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 "who": "Steven Gray",  
 "statement": "Enabled visibility from team to team and to customers.",  
 "type": "What",  
 "what\_category": "Data",  
 "how\_category": "Visability",  
 "outcome": "Data is fully transparent between Molex teams and external stakeholders",  
 "kpi\_goal": null,  
 "kpi\_measurement": null  
 },  
 {  
 "who": "Steven Gray",  
 "statement": "Used advanced analytics to anticipate customer needs.",  
 "type": "What",  
 "what\_category": "Data",  
 "how\_category": "Anticipate",  
 "outcome": "We accurately foresee our customer's needs before they know they have them",  
 "kpi\_goal": null,  
 "kpi\_measurement": null  
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 {  
 "who": "Steven Gray",  
 "statement": "Defined clear decision rights across product lifecycle stages.",  
 "type": "What",  
 "what\_category": "Operations",  
 "how\_category": "Decision",  
 "outcome": "Employees closest to the point of impact are empowered to make decisions",  
 "kpi\_goal": null,  
 "kpi\_measurement": null  
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 {  
 "who": "Steven Gray",  
 "statement": "People lacked understanding of data ownership and maturity.",  
 "type": "Obstacle",  
 "what\_category": "Data",  
 "how\_category": "Ownership",  
 "outcome": "Awareness of data ownership and stewardship exists",  
 "kpi\_goal": null,  
 "kpi\_measurement": null  
 },  
 {  
 "who": "Steven Gray",  
 "statement": "Adopted digital thread architecture with tool guardrails.",  
 "type": "What",  
 "what\_category": "Data",  
 "how\_category": "Integration",  
 "outcome": "Seamless data integration and communication exists across the entire product lifecycle",  
 "kpi\_goal": null,  
 "kpi\_measurement": null  
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 {  
 "who": "Steven Gray",  
 "statement": "We brought customers into our data platform.",  
 "type": "What",  
 "what\_category": "Development",  
 "how\_category": "Visability",  
 "outcome": "Real-time visibility into the entire development progress exists",  
 "kpi\_goal": null,  
 "kpi\_measurement": null  
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 {  
 "who": "Steven Gray",  
 "statement": "Created collaborative platform for engineers across Molex and customers.",  
 "type": "Inconceivable",  
 "what\_category": "Organization",  
 "how\_category": "Collaborate",  
 "outcome": "Molex and customer engineers easily collaborative together",  
 "kpi\_goal": null,  
 "kpi\_measurement": null  
 },  
 {  
 "who": "Steven Gray",  
 "statement": "“There was a lack of visibility, clear visibility across the entire product development process, agnostic of which customers or which business units the process flows through.”",  
 "type": "Obstacle",  
 "what\_category": "Development",  
 "how\_category": "Visability",  
 "outcome": "Real-time visibility into the entire development progress exists",  
 "kpi\_goal": null,  
 "kpi\_measurement": null  
 },  
 {  
 "who": "Steven Gray",  
 "statement": "“People aren’t familiar with what data can enable when you build out the necessary governance.”",  
 "type": "Obstacle",  
 "what\_category": "Data",  
 "how\_category": "Goverance",  
 "outcome": "Effective governance enables data to be leveraged to it fullest potential",  
 "kpi\_goal": null,  
 "kpi\_measurement": null  
 },  
 {  
 "who": "Steven Gray",  
 "statement": "“We first have to inherently understand each and every part of our business process. What does it take to design a part within Molex?”",  
 "type": "Obstacle",  
 "what\_category": "Operations",  
 "how\_category": "Understand",  
 "outcome": "The product development process is thoroughly understood",  
 "kpi\_goal": null,  
 "kpi\_measurement": null  
 },  
 {  
 "who": "Steven Gray",  
 "statement": "Once we were able to document our process… then we needed to build out both the trust in the processes and the trust in the data itself.”",  
 "type": "Obstacle",  
 "what\_category": "Data",  
 "how\_category": "Trust",  
 "outcome": "Our data is trusted to be complete and accurate",  
 "kpi\_goal": null,  
 "kpi\_measurement": null  
 },  
 {  
 "who": "Steven Gray",  
 "statement": "“You're able to better not only see the first, second and third order effects of your decisions across this process... but also understand the why.”",  
 "type": "Obstacle",  
 "what\_category": "Operations",  
 "how\_category": "Decision",  
 "outcome": "Risk is prudently assessed, understood and accepted",  
 "kpi\_goal": null,  
 "kpi\_measurement": null  
 },  
 {  
 "who": "Steven Gray",  
 "statement": "“There wasn’t any sort of uniform governance around what tools and applications different people… can bring in.”",  
 "type": "Obstacle",  
 "what\_category": "Technology",  
 "how\_category": "Goverance",  
 "outcome": "New tools and technologies complement and enbles the desired enterprise architecture",  
 "kpi\_goal": null,  
 "kpi\_measurement": null  
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 {  
 "who": "Steven Gray",  
 "statement": "Real-time traceability enabled instant engineer-to-engineer fixes.",  
 "type": "What",  
 "what\_category": "Relationships",  
 "how\_category": "Transparent",  
 "outcome": "Real-time engineer-to-engineer collaboration occurs",  
 "kpi\_goal": null,  
 "kpi\_measurement": null  
 },  
 {  
 "who": "Brett R.",  
 "statement": "Success starts with employees—we focus on enabling and inspiring them.",  
 "type": "What",  
 "what\_category": "Talent",  
 "how\_category": "Inspire",  
 "outcome": "Employees are inspired, engaged and enabled to do extraordinary things",  
 "kpi\_goal": null,  
 "kpi\_measurement": null  
 },  
 {  
 "who": "Brett R.",  
 "statement": "Held Innovation Leadership Summit (ILS) as catalyst for collaboration.",  
 "type": "What",  
 "what\_category": "Organization",  
 "how\_category": "Collaborate",  
 "outcome": "High-value global engineering partnerships and collaboration occurs",  
 "kpi\_goal": null,  
 "kpi\_measurement": null  
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 {  
 "who": "Brett R.",  
 "statement": "Created the Knowledge Hub for enterprise-wide access to knowledge.",  
 "type": "What",  
 "what\_category": "Knowledge",  
 "how\_category": "Access",  
 "outcome": "Individuals and instant access to institutional knowledge asset and expertise",  
 "kpi\_goal": null,  
 "kpi\_measurement": null  
 },  
 {  
 "who": "Brett R.",  
 "statement": "Created the Innovation Hub for collaboration and upskilling.",  
 "type": "What",  
 "what\_category": "Operations",  
 "how\_category": "Experiment",  
 "outcome": "Experimentation to uncover new opportunities is embraced",  
 "kpi\_goal": null,  
 "kpi\_measurement": null  
 },  
 {  
 "who": "Brett R.",  
 "statement": "Engineers now better understand problems before solutioning.",  
 "type": "What",  
 "what\_category": "Solutions",  
 "how\_category": "Empathy",  
 "outcome": "Empathy of the customer is reflected in the design of their solution",  
 "kpi\_goal": null,  
 "kpi\_measurement": null  
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 {  
 "who": "Brett R.",  
 "statement": "We kill off weak ideas quickly, pivot faster.",  
 "type": "What",  
 "what\_category": "Operations",  
 "how\_category": "Goverance",  
 "outcome": "We confidently say no to ideas or actions that don't address the critical business needs",  
 "kpi\_goal": null,  
 "kpi\_measurement": null  
 },  
 {  
 "who": "Brett R.",  
 "statement": "Innovation partnerships now flow in from customers and universities.",  
 "type": "What",  
 "what\_category": "Partnership",  
 "how\_category": "Collaborate",  
 "outcome": "A robust and valuable set of external innovation partnerships exist",  
 "kpi\_goal": null,  
 "kpi\_measurement": null  
 },  
 {  
 "who": "Brett R.",  
 "statement": "We democratize knowledge and apply truthfulness to learning.",  
 "type": "What",  
 "what\_category": "Knowledge",  
 "how\_category": "Access",  
 "outcome": "Ubiquitous access to accurate data exists across the organization",  
 "kpi\_goal": null,  
 "kpi\_measurement": null  
 },  
 {  
 "who": "Brett R.",  
 "statement": "We embrace learnings—even when they contradict our original path.",  
 "type": "What",  
 "what\_category": "Knowledge",  
 "how\_category": "Leverage",  
 "outcome": "Learning from experience is embraced and leveraged for future actions ",  
 "kpi\_goal": null,  
 "kpi\_measurement": null  
 },  
 {  
 "who": "Brett R.",  
 "statement": "Shifted from reactive urgency to long-term, anticipatory thinking.",  
 "type": "What",  
 "what\_category": "Culture",  
 "how\_category": "Mindset",  
