transform, turnaround or improve your business.

BUSINESS TRANSFORMATION

We drive successful transformation through a flexible blend of our transformation specialists with exceptional consulting and corporate experience.

BUSINESS TURNAROUND

Experienced turnaround specialists from a consulting and corporate background will support your turnaround and cost reduction initiatives.

EXECUTIVE LEADERSHIP

Whether it's identifying experts to strengthen your internal capability or replace talent, providing 'backfill' solutions to enable evolutionary change or creating teams of specialists to help you deliver a major transformation, we work across the permanent and interim spectrum to provide you with the right people at the right time.

We have deep functional expertise in:

- Executive Leadership
- Finance
- Human Resources
- Supply Chain & Procurement
- Technology
- Programme & Change Management

This ensures that whatever evolutionary opportunity you face, you can find the leadership and internal capability to deliver it.

To arrange a completely free consultation to discuss your current and longer term challenges and opportunities, please visit www.bie-executive.com/arrange-a-business-consultation or call us on **0203 440 5250**.

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