

EgonZehnder

Role Specification

Chief Digital Officer, Xylem



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About Xylem

Xylem Inc. (NYSE: XYL), is a leading water technology company committed to "solving water" by creating innovative and smart technology solutions to meet the world's water, wastewater and energy needs.

The company's technological strength across the life cycle of water is second-to-none. From collection and distribution to reuse and return to nature, Xylem's highly efficient water technologies, industrial pumps and application solutions not only use less energy and reduce life-cycle costs, but also promote sustainability.

Xylem's mission is nothing short of existential: water challenges are escalating around the globe, placing people and communities, our environment, and our very future at risk. Today, 3 out of 10 people globally do not have access to safe drinking water. \$40B of clean water is lost annually due to broken infrastructure or unauthorized use, driving water prices higher. By 2025, 1.8 billion people will be living in countries or regions with absolute water scarcity. By 2050, 200M+ people could be displaced by desertification, sea level rise, and extreme weather events. Xylem's singular focus is to make water more accessible and affordable, communities more resilient, and a world that is more water-secure and sustainable for all. It is the opportunity of a lifetime to truly solve water.

Such ambitious goals can only be accomplished by a healthy, stable, and meaningful organization. Xylem is a Fortune 1000 global water technology provider with over 17,000 diverse employees in ~375 global locations. The company reported revenue of approximately \$5.35 billion in 2021, and enjoys a market cap over \$15B. Today the company helps communities in more than 150 countries to optimize water and resource management, and has set a goal to provide access to clean water and sanitation solutions for at least 20M people living at the base of the global economic pyramid by 2025.

Xylem is creating a more sustainable world by solving critical water and infrastructure challenges with innovation. The clear goal is to solve water. Let's work together and lead the way.

More information about Xylem may be found at <https://www.xylem.com/en-us/>



Digital at Xylem



Digital adoption is no longer an option, it's an urgent reality to meet the increasing pressures our customers face. Rising water challenges are bringing digital adoption to an inflection point, and no company is better positioned to drive this transition – by 2025, digital is expected to approach half of our total revenue.

Xylem believes that digital solutions in the water sector can accelerate economic and social value creation through the power of data, and the company offers a powerful portfolio of products and services that bring new visibility and value to the water sector. Ranging from core, traditional products that address water needs with remote monitoring capabilities to entirely new digital offerings that combine foundational technologies with sensing, monitoring and analysis to enable the use of data to improve outcomes, Xylem is leading the industry's transformation to digital technologies.

Xylem Vue is the company's digital solutions platform that combines smart and connected technologies, intelligent systems and services, and 100+ years of problem-solving expertise — empowering utilities to deliver transformative outcomes to their communities. Xylem Vue's digital platform offering helps utilities navigate the complexities of driving improvements across the entire water cycle – including wastewater networks, treatment plants, drinking water networks and asset management – to deliver greater visibility, performance, compliance and remarkable cost savings. Xylem Vue solves the pressing water challenges along customers' digital journey—reducing water loss, improving performance, lowering costs and providing great customer service—while ensuring water safety, affordability and resiliency.



The Role

Mission and Purpose

The Chief Digital Officer is a critical role that carries the principal responsibility as the digital expert and thought leader for Xylem, educating the organization and driving alignment on the company's strategy for leveraging data, software, and other digital platforms both internally and externally. They will lead the development of the details of a broad Digital strategy which maximizes Xylem's opportunities to use technology for customers' benefit, a competitive advantage, and internal efficiencies. They will lead its execution through influence.

Leading and building a high-performing team of Digital transformation experts and enablers, the Chief Digital Officer will define Xylem's future state for digital technology and solutions, starting with a deep and thorough assessment of the company's current technology and solutions portfolios. They will then chart the digital roadmap, working cross-functionally with IT, Product, Engineering, Sales, Strategy and other teams to establish common platforms, user experience, data frameworks, and other digital strategies within customer-facing products and internal development processes. Working collaboratively, they will also assess build vs. buy opportunities and contribute to the company's M&A strategy, knowing that Xylem's fastest route to success will include external partnerships and acquisitions.

Most importantly, the Chief Digital Officer must embrace Xylem's mission to solve water, remembering at all times that digital is an enabler, not the end goal itself. The impact of this role is global, with success having an influence on the sustainability of the entire planet. The right Chief Digital Officer will embrace this challenge with a sense of urgency, as well as the humility.

Location

Location for the role is flexible, provided clear ability to execute and collaborate effectively with the CEO, colleagues, and customers. Xylem is headquartered in Washington, DC.



Reporting to



Patrick Decker
President & Chief Executive Officer

Patrick Decker was named President and Chief Executive Officer of Xylem in March 2014. He also serves as a Director on the Board. As a leader in the water industry, Mr. Decker serves on the Infrastructure Committee for the U.S. Business Roundtable, and as a member of the Bipartisan Policy Center's Executive Council on Infrastructure, which is developing recommendations on initiatives to encourage additional private sector investment in infrastructure to promote economic growth.