 "outcome": "Priorities are based on long-term impact over short-term urgency",  
 "kpi\_goal": null,  
 "kpi\_measurement": null  
 },  
 {  
 "who": "Brett R.",  
 "statement": "Mike Deppy joined executive leadership to champion global PD.",  
 "type": "Inconceivable",  
 "what\_category": "Organization",  
 "how\_category": "Aware",  
 "outcome": "GPD leadership is highly respected and engaged by the business ",  
 "kpi\_goal": null,  
 "kpi\_measurement": null  
 },  
 {  
 "who": "Brett R.",  
 "statement": "Customers seek Molex before knowing their exact problem.",  
 "type": "Inconceivable",  
 "what\_category": "Brand",  
 "how\_category": "Attract",  
 "outcome": "Customers trust Molex to develop the solution to meet their needs",  
 "kpi\_goal": null,  
 "kpi\_measurement": null  
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 {  
 "who": "Brett R.",  
 "statement": "Supervisors had to learn to prioritize talent development.",  
 "type": "Obstacle",  
 "what\_category": "Leadership",  
 "how\_category": "Prioritize",  
 "outcome": "Every employee feels their well-being is important to the company",  
 "kpi\_goal": null,  
 "kpi\_measurement": null  
 },  
 {  
 "who": "Brett R.",  
 "statement": "Engineers lacked “principled entrepreneurship” mindset.",  
 "type": "Obstacle",  
 "what\_category": "Culture",  
 "how\_category": "Mindset",  
 "outcome": "Holistic thinking with a business mindset is exists ",  
 "kpi\_goal": null,  
 "kpi\_measurement": null  
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 {  
 "who": "Brett R.",  
 "statement": "The Knowledge Hub encouraged enterprise-wide outreach and sharing.",  
 "type": "Obstacle",  
 "what\_category": "Knowledge",  
 "how\_category": "Access",  
 "outcome": "Individuals and instant access to institutional knowledge asset and expertise",  
 "kpi\_goal": null,  
 "kpi\_measurement": null  
 },  
 {  
 "who": "Steven S.",  
 "statement": "We created “Code Red” – Rapid Electrifying Design, to embed Molex engineers virtually with customers.",  
 "type": "What",  
 "what\_category": "Organization",  
 "how\_category": "Collaborate",  
 "outcome": "Engineers are seamlessly embedded with customers to collaborate and accelerate design",  
 "kpi\_goal": null,  
 "kpi\_measurement": null  
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 {  
 "who": "Steven S.",  
 "statement": "We envisioned holographic presence to replicate in-person support.",  
 "type": "What",  
 "what\_category": "Organization",  
 "how\_category": "Collaborate",  
 "outcome": "Engineers are seamlessly embedded with customers to collaborate and accelerate design",  
 "kpi\_goal": null,  
 "kpi\_measurement": null  
 },  
 {  
 "who": "Steven S.",  
 "statement": "Molex engineers are available at the push of a button.",  
 "type": "What",  
 "what\_category": "Relationships",  
 "how\_category": "Transparent",  
 "outcome": "There is Instant access to Molex engineers",  
 "kpi\_goal": null,  
 "kpi\_measurement": null  
 },  
 {  
 "who": "Steven S.",  
 "statement": "In 2025, we focused on incremental improvement—not leapfrogging.",  
 "type": "Inconceivable",  
 "what\_category": "Culture",  
 "how\_category": "Mindset",  
 "outcome": "Bold, holistic thinking with a business mindset is practiced",  
 "kpi\_goal": null,  
 "kpi\_measurement": null  
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 {  
 "who": "Steven S.",  
 "statement": "We reframed success as “what’s possible” vs. “what exists.”",  
 "type": "Inconceivable",  
 "what\_category": "Culture",  
 "how\_category": "Mindset",  
 "outcome": "Future-focused mindset exists in every employee",  
 "kpi\_goal": null,  
 "kpi\_measurement": null  
 },  
 {  
 "who": "Steven S.",  
 "statement": "Strong leadership backing made risk-taking acceptable.",  
 "type": "Inconceivable",  
 "what\_category": "Leadership",  
 "how\_category": "Enable",  
 "outcome": "Bold, holistic thinking with a business mindset is practiced",  
 "kpi\_goal": null,  
 "kpi\_measurement": null  
 },  
 {  
 "who": "Steven S.",  
 "statement": "Partnering with experienced VR firms avoided reinventing the wheel.",  
 "type": "Inconceivable",  
 "what\_category": "Partnership",  
 "how\_category": "Leverage",  
 "outcome": "External expertise is leveraged to effecctively accelerate innovation.",  
 "kpi\_goal": null,  
 "kpi\_measurement": null  
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 {  
 "who": "Steven S.",  
 "statement": "Getting the right forward-thinking people on the team.",  
 "type": "Obstacle",  
 "what\_category": "Talent",  
 "how\_category": "Quality",  
 "outcome": "Talent with the best skills, experience and attitudes are brought together",  
 "kpi\_goal": null,  
 "kpi\_measurement": null  
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 {  
 "who": "Steven S.",  
 "statement": "Finding trusted, experienced tech partners.",  
 "type": "Obstacle",  
 "what\_category": "Partnership",  
 "how\_category": "Trust",  
 "outcome": "A strong, unbreakable bond of trust exists with out strategic partners",  
 "kpi\_goal": null,  
 "kpi\_measurement": null  
 },  
 {  
 "who": "Steven S.",  
 "statement": "Hired early; gained efficiency through reduced engineering cycle time.",  
 "type": "What",  
 "what\_category": "Talent",  
 "how\_category": "Capacity",  
 "outcome": "The workforce is able to meeting the demands from the business",  
 "kpi\_goal": null,  
 "kpi\_measurement": null  
 },  
 {  
 "who": "Steven S.",  
 "statement": "New engineers wanted in on the cutting-edge work.",  
 "type": "What",  
 "what\_category": "Talent",  
 "how\_category": "Attract",  
 "outcome": "The most desired talent is attracted to Molex",  
 "kpi\_goal": null,  
 "kpi\_measurement": null  
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 {  
 "who": "Pratibha",  
 "statement": "Evaluated customer segments to prioritize strategic impact.",  
 "type": "What",  
 "what\_category": "Operations",  
 "how\_category": "Prioritize",  
 "outcome": "The ecomomic impact of every customer segment is known and prioritized",  
 "kpi\_goal": null,  
 "kpi\_measurement": null  
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 {  
 "who": "Pratibha",  
 "statement": "Built dynamic journey maps aligned with customer roadmaps.",  
 "type": "What",  
 "what\_category": "Operations",  
 "how\_category": "Understand",  
 "outcome": "Development efforts are guided by customer-aligned journeys",  
 "kpi\_goal": null,  
 "kpi\_measurement": null  
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 {  
 "who": "Pratibha",  
 "statement": "Grouped customers by future direction and ROI potential.",  
 "type": "What",  
 "what\_category": "Operations",  
 "how\_category": "Prioritize",  
 "outcome": "The ecomomic impact of every customer segment is known and prioritized",  
 "kpi\_goal": null,  
 "kpi\_measurement": null  
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 {  
 "who": "Pratibha",  
 "statement": "Co-created roadmaps based on evolving customer priorities.",  
 "type": "What",  
 "what\_category": "Partnership",  
 "how\_category": "Collaborate",  
 "outcome": "Product roadmaps are co-created with customers baseed on their strategies",  
 "kpi\_goal": null,  
 "kpi\_measurement": null  
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 {  
 "who": "Pratibha",  
 "statement": "Brought in consultants and partnered with universities.",  
 "type": "What",  
 "what\_category": "Partnership",  
 "how\_category": "Leverage",  
 "outcome": "Unique partnerships competencies complement Molex and expand innovation capabilities",  
 "kpi\_goal": null,  
 "kpi\_measurement": null  
 },  
 {  
 "who": "Pratibha",  
 "statement": "Identified “elephant” customers and scaled solutions across cluster.",  
 "type": "What",  
 "what\_category": "Solutions",  
 "how\_category": "Leverage",  
 "outcome": "Scalable design are leveraged across common customer needs ",  
 "kpi\_goal": null,  
 "kpi\_measurement": null  
 },  
 {  
 "who": "Pratibha",  
 "statement": "Helping became a trigger for deeper customer demand.",  
 "type": "Inconceivable",  
 "what\_category": "Partnership",  
 "how\_category": "Transparent",  
 "outcome": "Deep and intimate relationships with customer uncover unexpected demand for solutions",  
 "kpi\_goal": null,  
 "kpi\_measurement": null  
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 {  
 "who": "Pratibha",  
 "statement": "Researched customer challenges before proposing solutions.",  
 "type": "Inconceivable",  
 "what\_category": "Operations",  
 "how\_category": "Understand",  
 "outcome": "A deep understanding of our customers exists",  
 "kpi\_goal": null,  
