

# Adapt to change and transform your business to win

## Enterprise Transformation Leaders 2020 LATAM

October 31, 2020

---

**Rias Attar**

President – [sayAplus Business Consulting](http://www.sayAplus.com) - [www.sayAplus.com](http://www.sayAplus.com)

Former Corporate VP - Project Management, Transformation, Integration,  
and Continuous Improvement - [Caesars Entertainment](http://www.caesars.com) - [www.caesars.com](http://www.caesars.com)



Order on Amazon Kindle, Barnes & Nobel, Apple Books, eBay and other book retailers:

or go to: [www.riasattar.com](http://www.riasattar.com)

Book bulk offer:

Send inquiries to: [info@sayAplus.com](mailto:info@sayAplus.com)

➤ **25 copies**

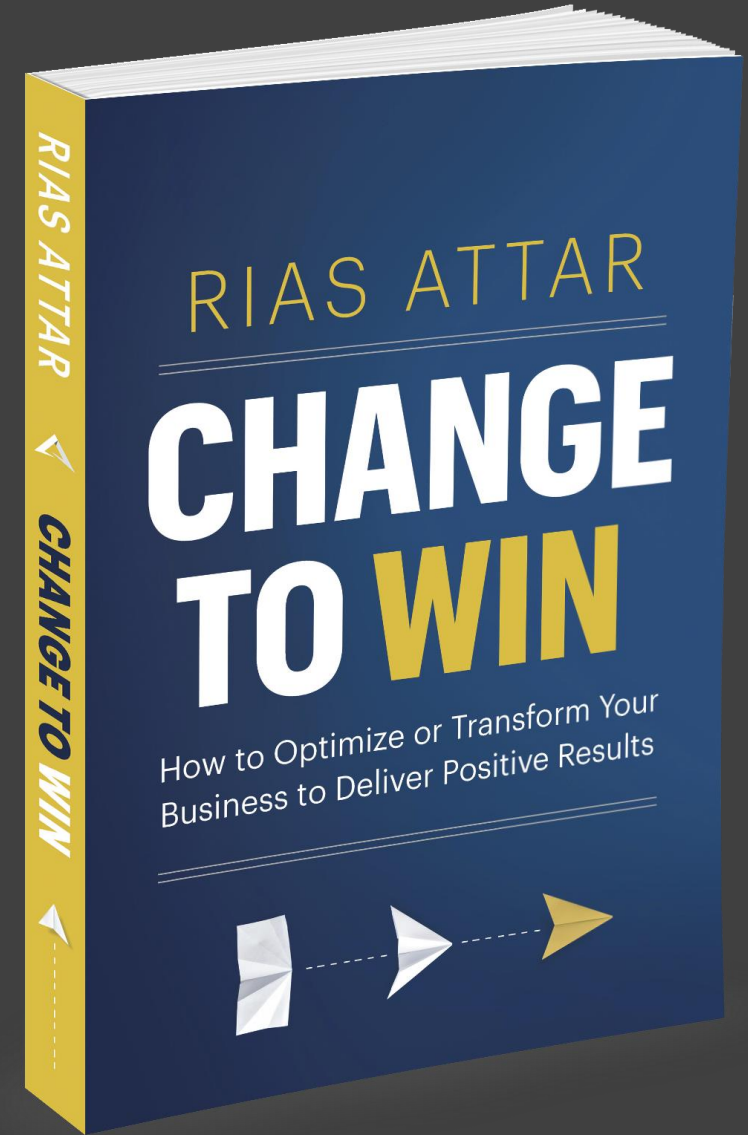
30 minutes virtual presentation and QA by Rias Attar; or, \$10 Amazon Gift Card

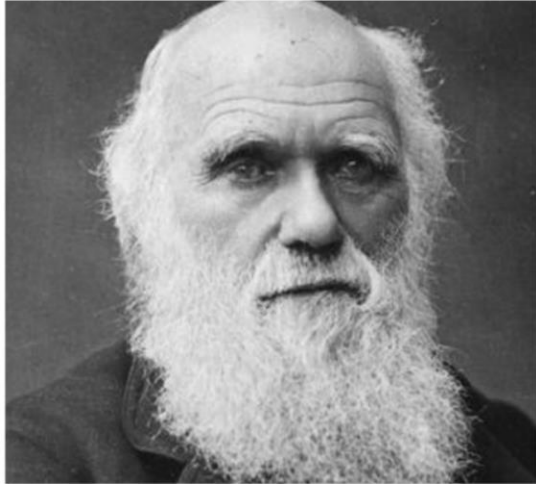
➤ **100 copies**

90 minutes virtual presentation and QA by Rias Attar; or, \$50 Amazon Gift Card

➤ **500+ copies**

Half day 1:1 or Team coaching session with Rias Attar; or, \$300 Amazon Gift Card



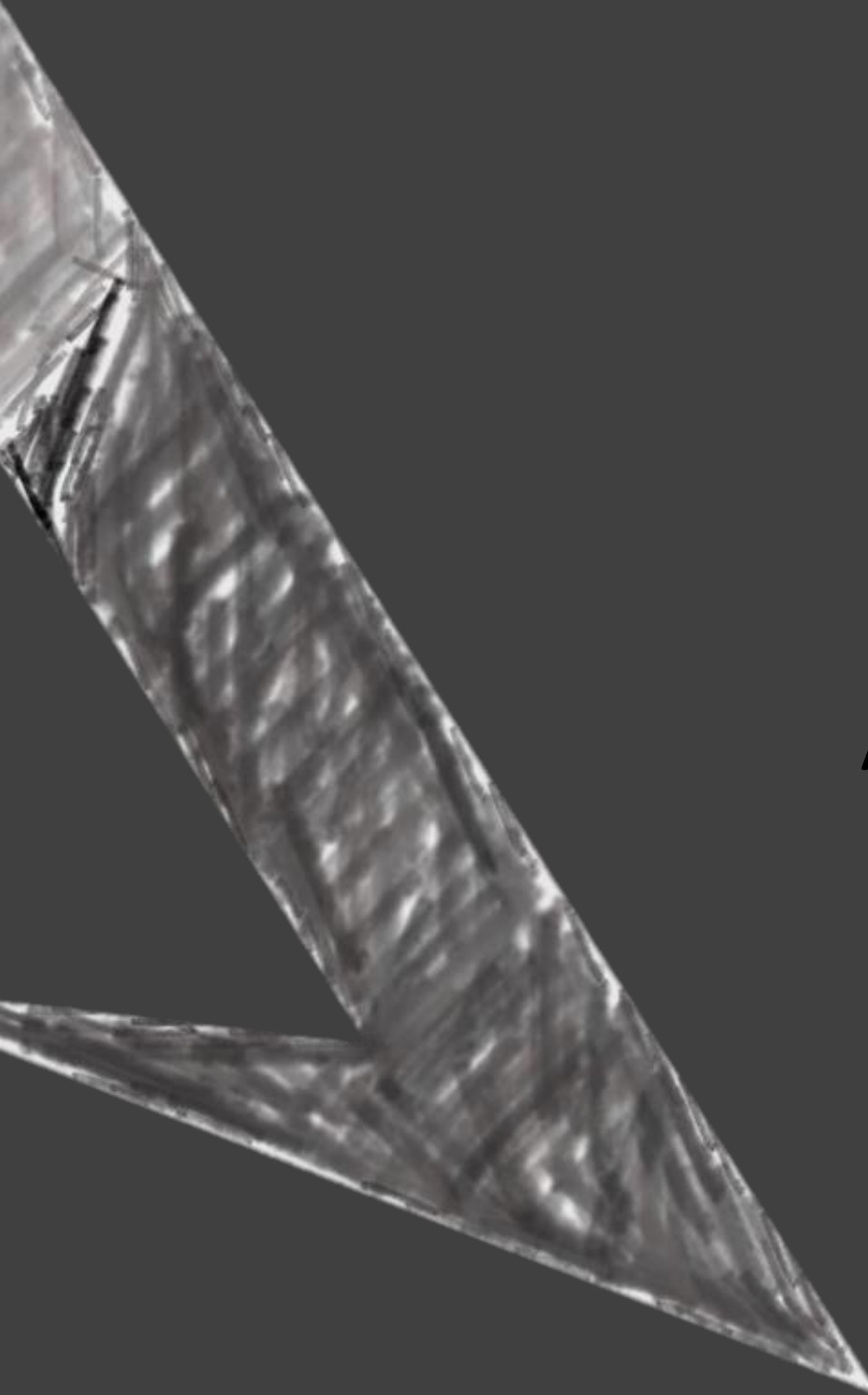


Why do we  
need to change?