Mr. Decker joined Xylem from Harsco Corporation, a global industrial services company where he was President and CEO since 2012. Prior to that, he served in several leadership roles at Tyco International, including President of Tyco Flow Control, where he grew revenue significantly in emerging markets and executed the company's largest acquisitions in Brazil and the Middle East.

He earned a Bachelor of Science degree in accounting and finance from Indiana University in Bloomington, Indiana.

<https://www.xylem.com/en-us/about-xylem/executive-leadership/patrick-decker/>
<https://www.linkedin.com/in/patrick-decker-961b9082/>



Key Objectives

The Chief Digital Officer has a clear mandate to drive the following enterprise outcomes:

Advance our Digital Solutions

Xylem has a strong portfolio of digital solutions in a range of water and wastewater applications and continues to grow this portfolio through innovation, partnerships and acquisitions. Our customers expect these digital solutions to create operational benefits and be secure, scalable and easy to deploy. They also increasingly expect these solutions to be interoperable with each other and with their existing systems.

The Chief Digital Officer will take responsibility for aligning our company around a clear vision for our solutions portfolio, shaping it into a uniquely powerful and interoperable platform for our water customers. S/he will take responsibility for creating the technical foundations for scale and interoperability, developing an advantaged technology platform that makes use of contemporary capabilities developed outside the water sector. S/he will also work with other leaders to establish shared solution roadmaps and play a leadership role in executing the development and integration of new market-leading solutions. S/he will also partner closely with commercial and strategic leaders on deploying business models suitable for digital solutions at scale. Her/his success will be measured by our ability to grow sales, recurring revenues and customer impact from digital solutions.

Build a Digital Enterprise

Beyond the digital solutions that we offer, Xylem has significant opportunities to create value by more fully adopting digital approaches in our operations. These include the digital customer experience (e.g. digital marketing and customer selection tools), Industry 4.0 for our production facilities, and digitally enabled lifecycle services.

Depending on prior experience and capabilities, the Chief Digital Officer may have the opportunity to take an ownership role over key initiatives in these areas of the digital enterprise. Working with cross-functional teams, s/he would identify and prioritize value creation opportunities, identify partners, run pilots and execute projects that improve the speed, quality and efficiency of our operations through digitization. Her/his success would be measured by operational savings, leading indicators of growth, and/or proxies appropriate to specific projects.

Serve as a Digital Mentor

Xylem has attracted a very talented pool of digitally-savvy technology professionals, in part due to their attraction to our mission and purpose. However, they do not have a true enterprise digital leader who speaks their language, brings truly distinctive professional experience, and can push them to stay at the top of their game.

The Chief Digital Officer will play a critical role in talent development for our technology teams, serving as a magnet and coach. S/he will present the type of profile and experience that attracts world-class digital talent and bring a strong coaching and people development orientation to help cultivate and grow digital professionals at Xylem. S/he will play both an internal and external ambassadorial role to ensure that key stakeholders understand Xylem's commitment to developing deep technical capabilities in this area. Her/his success will be measured by the depth and breadth of digital talent s/he leaves as a legacy.

Candidate Profile

The ideal candidate will be a senior executive and transformational leader who is able to attract and build a cohesive team, develop and communicate a compelling vision across various functions within the organization, and energize the team behind this vision. This person should have deep technology leadership experience, including in digital, with significant expertise in successfully developing a software and data roadmap for new products and services in a portfolio of multiple and diverse products at various stages. The ideal candidate will bring knowledge of the industrial ecosystem and can serve as the advocate the inclusion of digital capabilities in the company's technology and solutions. They will bring solid strategic acumen, customer-centricity the ability to use data & analytics, thoughtful problem solving, and outstanding executive communication skills to achieve alignment on company-wide strategy, approach, and action plans.

Culturally, this individual will embrace Xylem's [vision and values](#) and be committed to the mission to solve water. They will be enthusiastic and driven to achieve success in digital transformation, and through it economic and social value creation. They will bring a positive spirit and energy that is contagious and builds support and momentum within the organization. Resilience will be important, and they will be determined in the face of challenges and ambiguity.

As a leader, they will be mature, smart, data-oriented, driven, and forward thinking, while approachable and a good developer and manager of talent.

Our work

Water is essential to life. And our life's work is water.

We transport it to places it needs to go, we treat it to make it clean, and we test it to ensure its quality.

We focus on the world's most critical water challenges.

Our customers

Our customers are partners. They are the reason we succeed.

We work to anticipate their needs with our broad product offerings and our applications expertise.

Our employees

Our employees are inspired to make a difference through innovation and influence.

By focusing on water, we are dedicated to improving people's lives.