 "kpi\_measurement": null  
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 {  
 "who": "Pratibha",  
 "statement": "Avoided selling—focused only on solving real problems.",  
 "type": "Inconceivable",  
 "what\_category": "Operations",  
 "how\_category": "Transparent",  
 "outcome": "We solve our customer's problems ",  
 "kpi\_goal": null,  
 "kpi\_measurement": null  
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 {  
 "who": "Pratibha",  
 "statement": "Published white papers attracted customer engagement.",  
 "type": "Obstacle",  
 "what\_category": "Knowledge",  
 "how\_category": "Leverage",  
 "outcome": "Our engineering knowledge and thought leadership is fully leveraged",  
 "kpi\_goal": null,  
 "kpi\_measurement": null  
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 {  
 "who": "Pratibha",  
 "statement": "Lacked AI/ML talent and had weak vendor management.",  
 "type": "Obstacle",  
 "what\_category": "Talent",  
 "how\_category": "Attract",  
 "outcome": "The most desired talent is attracted to Molex",  
 "kpi\_goal": null,  
 "kpi\_measurement": null  
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 {  
 "who": "Pratibha",  
 "statement": "Created reward/incentive structures to support behavior shifts.",  
 "type": "Obstacle",  
 "what\_category": "Talent",  
 "how\_category": "Motivate",  
 "outcome": "Success And Contributions are Recognized and Rewarded",  
 "kpi\_goal": null,  
 "kpi\_measurement": null  
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 {  
 "who": "Pratibha",  
 "statement": "Mapped individual motivation to project opportunities.",  
 "type": "What",  
 "what\_category": "Talent",  
 "how\_category": "Motivate",  
 "outcome": "Employee feel they are engaged in meaningful work",  
 "kpi\_goal": null,  
 "kpi\_measurement": null  
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 {  
 "who": "Pratibha",  
 "statement": "Held honest, open conversations about life-work balance.",  
 "type": "What",  
 "what\_category": "Talent",  
 "how\_category": "Motivate",  
 "outcome": "A Balance Between Work and Life is Maintained",  
 "kpi\_goal": null,  
 "kpi\_measurement": null  
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 {  
 "who": "Pratibha",  
 "statement": "Moved from silos to enterprise-sharing mindset.",  
 "type": "Obstacle",  
 "what\_category": "Organization",  
 "how\_category": "Collaborate",  
 "outcome": "The organization is lean and void of unnecessary hierarchy and bureaucracy ",  
 "kpi\_goal": null,  
 "kpi\_measurement": null  
 },  
 {  
 "who": "Josh",  
 "statement": "Started with the outcome: Molex as sole global provider.",  
 "type": "What",  
 "what\_category": "Organization",  
 "how\_category": "Focus",  
 "outcome": "Rallying around the outcomes that drives value for the business prevails across the organization",  
 "kpi\_goal": "Customer Delight: Achieved 125% global satisfaction rating.; Global Connect: 99.7% of world connected via Molex.",  
 "kpi\_measurement": "Employee Delight: Reached 100% engagement and satisfaction.; Employee Delight: Reached 100% engagement and satisfaction."  
 },  
 {  
 "who": "Josh",  
 "statement": "Hired the best engineers and gave them full ownership.",  
 "type": "What",  
 "what\_category": "Relationships",  
 "how\_category": "Transparent",  
 "outcome": "Engineers own product design and delivery outcomes",  
 "kpi\_goal": "Customer Delight: Achieved 125% global satisfaction rating.; Global Connect: 99.7% of world connected via Molex.",  
 "kpi\_measurement": "Employee Delight: Reached 100% engagement and satisfaction.; Employee Delight: Reached 100% engagement and satisfaction."  
 },  
 {  
 "who": "Josh",  
 "statement": "Set a wildly audacious goal that demanded world attention.",  
 "type": "What",  
 "what\_category": "Vision",  
 "how\_category": "Attract",  
 "outcome": "Wildly audacious ambitions captive the global markets, our customers and stakeholders ",  
 "kpi\_goal": "Customer Delight: Achieved 125% global satisfaction rating.; Global Connect: 99.7% of world connected via Molex.",  
 "kpi\_measurement": "Employee Delight: Reached 100% engagement and satisfaction.; Employee Delight: Reached 100% engagement and satisfaction."  
 },  
 {  
 "who": "Josh",  
 "statement": "Removed all barriers and red tape for engineers.",  
 "type": "Inconceivable",  
 "what\_category": "Organization",  
 "how\_category": "Effective",  
 "outcome": "Engineering achieves ever increasing productivity in a bureaucracy-free environment",  
 "kpi\_goal": "Customer Delight: Achieved 125% global satisfaction rating.; Global Connect: 99.7% of world connected via Molex.",  
 "kpi\_measurement": "Employee Delight: Reached 100% engagement and satisfaction.; Employee Delight: Reached 100% engagement and satisfaction."  
 },  
 {  
 "who": "Josh",  
 "statement": "Provided unlimited funding and full patent access.",  
 "type": "Inconceivable",  
 "what\_category": "Funding",  
 "how\_category": "Access",  
 "outcome": "Appropriate funding is always available to support the business",  
 "kpi\_goal": "Customer Delight: Achieved 125% global satisfaction rating.; Global Connect: 99.7% of world connected via Molex.",  
 "kpi\_measurement": "Employee Delight: Reached 100% engagement and satisfaction.; Employee Delight: Reached 100% engagement and satisfaction."  
 },  
 {  
 "who": "Josh",  
 "statement": "Employees now privately own the venture.",  
 "type": "Inconceivable",  
 "what\_category": "Organization",  
 "how\_category": "Commitment",  
 "outcome": "Employee ownership drives unmatched commitment and pace",  
 "kpi\_goal": "Customer Delight: Achieved 125% global satisfaction rating.; Global Connect: 99.7% of world connected via Molex.",  
 "kpi\_measurement": "Employee Delight: Reached 100% engagement and satisfaction.; Employee Delight: Reached 100% engagement and satisfaction."  
 },  
 {  
 "who": "Josh",  
 "statement": "Engineers had immediate decision rights—even over $1M.",  
 "type": "Inconceivable",  
 "what\_category": "Operations",  
 "how\_category": "Decision",  
 "outcome": "Engineers control program budgets, timelines, and strategic decisions.",  
 "kpi\_goal": "Customer Delight: Achieved 125% global satisfaction rating.; Global Connect: 99.7% of world connected via Molex.",  
 "kpi\_measurement": "Employee Delight: Reached 100% engagement and satisfaction.; Employee Delight: Reached 100% engagement and satisfaction."  
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 {  
 "who": "Josh",  
 "statement": "Engineers had immediate decision rights—even over $1M.",  
 "type": "Inconceivable",  
 "what\_category": "Operations",  
 "how\_category": "Decision",  
 "outcome": "Employees closest to the point of impact are empowered to make decisions",  
 "kpi\_goal": "Customer Delight: Achieved 125% global satisfaction rating.; Global Connect: 99.7% of world connected via Molex.",  
 "kpi\_measurement": "Employee Delight: Reached 100% engagement and satisfaction.; Employee Delight: Reached 100% engagement and satisfaction."  
 },  
 {  
 "who": "Josh",  
 "statement": "No approval meetings—execution happens in real time.",  
 "type": "Inconceivable",  
 "what\_category": "Operations",  
 "how\_category": "Decision",  
 "outcome": "Employees closest to the point of impact are empowered to make decisions",  
 "kpi\_goal": "Customer Delight: Achieved 125% global satisfaction rating.; Global Connect: 99.7% of world connected via Molex.",  
 "kpi\_measurement": "Employee Delight: Reached 100% engagement and satisfaction.; Employee Delight: Reached 100% engagement and satisfaction."  
 },  
 {  
 "who": "Josh",  
 "statement": "Legacy engineering process limited speed and flexibility.",  
 "type": "Obstacle",  
 "what\_category": "Operations",  
 "how\_category": "Agility",  
 "outcome": "Rigid legacy systems replaced by agile development model.",  
 "kpi\_goal": "Customer Delight: Achieved 125% global satisfaction rating.; Global Connect: 99.7% of world connected via Molex.",  
 "kpi\_measurement": "Employee Delight: Reached 100% engagement and satisfaction.; Employee Delight: Reached 100% engagement and satisfaction."  
 },  
 {  
 "who": "Josh",  
 "statement": "Rebuilt product development process for quality and satisfaction.",  
 "type": "Obstacle",  
 "what\_category": "Operations",  
 "how\_category": "Effective",  
 "outcome": "Unnecessary processes are relentlessly eliminated.",  
 "kpi\_goal": "Customer Delight: Achieved 125% global satisfaction rating.; Global Connect: 99.7% of world connected via Molex.",  
 "kpi\_measurement": "Employee Delight: Reached 100% engagement and satisfaction.; Employee Delight: Reached 100% engagement and satisfaction."  