“IT IS NOT THE MOST  
INTELLECTUAL NOR  
THE STRONGEST OF  
THE SPECIES THAT  
SURVIVES, BUT THE  
MOST ADAPTABLE TO  
CHANGE”

Leon C. Megginson (LSU)

Inspired by Charles Darwin’s “The  
Origin of the Species”



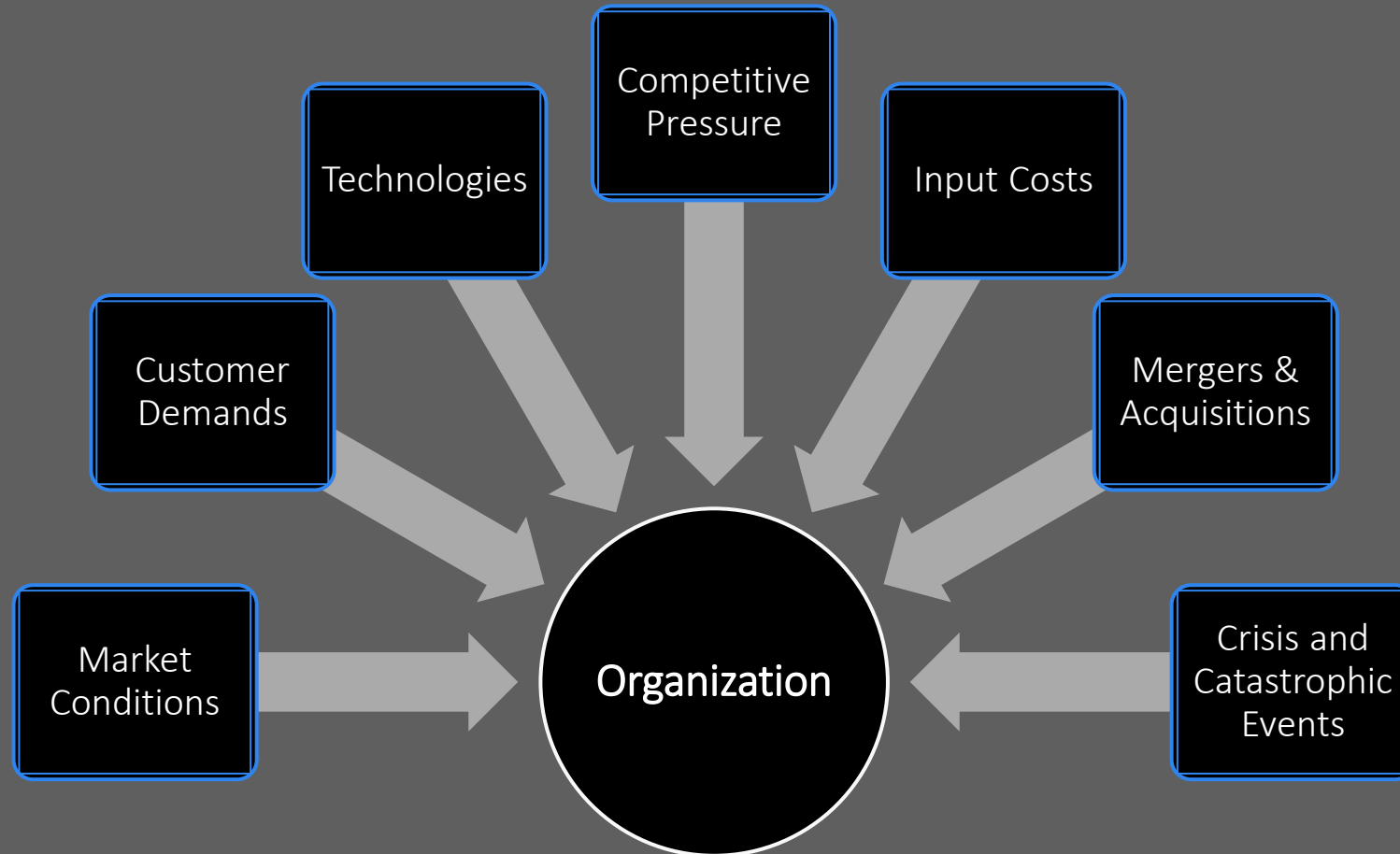
Change is difficult,  
but not changing can  
be fatal!

About 90% of the Fortune 500 companies named  
in 1955 no longer exist or have lost their glow!



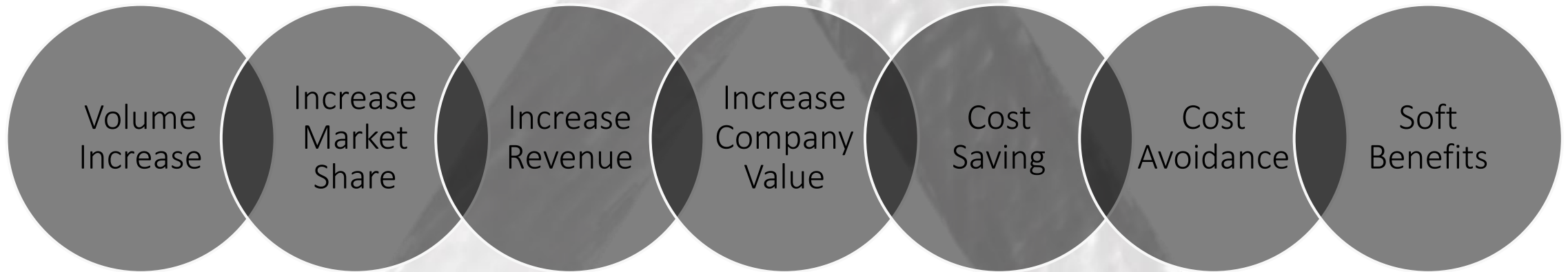


We are part of a constant change!



# From embracing change to enabling value creation

Changing for the sake of change is meaningless without a defined brighter future





OK, yes! We should transform our businesses, let's do it!

- Many leaders want to transform their companies
- They hire consultants to help them draw new objectives and strategies
- Neat presentation slides are prepared backed by extensive research
- A fat budget is approved and funded
- The C-suite announce the new strategy in town halls, on bulletin boards, and via emails
- Employees are told that they must change
- Initiatives are all identified, and then..... nothing happens!

Most companies hit major roadblocks, sometimes as soon as they start their business transformation/optimization journey



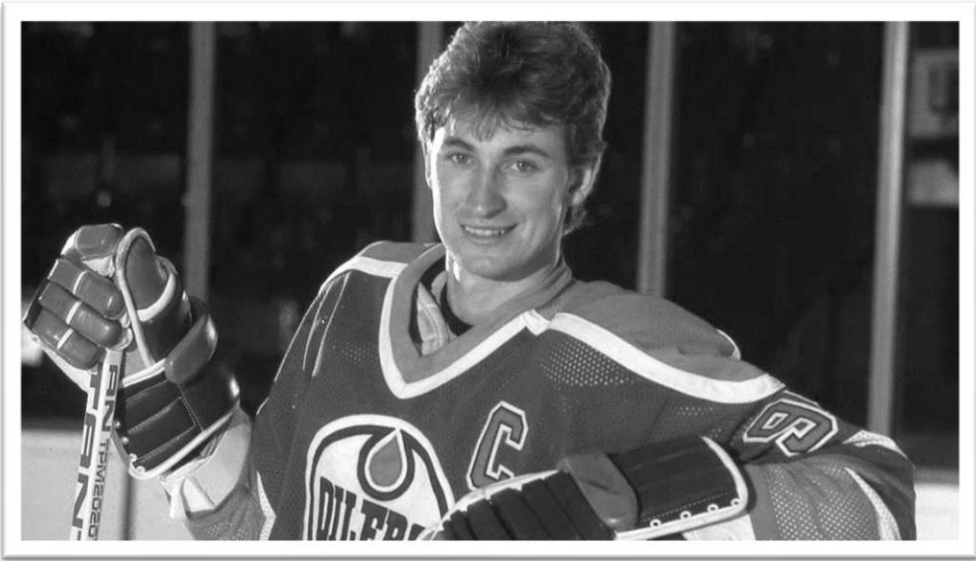
## How does it look like in most cases?

70%+ of efforts fail to achieve their goals or deliver their objectives on scope, on budget, or on schedule