Our shareowners

Our shareowners expect us to create value.

We strive to reward their confidence in us.

Our vision is simple.

We devote our technology, time and talent to advance the smarter use of water.

We look to a future where global water issues do not exist.

Leadership Skills



Change Leadership

- A strategic problem solver with a proven record of executing on the vision
- Takes a hands-on approach – gets enjoyment from the interactions created by wandering around. Must be willing and able to engage the detail of the job as needed – should not be a classic delegator. A strong people leader who establishes clear expectations, creates a supportive environment, and gives effective feedback and coaching.
- Willing to step out into traffic and act as an advocate. Must be able to build a case, present, and “carry the day” with a sound and coherent analytical argument. At the same time must be a practitioner of the art of intelligent compromise. Must be committed to impact and drive outcomes through influence, not hierarchy.



Collaboration and Influencing

- Effective advocacy – whether that is with the CEO or a junior software developer. The ability to make a well-reasoned case for doing something different than what the other person may initially desire.
- An approachable, hands on, team player problem solver with the accompanying skill set and commitment to be a strong mentor both inside and outside the department. A direct communicator.
- A shared belief and commitment to making organizational decentralization and empowerment work; willing to let others shine. Must have a nuanced understanding of the interplay between corporate functions and lines of business.
- Multi-modal - able to adopt style to a range of circumstances; must be a committed internationalist



Strategic Orientation

- Strong intelligence coupled with insight, active curiosity, high energy and non-linear imagination. Must be able to derive concepts from “first principles” and flourish in an adaptive, intellectually diverse, matrixed management environment. Must be able to integrate different elements into a holistic picture.
- A detailed, analytically driven and rigorous decision maker but still capable of living with “fuzzy border” ambiguity. Able to spot previously unidentified business opportunities .
- Guided by future possibilities rather than constrained by current realities



Results Orientation

- Energized by creating better ways of doing things, so that higher levels of performance are possible. Has a transformation mindset; creating new sources of sustainable competitive advantage
- Overcomes obstacles and difficult situations to drive and deliver on set goals. Driven to meet performance goals.
- Resilient and determined in the face of challenges and ambiguity. Collaborative but undeterred by naysayers

Helpful Links and Recent Press

[Xylem Sustainability Report](#) | [2021 Annual Report and 10-K](#) | [Investor Presentation](#)

[Xylem YouTube Channel](#)

[Xylem Vue digital solutions \(video, 2:32\)](#)

[Cover Story in Smart Water -- Xylem partnerships "reinventing sustainability"](#)

[Reservoir Center for Water Solutions in Washington, DC](#)

[Watermark Community Impact](#)

| [\\$20M Venture Fund investment](#)

[Youth Engagement – Student Innovation Challenge](#)

| [Women in Water Series](#)



About Egon Zehnder

Egon Zehnder is the world's preeminent leadership consulting firm, sharing one goal: to help people and organizations transform. We know what great leaders can do and are passionate about delivering the best solutions for our clients. As One Firm, our more than 550+ Consultants in 63 offices and 36 countries combine our individual strengths to form one powerful collaborative team. We partner closely with public and private corporations, family-owned enterprises, and non-profit and government agencies to provide a comprehensive range of integrated services: Board advisory, CEO search and succession, executive search, executive assessment, leadership development and organizational transformation.

Our leadership solutions cover individual, team and organizational effectiveness, development and cultural transformation. We work with world-class partners including Mobius Executive Leadership, a transformational leadership development firm. In addition, we have partnered with Paradox Strategies, co-founded by Harvard University Professor Linda Hill, to develop the Innovation Quotient (IQ), a proprietary culture diagnostic.

Our goal is that the work we do contributes to successful careers, stronger companies – and a better world.

For more information, visit www.egonzehnder.com and follow us on [LinkedIn](#) and [Twitter](#).

36 countries

63 offices

550⁺ consultants



A world map with office locations marked by city names. The names are arranged in columns across the map, corresponding to the 63 offices mentioned in the text.

Atlanta	Cologne	Johannesburg	Mumbai	Shanghai
Amsterdam	Copenhagen	Kuala Lumpur	Munich	Singapore
Athens	Dallas	Lisbon	New Delhi	Stockholm
Bangalore	Dubai	London	New York	Stuttgart
Barcelona	Dusseldorf	Los Angeles	Oslo	Sydney
Beijing	Frankfurt	Lyon	Palo Alto	Tokyo
Berlin	Geneva	Madrid	Paris	Toronto
Bogotá	Hamburg	Malmö	Prague	Vienna
Boston	Helsinki	Melbourne	Rome	Washington DC
Brussels	Hong Kong	Mexico City	San Francisco	Warsaw
Budapest	Houston	Miami	Santiago	Zurich
Buenos Aires	Istanbul	Milan	São Paulo	
Chicago	Jakarta	Montréal	Seoul	



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