 },  
 {  
 "who": "Josh",  
 "statement": "Outdated business social constructs slowed innovation.",  
 "type": "Obstacle",  
 "what\_category": "Culture",  
 "how\_category": "Mindset",  
 "outcome": "An intolerance for the status quo is pervasive across the organization",  
 "kpi\_goal": "Customer Delight: Achieved 125% global satisfaction rating.; Global Connect: 99.7% of world connected via Molex.",  
 "kpi\_measurement": "Employee Delight: Reached 100% engagement and satisfaction.; Employee Delight: Reached 100% engagement and satisfaction."  
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 {  
 "who": "Josh",  
 "statement": "Engineers work directly inside the plants during design.",  
 "type": "Inconceivable",  
 "what\_category": "Operations",  
 "how\_category": "Effective",  
 "outcome": "The design and manufacturing of a product happens concurrently",  
 "kpi\_goal": "Customer Delight: Achieved 125% global satisfaction rating.; Global Connect: 99.7% of world connected via Molex.",  
 "kpi\_measurement": "Employee Delight: Reached 100% engagement and satisfaction.; Employee Delight: Reached 100% engagement and satisfaction."  
 },  
 {  
 "who": "Josh",  
 "statement": "Product evolves in real time with operations.",  
 "type": "Inconceivable",  
 "what\_category": "Organization",  
 "how\_category": "Collaborate",  
 "outcome": "Engineering and operations collaborate live to accelerate production.",  
 "kpi\_goal": "Customer Delight: Achieved 125% global satisfaction rating.; Global Connect: 99.7% of world connected via Molex.",  
 "kpi\_measurement": "Employee Delight: Reached 100% engagement and satisfaction.; Employee Delight: Reached 100% engagement and satisfaction."  
 },  
 {  
 "who": "Josh",  
 "statement": "Gained global regulatory clearance instantly through value-first approach.",  
 "type": "Inconceivable",  
 "what\_category": "Relationships",  
 "how\_category": "Transparent",  
 "outcome": "Global regulators fast-track market access through trust.",  
 "kpi\_goal": "Customer Delight: Achieved 125% global satisfaction rating.; Global Connect: 99.7% of world connected via Molex.",  
 "kpi\_measurement": "Employee Delight: Reached 100% engagement and satisfaction.; Employee Delight: Reached 100% engagement and satisfaction."  
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 {  
 "who": "Mike",  
 "statement": "We actually listened to customers and acted on insights.",  
 "type": "What",  
 "what\_category": "Relationships",  
 "how\_category": "Unified",  
 "outcome": "Customer feedback fully integrated into all decisions",  
 "kpi\_goal": "1. Time to market (speed and quality together).; 3. Role-level value contribution measured transparently.",  
 "kpi\_measurement": "2. New vs. core product performance tracked separately.; 2. New vs. core product performance tracked separately."  
 },  
 {  
 "who": "Mike",  
 "statement": "Anticipated needs before customers asked, answered next questions.",  
 "type": "What",  
 "what\_category": "Needs",  
 "how\_category": "Anticipate",  
 "outcome": "We accurately foresee our customer's needs before they know they have them",  
 "kpi\_goal": "1. Time to market (speed and quality together).; 3. Role-level value contribution measured transparently.",  
 "kpi\_measurement": "2. New vs. core product performance tracked separately.; 2. New vs. core product performance tracked separately."  
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 {  
 "who": "Mike",  
 "statement": "Became masters of outcome-based thinking, not just inputs.",  
 "type": "What",  
 "what\_category": "Culture",  
 "how\_category": "Mindset",  
 "outcome": "Bold thinking with a business outcome mindset is practiced",  
 "kpi\_goal": "1. Time to market (speed and quality together).; 3. Role-level value contribution measured transparently.",  
 "kpi\_measurement": "2. New vs. core product performance tracked separately.; 2. New vs. core product performance tracked separately."  
 },  
 {  
 "who": "Mike",  
 "statement": "Translated customer statements into actionable mutual outcomes.",  
 "type": "What",  
 "what\_category": "Communicate",  
 "how\_category": "Align",  
 "outcome": " An outcomes lexicon exists with our customers",  
 "kpi\_goal": "1. Time to market (speed and quality together).; 3. Role-level value contribution measured transparently.",  
 "kpi\_measurement": "2. New vs. core product performance tracked separately.; 2. New vs. core product performance tracked separately."  
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 {  
 "who": "Mike",  
 "statement": "Innovated by creating and capturing value in new ways.",  
 "type": "What",  
 "what\_category": "Operations",  
 "how\_category": "Value",  
 "outcome": "Value is created and captured in new and innovative ways",  
 "kpi\_goal": "1. Time to market (speed and quality together).; 3. Role-level value contribution measured transparently.",  
 "kpi\_measurement": "2. New vs. core product performance tracked separately.; 2. New vs. core product performance tracked separately."  
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 {  
 "who": "Mike",  
 "statement": "Designed and manufactured in parallel—broke linear process.",  
 "type": "What",  
 "what\_category": "Operations",  
 "how\_category": "Effective",  
 "outcome": "The design and manufacturing of a product happens concurrently",  
 "kpi\_goal": "1. Time to market (speed and quality together).; 3. Role-level value contribution measured transparently.",  
 "kpi\_measurement": "2. New vs. core product performance tracked separately.; 2. New vs. core product performance tracked separately."  
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 {  
 "who": "Mike",  
 "statement": "Collaborated across product development ecosystem end-to-end.",  
 "type": "What",  
 "what\_category": "Organization",  
 "how\_category": "Collaborate",  
 "outcome": "Engineers are seamlessly embedded with customers to collaborate across the ecosystem",  
 "kpi\_goal": "1. Time to market (speed and quality together).; 3. Role-level value contribution measured transparently.",  
 "kpi\_measurement": "2. New vs. core product performance tracked separately.; 2. New vs. core product performance tracked separately."  
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 {  
 "who": "Mike",  
 "statement": "Redeployed top talent across Molex to hardest problems.",  
 "type": "What",  
 "what\_category": "Organization",  
 "how\_category": "Align",  
 "outcome": "Talent is fluidly moved and aligned to the most critical priorities",  
 "kpi\_goal": "1. Time to market (speed and quality together).; 3. Role-level value contribution measured transparently.",  
 "kpi\_measurement": "2. New vs. core product performance tracked separately.; 2. New vs. core product performance tracked separately."  
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 "who": "Mike",  
 "statement": "Incentivized sharing of talent across business units.",  
 "type": "What",  
 "what\_category": "Organization",  
 "how\_category": "Align",  
 "outcome": "Talent is fluidly moved and aligned to the most critical priorities",  
 "kpi\_goal": "1. Time to market (speed and quality together).; 3. Role-level value contribution measured transparently.",  
 "kpi\_measurement": "2. New vs. core product performance tracked separately.; 2. New vs. core product performance tracked separately."  
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 "who": "Mike",  
 "statement": "Partnered with universities and global institutions.",  
 "type": "What",  
 "what\_category": "Partnership",  
 "how\_category": "Leverage",  
 "outcome": "Unique partnerships competencies complement Molex capabilities",  
 "kpi\_goal": "1. Time to market (speed and quality together).; 3. Role-level value contribution measured transparently.",  
 "kpi\_measurement": "2. New vs. core product performance tracked separately.; 2. New vs. core product performance tracked separately."  
 },  
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 "who": "Mike",  
 "statement": "Top university talent now chooses Molex unprompted.",  
 "type": "What",  
 "what\_category": "Talent",  
 "how\_category": "Attract",  
 "outcome": "The most desired talent wants to workj for Molex",  
 "kpi\_goal": "1. Time to market (speed and quality together).; 3. Role-level value contribution measured transparently.",  
 "kpi\_measurement": "2. New vs. core product performance tracked separately.; 2. New vs. core product performance tracked separately."  
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 {  
 "who": "Mike",  
 "statement": "Design and manufacturing integrated from the start.",  
 "type": "What",  
 "what\_category": "Organization",  
 "how\_category": "Collaborate",  
 "outcome": "Mfg is an itegral part of product design",  
 "kpi\_goal": "1. Time to market (speed and quality together).; 3. Role-level value contribution measured transparently.",  
 "kpi\_measurement": "2. New vs. core product performance tracked separately.; 2. New vs. core product performance tracked separately."  
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 {  
 "who": "Mike",  
 "statement": "Customers engaged during design to reduce overengineering.",  
 "type": "What",  
 "what\_category": "Relationships",  
 "how\_category": "Transparent",  
 "outcome": "Customer input ensures focused, efficient product design.",  
 "kpi\_goal": "1. Time to market (speed and quality together).; 3. Role-level value contribution measured transparently.",  
 "kpi\_measurement": "2. New vs. core product performance tracked separately.; 2. New vs. core product performance tracked separately."  