# The Strategies and Tactics

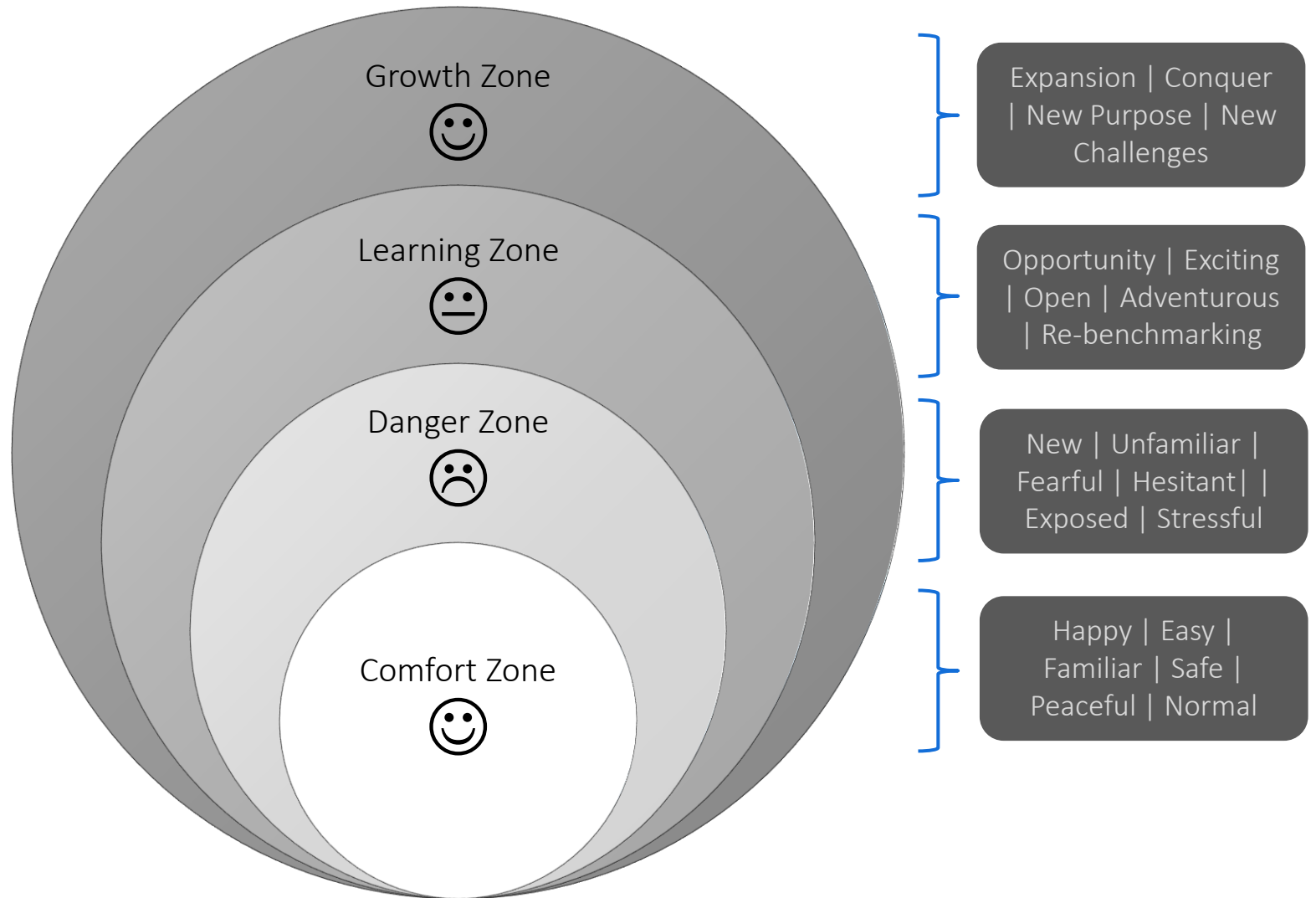
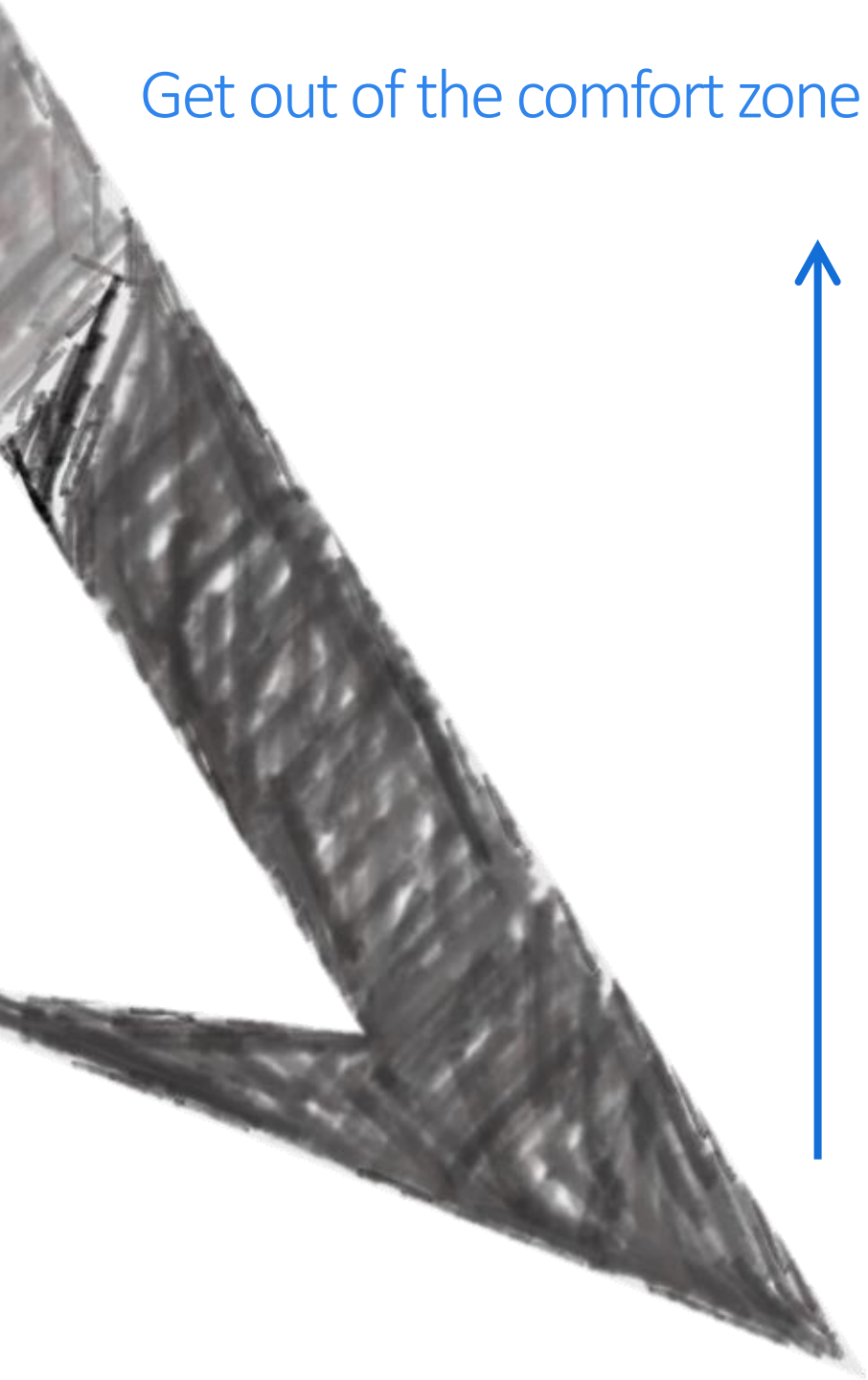


Take educated risk!

“YOU WILL MISS 100%  
OF THE SHOTS YOU  
DON'T TAKE”

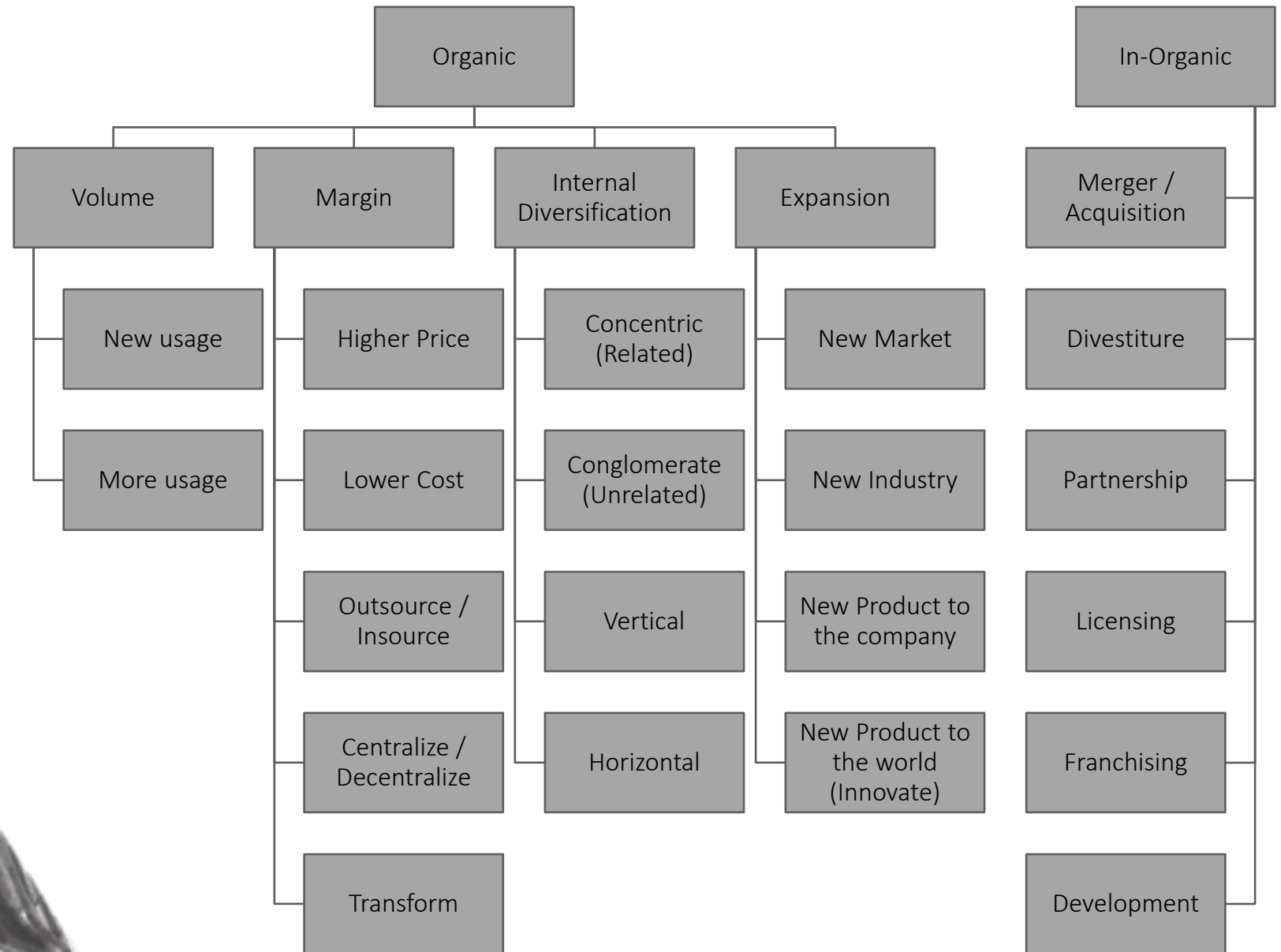
Wayne Gretzki

Get out of the comfort zone!