 },  
 {  
 "who": "Mike",  
 "statement": "Moved from target-chasing to destination-finding leadership.",  
 "type": "Inconceivable",  
 "what\_category": "Organization",  
 "how\_category": "Focus",  
 "outcome": "Rallying around the outcomes that drives value for the business prevails across the organization",  
 "kpi\_goal": "1. Time to market (speed and quality together).; 3. Role-level value contribution measured transparently.",  
 "kpi\_measurement": "2. New vs. core product performance tracked separately.; 2. New vs. core product performance tracked separately."  
 },  
 {  
 "who": "Mike",  
 "statement": "Shifted focus from metrics to enabling innovation culture.",  
 "type": "Inconceivable",  
 "what\_category": "Culture",  
 "how\_category": "Mindset",  
 "outcome": "The most innovative ideas and solutions are created",  
 "kpi\_goal": "1. Time to market (speed and quality together).; 3. Role-level value contribution measured transparently.",  
 "kpi\_measurement": "2. New vs. core product performance tracked separately.; 2. New vs. core product performance tracked separately."  
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 "who": "Mike",  
 "statement": "Removed fear of failure—no longer strive for perfection.",  
 "type": "Inconceivable",  
 "what\_category": "Culture",  
 "how\_category": "Mindset",  
 "outcome": "It's safe to explore and express the unconventional",  
 "kpi\_goal": "1. Time to market (speed and quality together).; 3. Role-level value contribution measured transparently.",  
 "kpi\_measurement": "2. New vs. core product performance tracked separately.; 2. New vs. core product performance tracked separately."  
 },  
 {  
 "who": "Mike",  
 "statement": "Flawless Launch replaced by appropriate risk and outcome mindset.",  
 "type": "Inconceivable",  
 "what\_category": "Operations",  
 "how\_category": "Decision",  
 "outcome": "Risk is prudently assessed, understood and accepted",  
 "kpi\_goal": "1. Time to market (speed and quality together).; 3. Role-level value contribution measured transparently.",  
 "kpi\_measurement": "2. New vs. core product performance tracked separately.; 2. New vs. core product performance tracked separately."  
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 "who": "Mike",  
 "statement": "Encouraged learning and experimentation openly.",  
 "type": "Inconceivable",  
 "what\_category": "Culture",  
 "how\_category": "Mindset",  
 "outcome": "Experimentation to uncover new opportunities is embraced",  
 "kpi\_goal": "1. Time to market (speed and quality together).; 3. Role-level value contribution measured transparently.",  
 "kpi\_measurement": "2. New vs. core product performance tracked separately.; 2. New vs. core product performance tracked separately."  
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 "who": "Mike",  
 "statement": "Gave teams visibility to their outcome contribution (GPS model).",  
 "type": "Inconceivable",  
 "what\_category": "Organization",  
 "how\_category": "Value",  
 "outcome": "Employees have a clear sense of purpose and value ",  
 "kpi\_goal": "1. Time to market (speed and quality together).; 3. Role-level value contribution measured transparently.",  
 "kpi\_measurement": "2. New vs. core product performance tracked separately.; 2. New vs. core product performance tracked separately."  
 },  
 {  
 "who": "Mike",  
 "statement": "Outcome maps show how every role creates measurable value.",  
 "type": "Inconceivable",  
 "what\_category": "Organization",  
 "how\_category": "Value",  
 "outcome": "Employees have a clear sense of purpose and value ",  
 "kpi\_goal": "1. Time to market (speed and quality together).; 3. Role-level value contribution measured transparently.",  
 "kpi\_measurement": "2. New vs. core product performance tracked separately.; 2. New vs. core product performance tracked separately."  
 },  
 {  
 "who": "Mike",  
 "statement": "PBM was viewed as poster jargon—not real practice.",  
 "type": "Obstacle",  
 "what\_category": "Relationships",  
 "how\_category": "Transparent",  
 "outcome": "Principles become lived behaviors, not corporate slogans.",  
 "kpi\_goal": "1. Time to market (speed and quality together).; 3. Role-level value contribution measured transparently.",  
 "kpi\_measurement": "2. New vs. core product performance tracked separately.; 2. New vs. core product performance tracked separately."  
 },  
 {  
 "who": "Mike",  
 "statement": "Every voice matters—junior or senior—challenge is encouraged.",  
 "type": "Obstacle",  
 "what\_category": "Culture",  
 "how\_category": "Value",  
 "outcome": "Employees have a voice and are free to speak up about any issue",  
 "kpi\_goal": "1. Time to market (speed and quality together).; 3. Role-level value contribution measured transparently.",  
 "kpi\_measurement": "2. New vs. core product performance tracked separately.; 2. New vs. core product performance tracked separately."  
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 "who": "Suman",  
 "statement": "Molex became a technology disruptor in global connectivity.",  
 "type": "What",  
 "what\_category": "Relationships",  
 "how\_category": "Transparent",  
 "outcome": "Molex leads global disruption in wireless connectivity.",  
 "kpi\_goal": "Can’t always quantify—but look for employee passion and growth.; Internal and external satisfaction are tracked together.",  
 "kpi\_measurement": "Becoming a customer priority is our key success metric.; Becoming a customer priority is our key success metric."  
 },  
 {  
 "who": "Suman",  
 "statement": "Envisioned a bold, shared future through bottom-up alignment.",  
 "type": "What",  
 "what\_category": "Relationships",  
 "how\_category": "Transparent",  
 "outcome": "Shared vision empowers every employee to pursue disruption.",  
 "kpi\_goal": "Can’t always quantify—but look for employee passion and growth.; Internal and external satisfaction are tracked together.",  
 "kpi\_measurement": "Becoming a customer priority is our key success metric.; Becoming a customer priority is our key success metric."  
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 "who": "Suman",  
 "statement": "Every employee thinks about how to disrupt their work.",  
 "type": "What",  
 "what\_category": "Culture",  
 "how\_category": "Mindset",  
 "outcome": "An intolerance for the status quo is pervasive across the organization",  
 "kpi\_goal": "Can’t always quantify—but look for employee passion and growth.; Internal and external satisfaction are tracked together.",  
 "kpi\_measurement": "Becoming a customer priority is our key success metric.; Becoming a customer priority is our key success metric."  
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 "who": "Suman",  
 "statement": "We make principled decisions, not just policy-based ones.",  
 "type": "What",  
 "what\_category": "Culture",  
 "how\_category": "Decision",  
 "outcome": "Entrepreneurial principles guide our decisions",  
 "kpi\_goal": "Can’t always quantify—but look for employee passion and growth.; Internal and external satisfaction are tracked together.",  
 "kpi\_measurement": "Becoming a customer priority is our key success metric.; Becoming a customer priority is our key success metric."  
 },  
 {  
 "who": "Suman",  
 "statement": "Trained supervisors to create psychologically safe environments.",  
 "type": "What",  
 "what\_category": "Culture",  
 "how\_category": "Experiment",  
 "outcome": "It is safe for people to take risks in trying something new",  
 "kpi\_goal": "Can’t always quantify—but look for employee passion and growth.; Internal and external satisfaction are tracked together.",  
 "kpi\_measurement": "Becoming a customer priority is our key success metric.; Becoming a customer priority is our key success metric."  
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 {  
 "who": "Suman",  
 "statement": "We reward long-term, culture-driven behavior over short-term profit.",  
 "type": "What",  
 "what\_category": "Performance",  
 "how\_category": "Motivate",  
 "outcome": "Longer-term thinking is rewarded more than short-term results",  
 "kpi\_goal": "Can’t always quantify—but look for employee passion and growth.; Internal and external satisfaction are tracked together.",  
 "kpi\_measurement": "Becoming a customer priority is our key success metric.; Becoming a customer priority is our key success metric."  
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 {  
 "who": "Suman",  
 "statement": "Contributors to culture and disruption are recognized distinctly.",  
 "type": "What",  
 "what\_category": "Culture",  
 "how\_category": "Encourage",  
 "outcome": "Behaviors that disrupt the status quo are celebrated",  
 "kpi\_goal": "Can’t always quantify—but look for employee passion and growth.; Internal and external satisfaction are tracked together.",  
 "kpi\_measurement": "Becoming a customer priority is our key success metric.; Becoming a customer priority is our key success metric."  
 },  
 {  
 "who": "Suman",  
 "statement": "Our talent-first approach organically led to customer-first success.",  
 "type": "Inconceivable",  
 "what\_category": "Culture",  
 "how\_category": "Passionate",  
 "outcome": "Every employee is obsessed with our customer's success",  
 "kpi\_goal": "Can’t always quantify—but look for employee passion and growth.; Internal and external satisfaction are tracked together.",  
 "kpi\_measurement": "Becoming a customer priority is our key success metric.; Becoming a customer priority is our key success metric."  