Pick a strategy to adds value



Keep focusing on your customer journey



Promote and Advocate

Dispose and Repeat

Usage, Retention, or Return

Purchase and Fulfillment

Research and Consideration

Need, Want and Awareness



Safer

Better

Faster

Cheaper (may be)

# Safety First!

# Avoid rushing or jumping to conclusion!

Why is the stone on the Jefferson Memorial crumbling?

Frequent cleaning and soap solution reacted with the exhaust  
from the jet fuel from the airport across the river

Why is frequent washing needed?

Bird droppings

Why are there so many bird droppings?

Many spiders for birds to eat

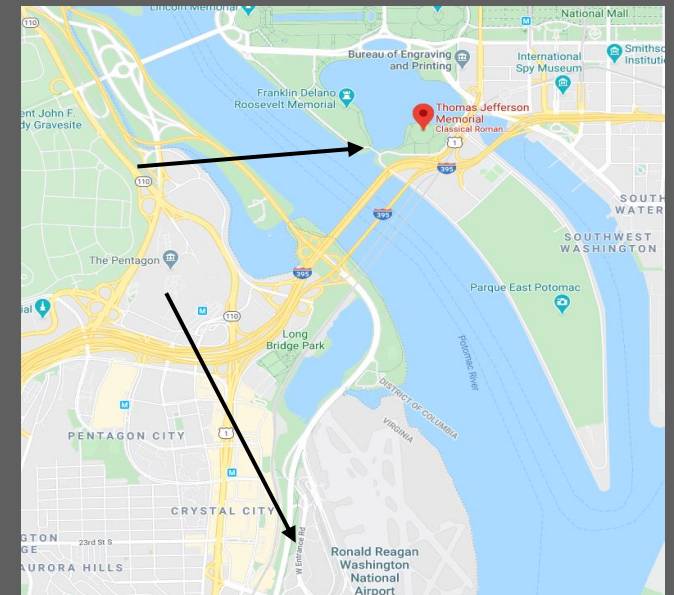
Why are there many spiders for birds to eat?

Many insects for spiders to eat

Why are there so many insects?

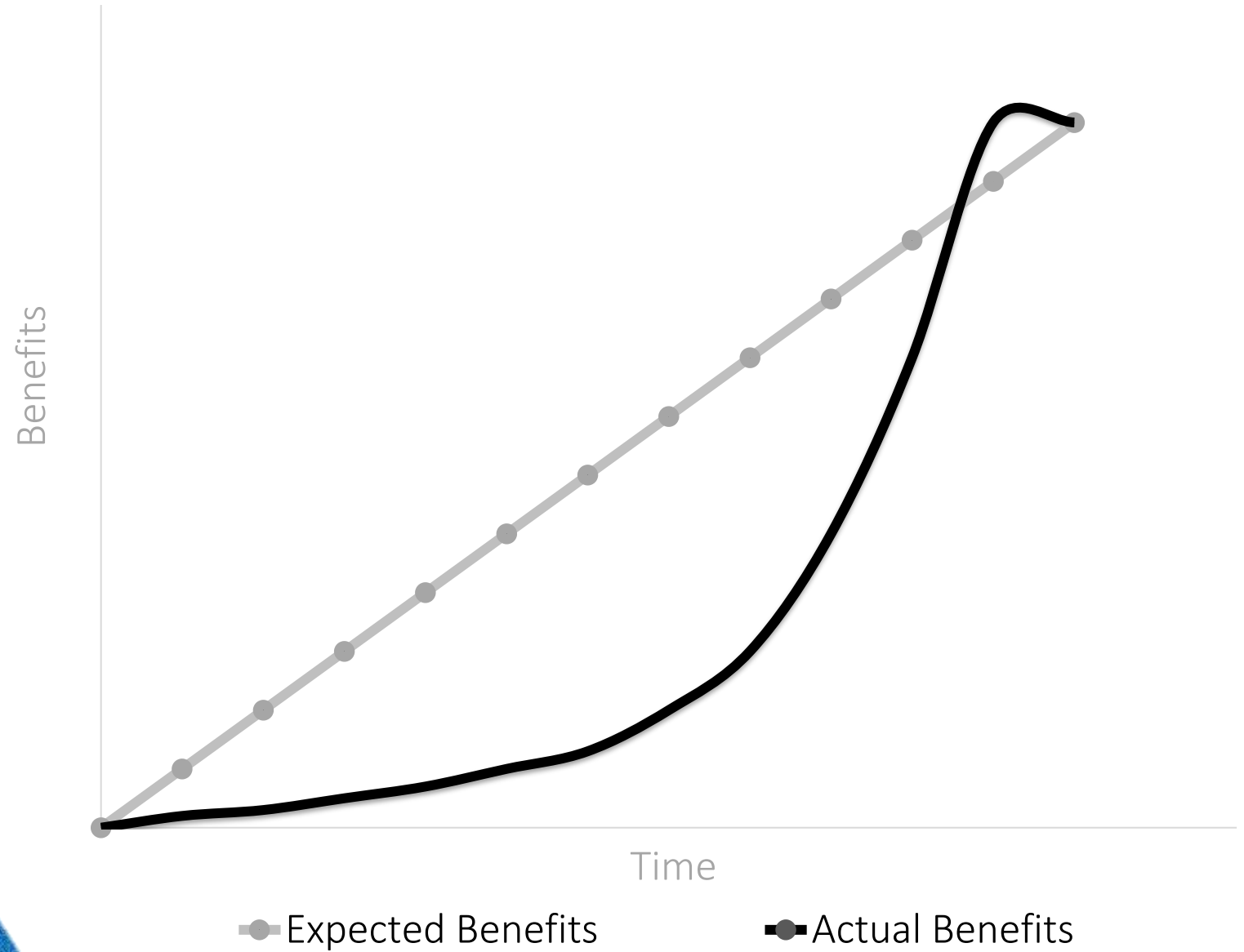
They're attracted to lights at dusk

Turn on lights 1 hour later  
(after dusk)



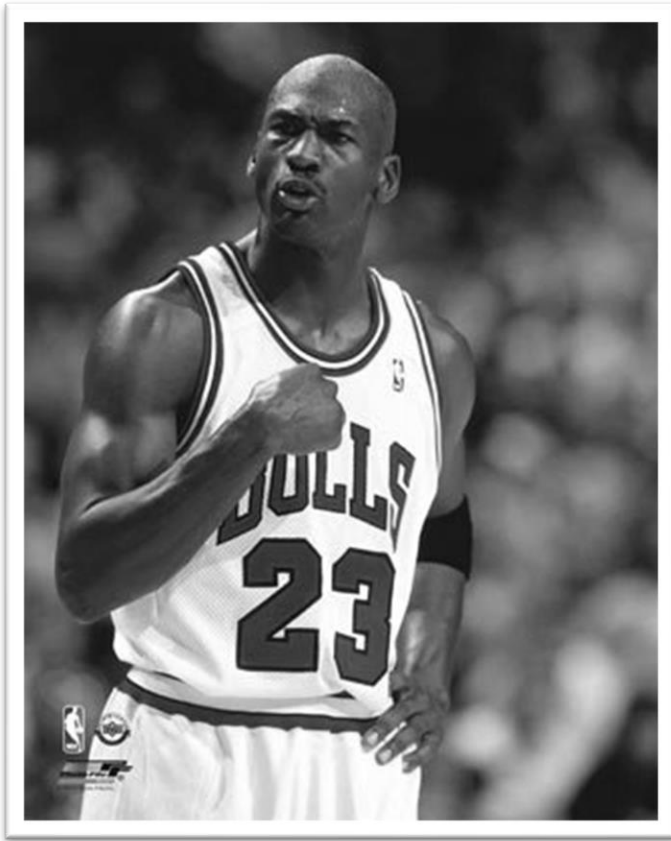


# Managing expectations





# The Delivery and Project Management

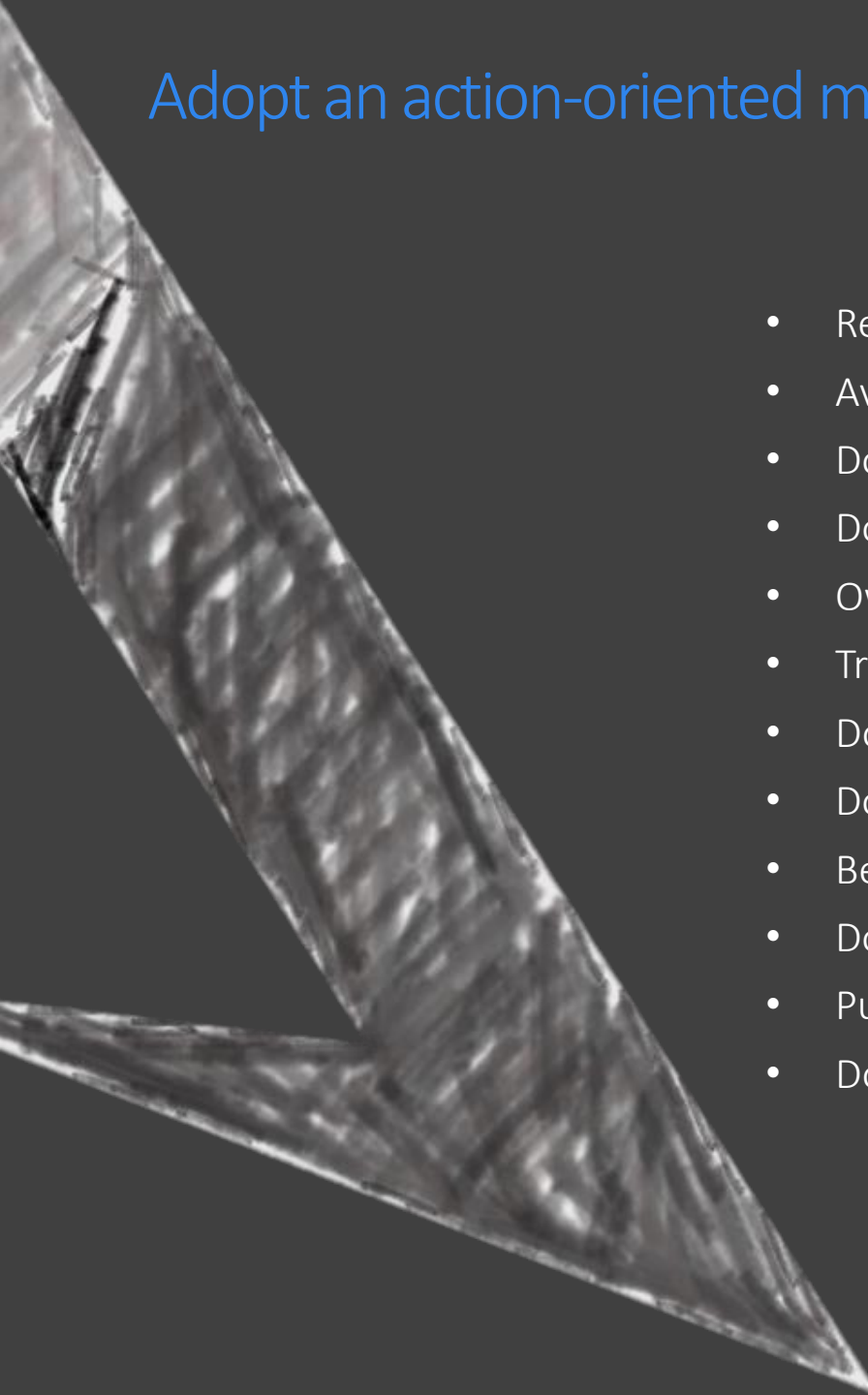


It's about the  
Technique!

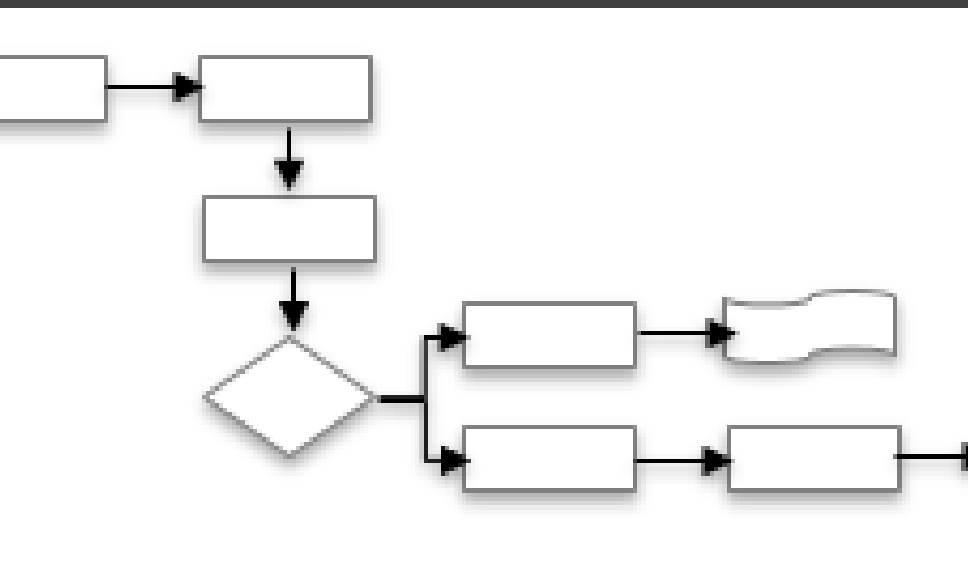
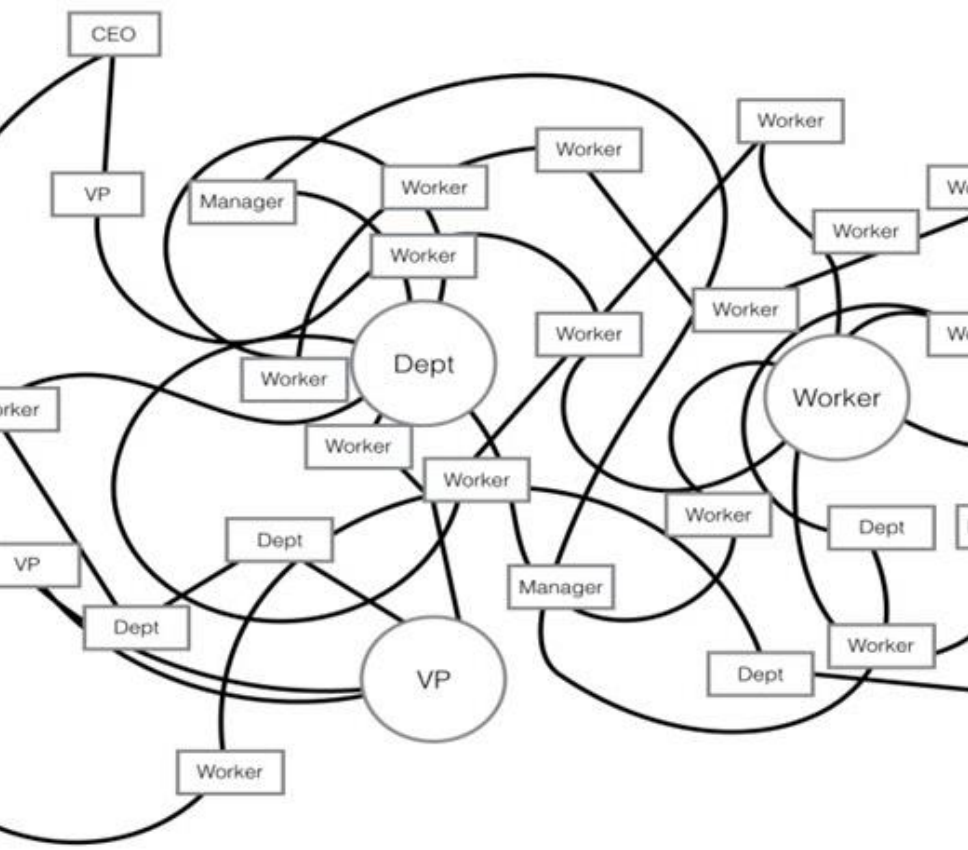
“YOU CAN PRACTICE  
SHOOTING EIGHT  
HOURS A DAY, BUT IF  
YOUR TECHNIQUE IS  
WRONG, THEN ALL  
YOU BECOME IS VERY  
GOOD AT SHOOTING  
THE WRONG WAY”

Michael Jordan

## Adopt an action-oriented mindset

- 
- Resources and time are so precious, do not waste them
  - Avoid overloading an organization with too many initiatives
  - Do not over-complicate or over analyze, try to deliver incremental value and quickly
  - Do not wait for perfection! Avoid gold plating “Do not try to paint everything with gold”
  - Own it and do not pass the hot potato.
  - Try to avoid band-aids when possible, do not put a short-term fix to a long-term problem
  - Do not assume you know your customers. Continuously listen to them and to critics
  - Do not fool yourself with the “superficial improvement”
  - Be aware of any Scope Creep and avoid “shiny objects”
  - Do not be afraid to stop initiatives if they no longer fit the overall objectives
  - Put in place sunset criteria for each initiative so that a definitive closure happens
  - Do not give up! Small steps lead to giant leaps.