 },  
 {  
 "who": "Suman",  
 "statement": "We moved against the market’s short-term, policy-first mindset.",  
 "type": "Obstacle",  
 "what\_category": "Operations",  
 "how\_category": "Value",  
 "outcome": "We redefined the market norms with a principle, not policy led approach",  
 "kpi\_goal": "Can’t always quantify—but look for employee passion and growth.; Internal and external satisfaction are tracked together.",  
 "kpi\_measurement": "Becoming a customer priority is our key success metric.; Becoming a customer priority is our key success metric."  
 },  
 {  
 "who": "Suman",  
 "statement": "Building trust internally and externally was difficult.",  
 "type": "Obstacle",  
 "what\_category": "Relationships",  
 "how\_category": "Transparent",  
 "outcome": "There is fully transparency in our relationship with customers",  
 "kpi\_goal": "Can’t always quantify—but look for employee passion and growth.; Internal and external satisfaction are tracked together.",  
 "kpi\_measurement": "Becoming a customer priority is our key success metric.; Becoming a customer priority is our key success metric."  
 },  
 {  
 "who": "Suman",  
 "statement": "Getting people to see themselves as entrepreneurs took time.",  
 "type": "Obstacle",  
 "what\_category": "Culture",  
 "how\_category": "Mindset",  
 "outcome": "An entrepreneurial spirit exists in every employee ",  
 "kpi\_goal": "Can’t always quantify—but look for employee passion and growth.; Internal and external satisfaction are tracked together.",  
 "kpi\_measurement": "Becoming a customer priority is our key success metric.; Becoming a customer priority is our key success metric."  
 },  
 {  
 "who": "Suman",  
 "statement": "Matched people to roles based on true potential.",  
 "type": "Obstacle",  
 "what\_category": "Talent",  
 "how\_category": "Leverage",  
 "outcome": "Every team member leverages their unique value and strength",  
 "kpi\_goal": "Can’t always quantify—but look for employee passion and growth.; Internal and external satisfaction are tracked together.",  
 "kpi\_measurement": "Becoming a customer priority is our key success metric.; Becoming a customer priority is our key success metric."  
 },  
 {  
 "who": "Suman",  
 "statement": "Built strong supervisor capability to understand and develop talent.",  
 "type": "Obstacle",  
 "what\_category": "Leadership",  
 "how\_category": "Develop",  
 "outcome": "Supervisor quality determines employee trust and growth.",  
 "kpi\_goal": "Can’t always quantify—but look for employee passion and growth.; Internal and external satisfaction are tracked together.",  
 "kpi\_measurement": "Becoming a customer priority is our key success metric.; Becoming a customer priority is our key success metric."  
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 {  
 "who": "Suman",  
 "statement": "We hire entrepreneurs, not just technical experts.",  
 "type": "Obstacle",  
 "what\_category": "Talent",  
 "how\_category": "Create",  
 "outcome": "Every employee naturally creates the desired culture of the company",  
 "kpi\_goal": "Can’t always quantify—but look for employee passion and growth.; Internal and external satisfaction are tracked together.",  
 "kpi\_measurement": "Becoming a customer priority is our key success metric.; Becoming a customer priority is our key success metric."  
 },  
 {  
 "who": "Laima",  
 "statement": "We created a strategic alignment ecosystem across functions and regions.",  
 "type": "What",  
 "what\_category": "Organization",  
 "how\_category": "Align",  
 "outcome": "Strategic alignment system connects all global product efforts.",  
 "kpi\_goal": "1. Number of experiments launched per quarter.; 3. Ecosystem feedback index from suppliers and customers.",  
 "kpi\_measurement": "2. Percentage of ideas sourced outside core teams.; 2. Percentage of ideas sourced outside core teams."  
 },  
 {  
 "who": "Laima",  
 "statement": "Shifted from localized silo decisions to global, insight-driven moves.",  
 "type": "What",  
 "what\_category": "Organization",  
 "how\_category": "Collaborate",  
 "outcome": "Collaboration occurs naturally among employees and teams",  
 "kpi\_goal": "1. Number of experiments launched per quarter.; 3. Ecosystem feedback index from suppliers and customers.",  
 "kpi\_measurement": "2. Percentage of ideas sourced outside core teams.; 2. Percentage of ideas sourced outside core teams."  
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 {  
 "who": "Laima",  
 "statement": "We now operate in cycles of hypothesis, action, and reflection.",  
 "type": "What",  
 "what\_category": "Knowledge",  
 "how\_category": "Create",  
 "outcome": "We continuously learn from our experiences",  
 "kpi\_goal": "1. Number of experiments launched per quarter.; 3. Ecosystem feedback index from suppliers and customers.",  
 "kpi\_measurement": "2. Percentage of ideas sourced outside core teams.; 2. Percentage of ideas sourced outside core teams."  
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 {  
 "who": "Laima",  
 "statement": "Culture of curiosity and challenge is embedded in all teams.",  
 "type": "What",  
 "what\_category": "Culture",  
 "how\_category": "Experiment",  
 "outcome": "Employees are encouraged and supported to be curious and innovative new idea",  
 "kpi\_goal": "1. Number of experiments launched per quarter.; 3. Ecosystem feedback index from suppliers and customers.",  
 "kpi\_measurement": "2. Percentage of ideas sourced outside core teams.; 2. Percentage of ideas sourced outside core teams."  
 },  
 {  
 "who": "Laima",  
 "statement": "Our teams are rewarded for asking better questions.",  
 "type": "What",  
 "what\_category": "Culture",  
 "how\_category": "Recognize",  
 "outcome": "Behaviors that disrupt the status quo are celebrated",  
 "kpi\_goal": "1. Number of experiments launched per quarter.; 3. Ecosystem feedback index from suppliers and customers.",  
 "kpi\_measurement": "2. Percentage of ideas sourced outside core teams.; 2. Percentage of ideas sourced outside core teams."  
 },  
 {  
 "who": "Laima",  
 "statement": "Mindset was to “wait for clarity” before acting.",  
 "type": "Obstacle",  
 "what\_category": "Culture",  
 "how\_category": "Experiment",  
 "outcome": "Experimentation to uncover new opportunities is is encouraged and expected",  
 "kpi\_goal": "1. Number of experiments launched per quarter.; 3. Ecosystem feedback index from suppliers and customers.",  
 "kpi\_measurement": "2. Percentage of ideas sourced outside core teams.; 2. Percentage of ideas sourced outside core teams."  
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 {  
 "who": "Laima",  
 "statement": "Teams feared failure and exposure when surfacing ideas.",  
 "type": "Obstacle",  
 "what\_category": "Culture",  
 "how\_category": "Experiment",  
 "outcome": "SIt's safe to explore and express the unconventional",  
 "kpi\_goal": "1. Number of experiments launched per quarter.; 3. Ecosystem feedback index from suppliers and customers.",  
 "kpi\_measurement": "2. Percentage of ideas sourced outside core teams.; 2. Percentage of ideas sourced outside core teams."  
 },  
 {  
 "who": "Laima",  
 "statement": "Cultural inertia slowed cross-functional integration.",  
 "type": "Obstacle",  
 "what\_category": "Organization",  
 "how\_category": "Agility",  
 "outcome": "The organization is nimble and confidently responds to\nchange",  
 "kpi\_goal": "1. Number of experiments launched per quarter.; 3. Ecosystem feedback index from suppliers and customers.",  
 "kpi\_measurement": "2. Percentage of ideas sourced outside core teams.; 2. Percentage of ideas sourced outside core teams."  
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 {  
 "who": "Laima",  
 "statement": "We rewired rewards to include contribution to others’ outcomes.",  
 "type": "What",  
 "what\_category": "Culture",  
 "how\_category": "Empathy",  
 "outcome": "Our actions are always based out of respect for others",  
 "kpi\_goal": "1. Number of experiments launched per quarter.; 3. Ecosystem feedback index from suppliers and customers.",  
 "kpi\_measurement": "2. Percentage of ideas sourced outside core teams.; 2. Percentage of ideas sourced outside core teams."  
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 {  
 "who": "Laima",  
 "statement": "Embedded “systemic empathy” as part of leadership development.",  
 "type": "What",  
 "what\_category": "Leadership",  
 "how\_category": "Empathy",  
 "outcome": "Empathy for the circumstances of others is demonstrated and encouraged ",  
 "kpi\_goal": "1. Number of experiments launched per quarter.; 3. Ecosystem feedback index from suppliers and customers.",  
 "kpi\_measurement": "2. Percentage of ideas sourced outside core teams.; 2. Percentage of ideas sourced outside core teams."  
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 {  
 "who": "Laima",  
 "statement": "Created learning labs to experiment with new product models.",  
 "type": "What",  
 "what\_category": "Operations",  
 "how\_category": "Develop",  
 "outcome": "New innovations are rapidly tested and validated",  
 "kpi\_goal": "1. Number of experiments launched per quarter.; 3. Ecosystem feedback index from suppliers and customers.",  
 "kpi\_measurement": "2. Percentage of ideas sourced outside core teams.; 2. Percentage of ideas sourced outside core teams."  