Bureaucracy  
vs.  
Governance



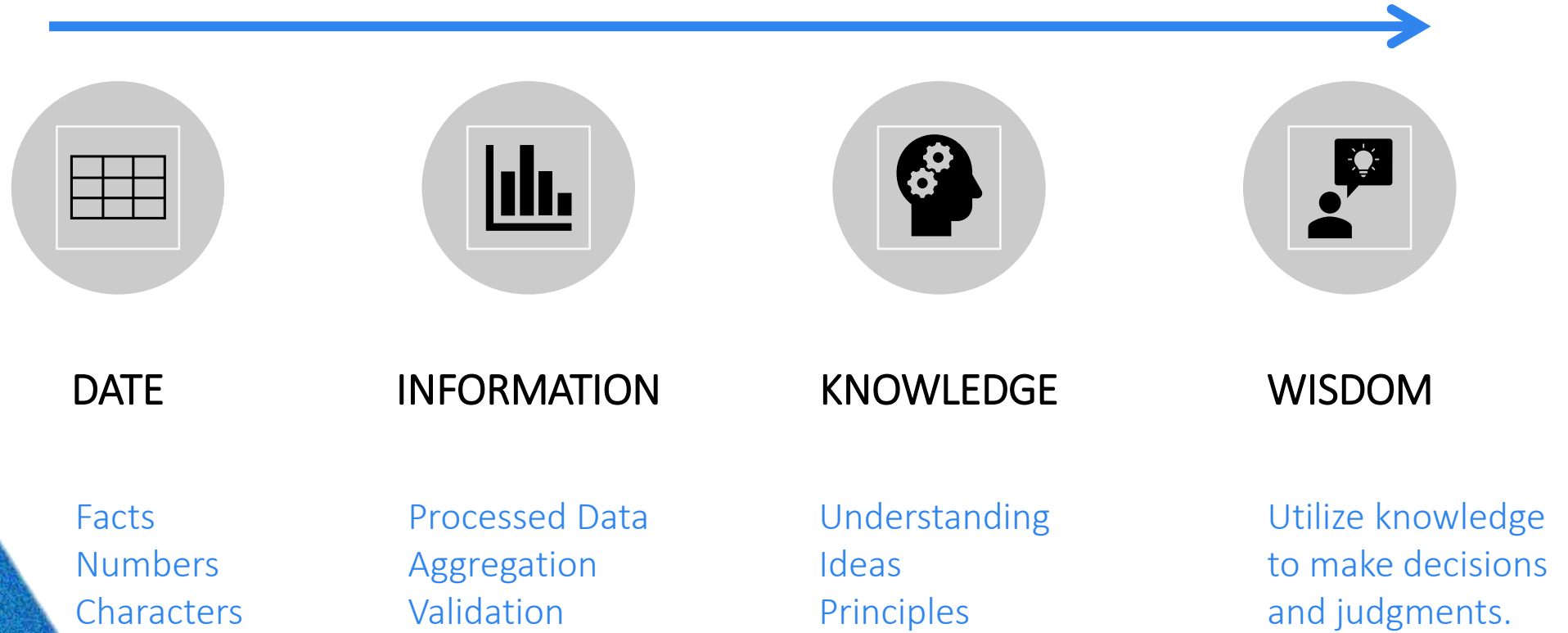


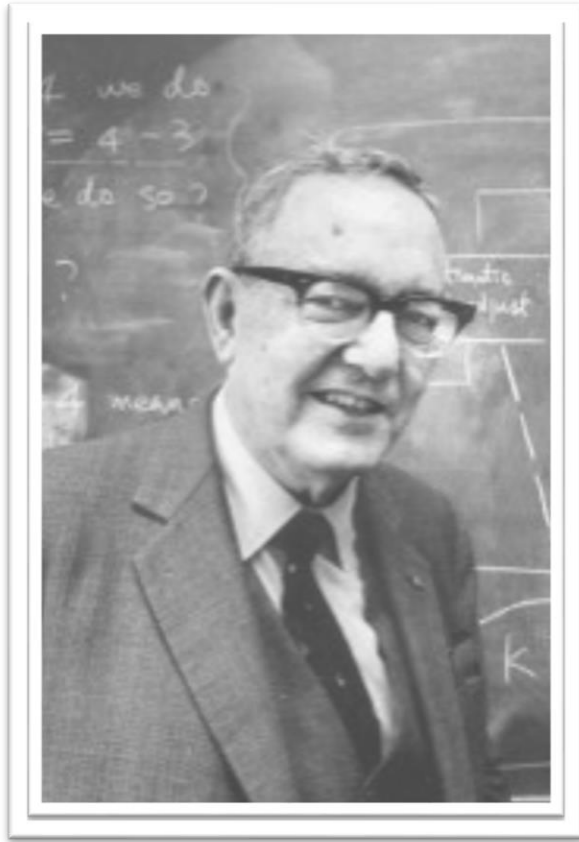
It's all about data

“WITHOUT  
DATA, YOU'RE JUST  
ANOTHER PERSON  
WITH AN OPINION.”

W Edwards Deming

# Data is Power





An explosion of  
data can create  
distraction

“A WEALTH OF  
INFORMATION  
CREATES A POVERTY  
OF ATTENTION”

Herbert A. Simon



# Artificial Intelligence (AI)



## Basic "What If" Algorithm

Tools to plan and make decision by painting a picture of what a future could look like, given certain assumptions to help plan next steps.

## Business Intelligence


Processes, and technologies used to transform data into information that analysts can use in visual outputs such as reports, summaries, graphs, dashboards, projection, KPIs.

## Machine Learning

Machines uses data to learn and adapt through experience to determine outcomes without being programmed to do so while modifying itself without human intervention.

## Cognitive Automation

The highest level of AI that takes automation to the next level. Machines leverage different algorithms and technologies including Machine Learning, Natural Language Processing (NLP), data mining, and RPA



# The Culture, Capabilities, and Change Management

# Why cultural is so important?

Any business strategy is only as good as the people implementing it; the people are only as good as the culture allows them to be; and the culture is only as good as the leaders who formed it.

## Good Leaders

- Good communicator, passionate, fair, visionary, and of integrity



## Positive Culture

- Promotes trust, collaboration, respect, and growth



## Inspired People

- Motivated, able to learn, welcome change, and build capabilities

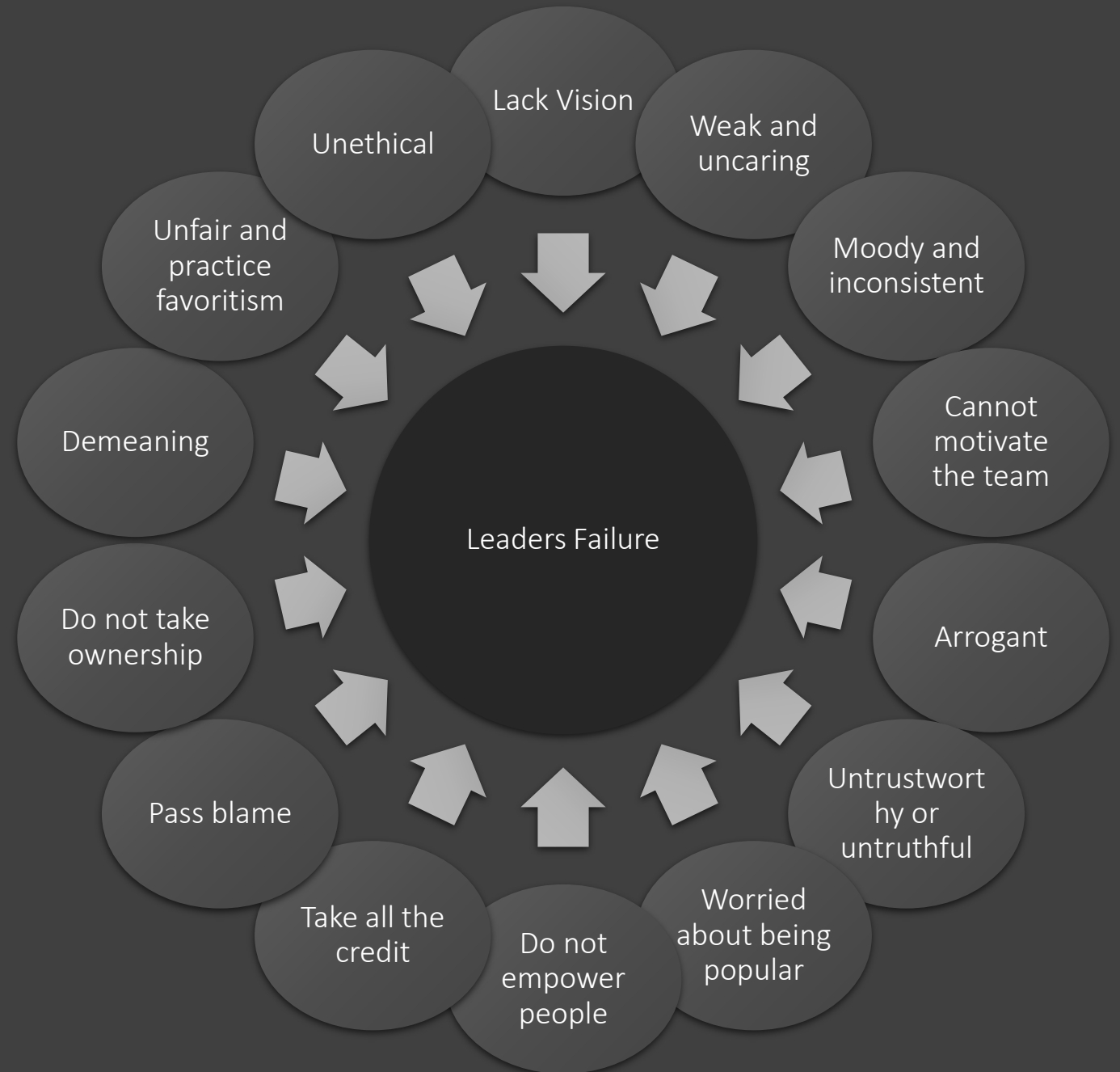


## Successful Strategy and Profitable Enterprises

- Growing and innovative



# Why leaders fail!



# The good leaders

## The Science (Hard-Skills)

Knowledgeable

Experienced

Competent

Organized

Focused

Ethical & of Integrity

## The Art (Soft-Skills)

Communicator

Leader

Calm

Courageous

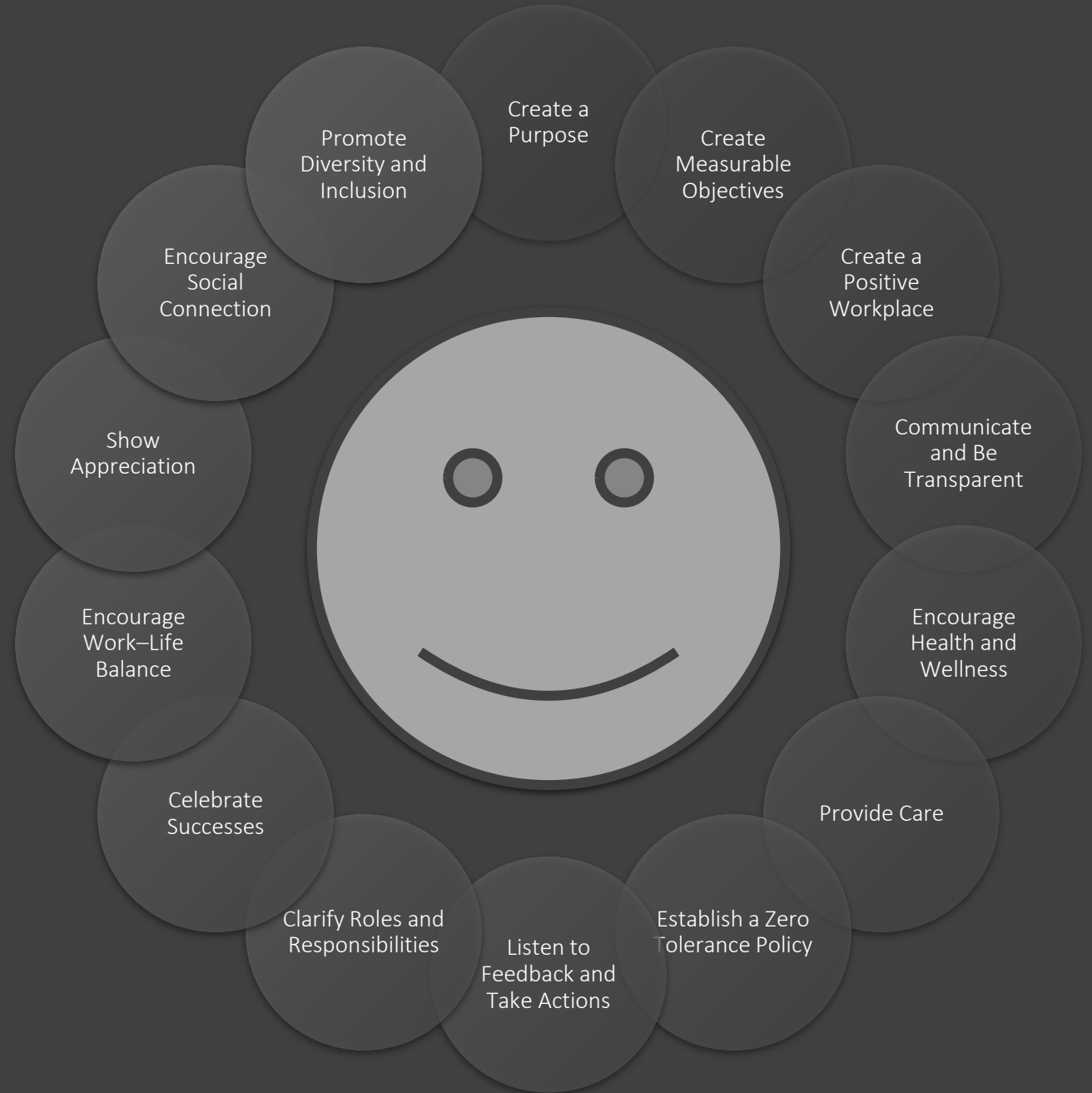
Problem Solver

Negotiator





# Enabling a good culture



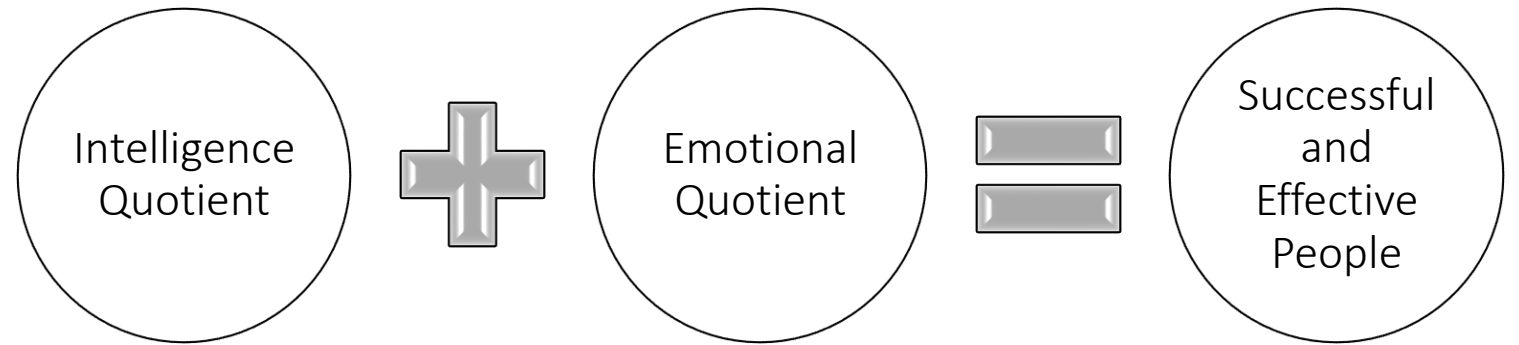


# LEARN, UNLEARN, and RELEARN

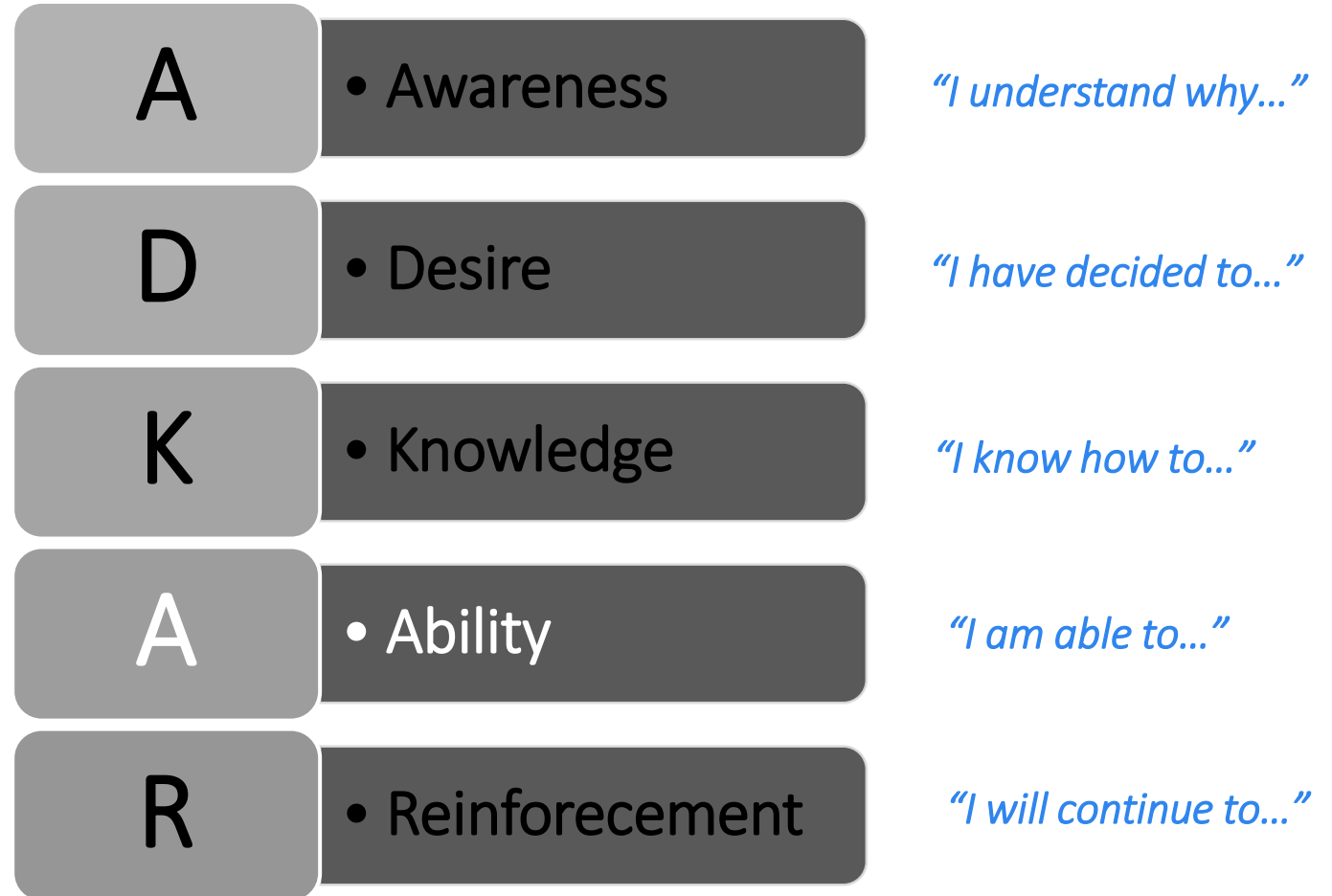
“THE ILLITERATE OF  
THE 21ST CENTURY  
WILL NOT BE THOSE  
WHO CANNOT READ  
AND WRITE, BUT  
THOSE WHO CANNOT  
LEARN, UNLEARN,  
AND RELEARN.”