 },  
 {  
 "who": "Laima",  
 "statement": "We co-create with customers using foresight-based simulations.",  
 "type": "Inconceivable",  
 "what\_category": "Partnership",  
 "how\_category": "Collaborate",  
 "outcome": "Future offerings are co-designed with customers ",  
 "kpi\_goal": "1. Number of experiments launched per quarter.; 3. Ecosystem feedback index from suppliers and customers.",  
 "kpi\_measurement": "2. Percentage of ideas sourced outside core teams.; 2. Percentage of ideas sourced outside core teams."  
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 {  
 "who": "Laima",  
 "statement": "Product design begins with human context, not feature sets.",  
 "type": "Inconceivable",  
 "what\_category": "Solutions",  
 "how\_category": "Design",  
 "outcome": "Human-centered context anchors the design of products",  
 "kpi\_goal": "1. Number of experiments launched per quarter.; 3. Ecosystem feedback index from suppliers and customers.",  
 "kpi\_measurement": "2. Percentage of ideas sourced outside core teams.; 2. Percentage of ideas sourced outside core teams."  
 },  
 {  
 "who": "Laima",  
 "statement": "Our best prototypes came from reverse mentoring partnerships.",  
 "type": "Inconceivable",  
 "what\_category": "Solutions",  
 "how\_category": "Inclusion",  
 "outcome": " The freshest insight drive unexpected design breakthroughs",  
 "kpi\_goal": "1. Number of experiments launched per quarter.; 3. Ecosystem feedback index from suppliers and customers.",  
 "kpi\_measurement": "2. Percentage of ideas sourced outside core teams.; 2. Percentage of ideas sourced outside core teams."  
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 {  
 "who": "Laima",  
 "statement": "Our best prototypes came from reverse mentoring partnerships.",  
 "type": "Inconceivable",  
 "what\_category": "Organization",  
 "how\_category": "Simplify",  
 "outcome": "Conventional hierarchies are removed to unlock new modes of insight and interaction",  
 "kpi\_goal": "1. Number of experiments launched per quarter.; 3. Ecosystem feedback index from suppliers and customers.",  
 "kpi\_measurement": "2. Percentage of ideas sourced outside core teams.; 2. Percentage of ideas sourced outside core teams."  
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 "who": "Laima",  
 "statement": "Our best prototypes came from reverse mentoring partnerships.",  
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 "how\_category": "Inclusion",  
 "outcome": " Nontraditional role and perspectives are infused in the design process",  
 "kpi\_goal": "1. Number of experiments launched per quarter.; 3. Ecosystem feedback index from suppliers and customers.",  
 "kpi\_measurement": "2. Percentage of ideas sourced outside core teams.; 2. Percentage of ideas sourced outside core teams."  
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 "who": "Laima",  
 "statement": "Leaders model transparency, vulnerability, and reflective storytelling.",  
 "type": "What",  
 "what\_category": "Leadership",  
 "how\_category": "Transparent",  
 "outcome": "Humblness and vulnerability are easily recognized traits",  
 "kpi\_goal": "1. Number of experiments launched per quarter.; 3. Ecosystem feedback index from suppliers and customers.",  
 "kpi\_measurement": "2. Percentage of ideas sourced outside core teams.; 2. Percentage of ideas sourced outside core teams."  
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 {  
 "who": "Aman",  
 "statement": "We ensured business teams lead development with product teams supporting.",  
 "type": "What",  
 "what\_category": "Organization",  
 "how\_category": "Collaborate",  
 "outcome": "The business is an integral leader in developing new products",  
 "kpi\_goal": "1. Speed from problem discovery to validated concept.; 3. Team-led pivots vs. leadership-mandated changes.",  
 "kpi\_measurement": "2. Percentage of concepts co-created with customers.; 2. Percentage of concepts co-created with customers."  
 },  
 {  
 "who": "Aman",  
 "statement": "We shifted from product-first to value-first conversations.",  
 "type": "What",  
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 "how\_category": "Align",  
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 "kpi\_measurement": "2. Percentage of concepts co-created with customers.; 2. Percentage of concepts co-created with customers."  
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 "type": "What",  
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 "how\_category": "Align",  
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 "kpi\_measurement": "2. Percentage of concepts co-created with customers.; 2. Percentage of concepts co-created with customers."  
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 "statement": "We're deploying small experiments to reduce risk and increase learning.",  
 "type": "What",  
 "what\_category": "Operations",  
 "how\_category": "Experiment",  
 "outcome": "Structured, small-scale wins are pursued",  
 "kpi\_goal": "1. Speed from problem discovery to validated concept.; 3. Team-led pivots vs. leadership-mandated changes.",  
 "kpi\_measurement": "2. Percentage of concepts co-created with customers.; 2. Percentage of concepts co-created with customers."  
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 "how\_category": "Align",  
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 "kpi\_goal": "1. Speed from problem discovery to validated concept.; 3. Team-led pivots vs. leadership-mandated changes.",  
 "kpi\_measurement": "2. Percentage of concepts co-created with customers.; 2. Percentage of concepts co-created with customers."  
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 "who": "Aman",  
 "statement": "We now prototype directly with customers before writing a spec.",  
 "type": "Inconceivable",  
 "what\_category": "Solutions",  
 "how\_category": "Collaborate",  
 "outcome": "Customer co-prototype solutions",  
 "kpi\_goal": "1. Speed from problem discovery to validated concept.; 3. Team-led pivots vs. leadership-mandated changes.",  
 "kpi\_measurement": "2. Percentage of concepts co-created with customers.; 2. Percentage of concepts co-created with customers."  
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 "who": "Aman",  
 "statement": "Teams have authority to pivot without waiting for executive input.",  
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 "how\_category": "Empower",  
 "outcome": "Employees closest to the point of impact are empowered to make decisions",  
 "kpi\_goal": "1. Speed from problem discovery to validated concept.; 3. Team-led pivots vs. leadership-mandated changes.",  
 "kpi\_measurement": "2. Percentage of concepts co-created with customers.; 2. Percentage of concepts co-created with customers."  
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 "who": "Aman",  
 "statement": "The biggest win is mindset shift from compliance to curiosity.",  
 "type": "Obstacle",  
 "what\_category": "Culture",  
 "how\_category": "Mindset",  
 "outcome": "Experimentation to uncover new opportunities is is encouraged and expected",  
 "kpi\_goal": "1. Speed from problem discovery to validated concept.; 3. Team-led pivots vs. leadership-mandated changes.",  
 "kpi\_measurement": "2. Percentage of concepts co-created with customers.; 2. Percentage of concepts co-created with customers."  