Alvin Toffler

# What about the EQ?

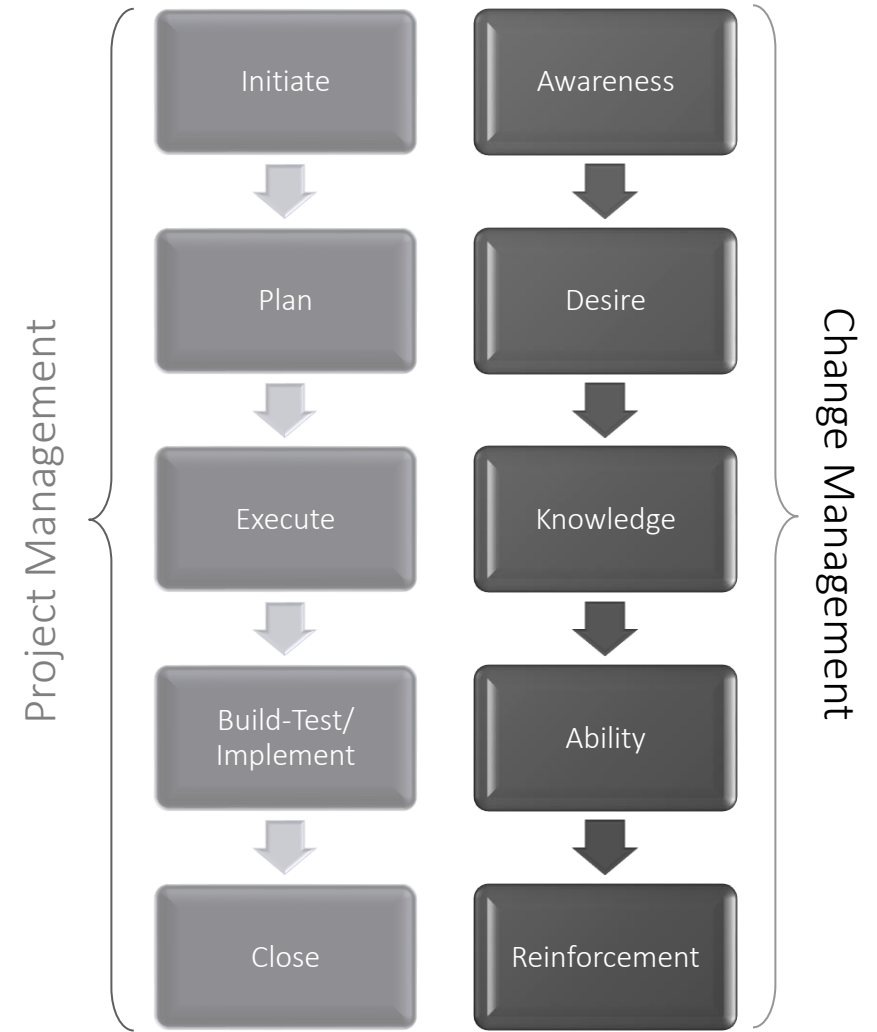
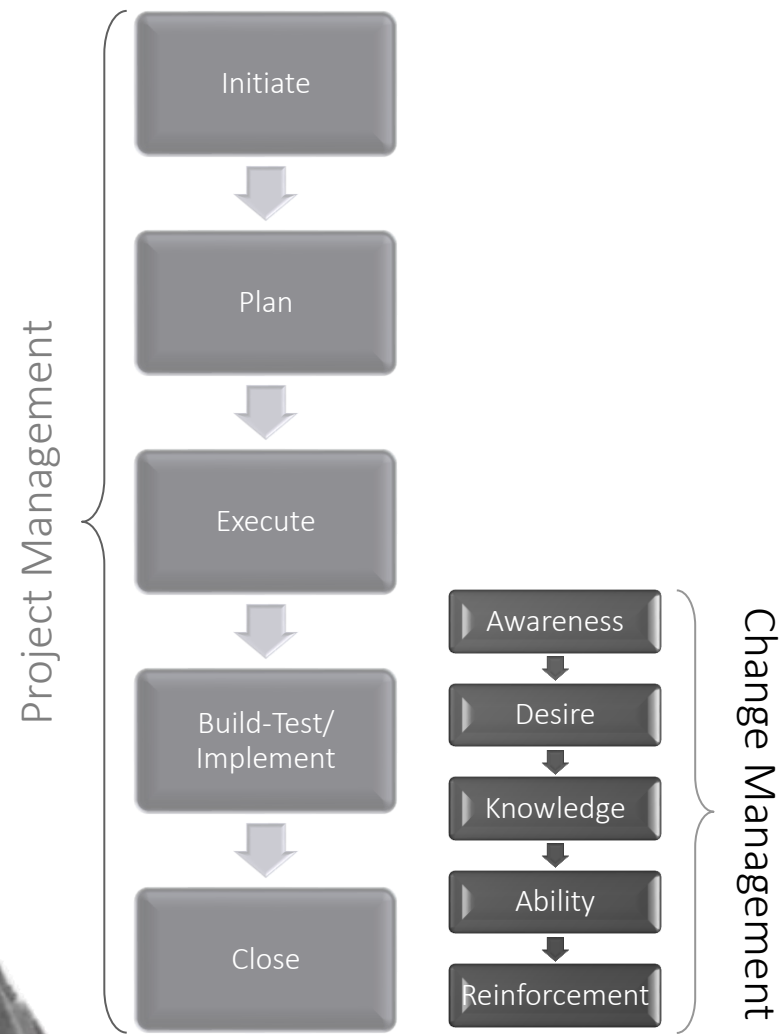


## Utilize change management



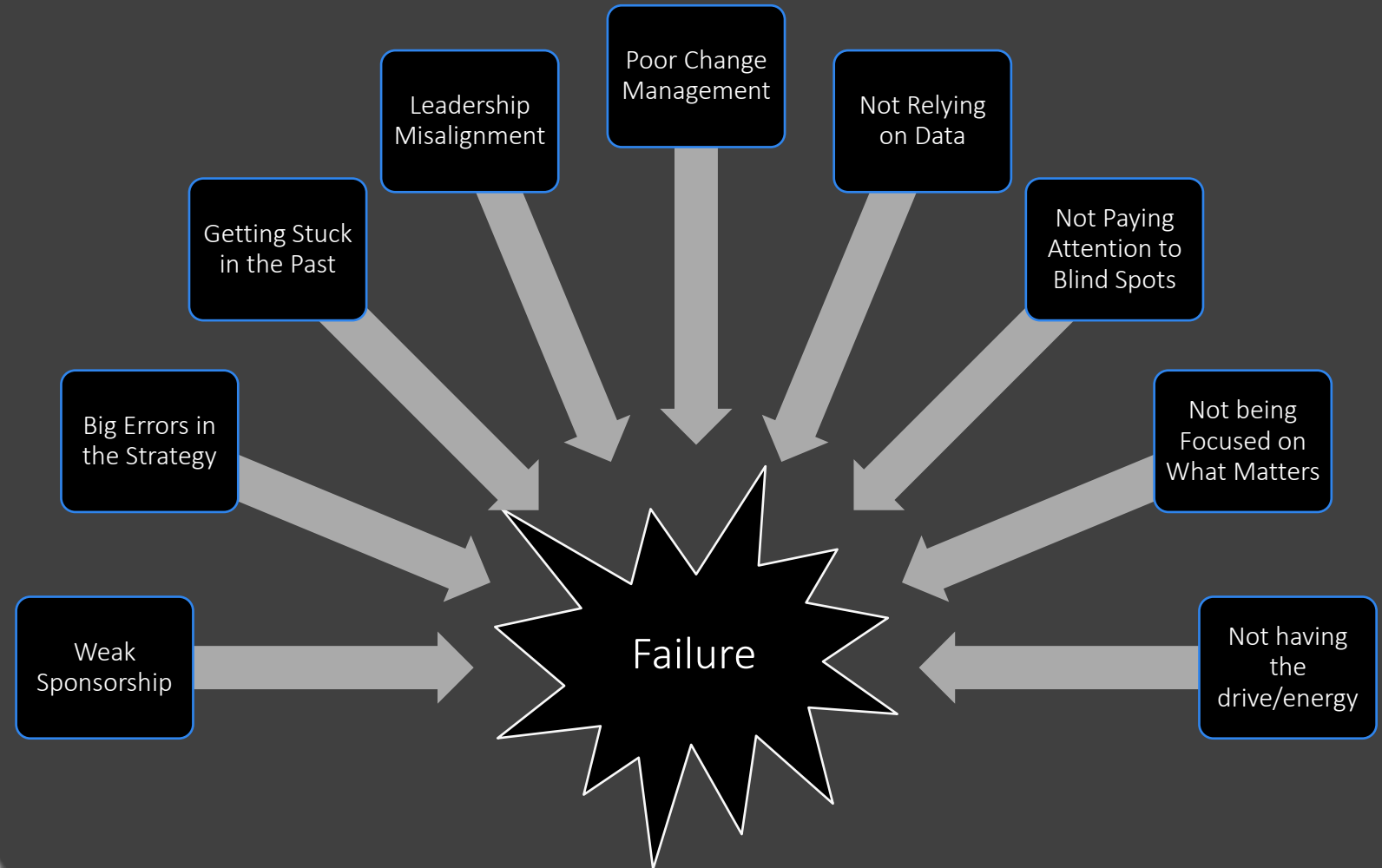


# Utilize change management





# Many business change, initiatives, optimization, and transformations Fail!



Order on Amazon Kindle, Barnes & Nobel, Apple Books, eBay and other book retailers:

or go to: [www.riasattar.com](http://www.riasattar.com)

**Book bulk offer:**

Send inquiries to: [info@sayAplus.com](mailto:info@sayAplus.com)

➤ **25 copies**

30 minutes virtual presentation and QA by Rias Attar; or, \$10 Amazon Gift Card

➤ **100 copies**

90 minutes virtual presentation and QA by Rias Attar; or, \$50 Amazon Gift Card

➤ **500+ copies**

Half day 1:1 or Team coaching session with Rias Attar; or, \$300 Amazon Gift Card