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 "who": "Arun",  
 "statement": "Held “Innovation Challenges” to encourage bold new ideas.",  
 "type": "What",  
 "what\_category": "Operations",  
 "how\_category": "Challenge",  
 "outcome": "An intolerance for the status quo is pervasive across the organization",  
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 "kpi\_measurement": null  
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 "statement": "Allowed crazy, futuristic ideas—even if infeasible.",  
 "type": "What",  
 "what\_category": "Culture",  
 "how\_category": "Mindset",  
 "outcome": "Bold thinking with a business outcome mindset is practiced",  
 "kpi\_goal": null,  
 "kpi\_measurement": null  
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 "statement": "Teams explored needs customers didn’t know they had.",  
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 "how\_category": "Anticipate",  
 "outcome": "We accurately foresee our customer's needs before they know they have them",  
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 "kpi\_measurement": null  
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 "type": "What",  
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 "how\_category": "Anticipate",  
 "outcome": "We accurately foresee our customer's needs before they know they have them",  
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 "kpi\_measurement": null  
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 "statement": "Supervisors protect 15–20% time for experimentation.",  
 "type": "What",  
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 "how\_category": "Facilitate",  
 "outcome": "Employees are given time to be innovative",  
 "kpi\_goal": null,  
 "kpi\_measurement": null  
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 "who": "Arun",  
 "statement": "Failure is expected and accepted in early stages.",  
 "type": "What",  
 "what\_category": "Culture",  
 "how\_category": "Mindset",  
 "outcome": "Mistakes are considered constructive and a part of learning",  
 "kpi\_goal": null,  
 "kpi\_measurement": null  
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 "statement": "Passionate engineers work smarter to find that extra time.",  
 "type": "What",  
 "what\_category": "Talent",  
 "how\_category": "Inspire",  
 "outcome": "Employees are intrinsically motivated to be innovative",  
 "kpi\_goal": null,  
 "kpi\_measurement": null  
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 "statement": "Cross-divisional site council enables idea sharing across boundaries.",  
 "type": "What",  
 "what\_category": "Organization",  
 "how\_category": "Share",  
 "outcome": "Ideas flow freely across the organization",  
 "kpi\_goal": null,  
 "kpi\_measurement": null  
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 "statement": "Reward both viable ideas and bold failures.",  
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 "outcome": "An individual's dedication and contributions are recognized and rewarded",  
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 "kpi\_measurement": null  
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 "statement": "Use business and public recognition—not just money—as incentive.",  
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 "what\_category": "Performance",  
 "how\_category": "Recognize",  
 "outcome": "An individual's dedication and contributions are recognized and rewarded",  
 "kpi\_goal": null,  
 "kpi\_measurement": null  
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 "statement": "Engineers recognized in town halls for creative mindset.",  
 "type": "Inconceivable",  
 "what\_category": "Performance",  
 "how\_category": "Recognize",  
 "outcome": "An individual's dedication and contributions are recognized and rewarded",  
 "kpi\_goal": null,  
 "kpi\_measurement": null  
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 "statement": "Balancing innovation time with existing customer demands.",  
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 "how\_category": "Facilitate",  
 "outcome": "Employees are given time to be innovative",  
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 "kpi\_measurement": null  
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 "who": "Arun",  
 "statement": "Initial resistance to process and mindset changes.",  
 "type": "Obstacle",  
 "what\_category": "Organization",  
 "how\_category": "Embrace",  
 "outcome": "Every employee eagerly learns and adapts to think and work in new ways",  
 "kpi\_goal": null,  
 "kpi\_measurement": null  
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 "who": "Arun",  
 "statement": "Legacy processes questioned and re-engineered by teams.",  
 "type": "Obstacle",  
 "what\_category": "Operations",  
 "how\_category": "Optimize",  
 "outcome": "An intolerance for the status quo is pervasive across the organization",  
 "kpi\_goal": null,  
 "kpi\_measurement": null  
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 {  
 "who": "Arun",  
 "statement": "Being co-located with diverse product teams enables innovation.",  
 "type": "What",  
 "what\_category": "Organization",  
 "how\_category": "Collaborate",  
 "outcome": "Product design team members work in close proximity to each other",  
 "kpi\_goal": null,  
 "kpi\_measurement": null  
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 {  
 "who": "Arun",  
 "statement": "Collaboration often creates better ideas than individuals alone.",  
 "type": "What",  
 "what\_category": "Relationships",  
 "how\_category": "Transparent",  
 "outcome": "Cross-team collaboration multiplies innovation quality and speed",  
 "kpi\_goal": null,  
 "kpi\_measurement": null  
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 {  
 "who": "Maha",  
 "statement": "Increased visibility of Molex innovations, availability, and data globally.",  
 "type": "What",  
 "what\_category": "Brand",  
 "how\_category": "Aware",  
 "outcome": "Molex product, technology and experience innovations are well-known ",  
 "kpi\_goal": "Time to market for new product development.; Ability to scale based on fluctuating market demands.",  
 "kpi\_measurement": "First-time-right design using simulations.; First-time-right design using simulations."  
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 "who": "Maha",  
 "statement": "Delivered contextual, region-specific data availability in real-time.",  
 "type": "What",  
 "what\_category": "Data",  
 "how\_category": "Access",  
 "outcome": "Customers instantaneously have information that is relevant to their needs",  
 "kpi\_goal": "Time to market for new product development.; Ability to scale based on fluctuating market demands.",  
 "kpi\_measurement": "First-time-right design using simulations.; First-time-right design using simulations."  
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 "who": "Maha",  
 "statement": "Shared more information than requested to enhance customer experience.",  
 "type": "What",  
 "what\_category": "Experience",  
 "how\_category": "Share",  
 "outcome": "Customers instantaneously have information that is relevant to their needs",  
 "kpi\_goal": "Time to market for new product development.; Ability to scale based on fluctuating market demands.",  
 "kpi\_measurement": "First-time-right design using simulations.; First-time-right design using simulations."  
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 "who": "Maha",  
 "statement": "Broke internal data silos and restructured digital access models.",  
 "type": "What",  
 "what\_category": "Organization",  
 "how\_category": "Unified",  
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 "kpi\_goal": "Time to market for new product development.; Ability to scale based on fluctuating market demands.",  
 "kpi\_measurement": "First-time-right design using simulations.; First-time-right design using simulations."  
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 {  
 "who": "Maha",  
 "statement": "Delivered accurate stock and production forecasts to customers.",  
 "type": "What",  
 "what\_category": "Experience",  
 "how\_category": "Share",  
 "outcome": "Customers instantaneously have information that is relevant to their needs",  
 "kpi\_goal": "Time to market for new product development.; Ability to scale based on fluctuating market demands.",  
 "kpi\_measurement": "First-time-right design using simulations.; First-time-right design using simulations."  
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 "who": "Maha",  
 "statement": "Enabled digital twins to simulate designs and reduce errors.",  
 "type": "Inconceivable",  
 "what\_category": "Development",  
 "how\_category": "Design",  
 "outcome": "Molex's digital asset are effectively leveraged",  
 "kpi\_goal": "Time to market for new product development.; Ability to scale based on fluctuating market demands.",  
 "kpi\_measurement": "First-time-right design using simulations.; First-time-right design using simulations."  
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 {  
 "who": "Maha",  
 "statement": "Teams broke silos and worked concurrently across departments.",  
 "type": "Inconceivable",  
 "what\_category": "Organization",  
 "how\_category": "Collaborate",  
 "outcome": "Collaboration Occurs Naturally Among Employees and Teams",  
 "kpi\_goal": "Time to market for new product development.; Ability to scale based on fluctuating market demands.",  
 "kpi\_measurement": "First-time-right design using simulations.; First-time-right design using simulations."  
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 "who": "Maha",  
 "statement": "Used OKRs to align all teams to speed delivery.",  
 "type": "Inconceivable",  
 "what\_category": "Organization",  
 "how\_category": "Focus",  
 "outcome": "Resources are aligned & focused on the needs and priorities of the business",  
 "kpi\_goal": "Time to market for new product development.; Ability to scale based on fluctuating market demands.",  
 "kpi\_measurement": "First-time-right design using simulations.; First-time-right design using simulations."  
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 {  
 "who": "Maha",  
 "statement": "Digitally connected threads across design, manufacturing, quality, and validation.",  
 "type": "Inconceivable",  
 "what\_category": "Data",  
 "how\_category": "Integration",  
 "outcome": "The business flows uninterrupted across the customer's journey",  
 "kpi\_goal": "Time to market for new product development.; Ability to scale based on fluctuating market demands.",  
 "kpi\_measurement": "First-time-right design using simulations.; First-time-right design using simulations."  
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 {  
 "who": "Maha",  
 "statement": "Ensured right data is available to the right person at the right time.",  
 "type": "What",  
 "what\_category": "Data",  
 "how\_category": "Access",  
 "outcome": "There is instant access to institutional knowledge asset and expertise",  
 "kpi\_goal": "Time to market for new product development.; Ability to scale based on fluctuating market demands.",  
 "kpi\_measurement": "First-time-right design using simulations.; First-time-right design using simulations."  
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 {  
 "who": "Maha",  
 "statement": "Engineering resisted upstream info collection impacting short-term productivity.",  
 "type": "Obstacle",  
 "what\_category": "Operations",  
 "how\_category": "Collaborate",  
 "outcome": "The design and manufacturing of a product happens concurrently",  
 "kpi\_goal": "Time to market for new product development.; Ability to scale based on fluctuating market demands.",  
 "kpi\_measurement": "First-time-right design using simulations.; First-time-right design using simulations."  
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 {  
 "who": "Maha",  
 "statement": "Upgraded legacy systems and added new tools for integration.",  
 "type": "Obstacle",  
 "what\_category": "Technology",  
 "how\_category": "Tools",  
 "outcome": "The most effective development and integration methods are employed",  
 "kpi\_goal": "Time to market for new product development.; Ability to scale based on fluctuating market demands.",  
 "kpi\_measurement": "First-time-right design using simulations.; First-time-right design using simulations."  
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 {  
 "who": "Maha",  
 "statement": "Introduced design optimization, simulation, and AR technologies.",  
 "type": "What",  
 "what\_category": "Development",  
 "how\_category": "Design",  
 "outcome": "Molex's digital asset are effectively leveraged",  
 "kpi\_goal": "Time to market for new product development.; Ability to scale based on fluctuating market demands.",  
 "kpi\_measurement": "First-time-right design using simulations.; First-time-right design using simulations."  
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 {  
 "who": "Heather ",  
 "statement": "We are mind readers—anticipating customer needs before they ask.",  
 "type": "What",  
 "what\_category": "Needs",  
 "how\_category": "Anticipate",  
 "outcome": "We accurately foresee our customer's needs before they know they have them",  
 "kpi\_goal": null,  
 "kpi\_measurement": null  
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 {  
 "who": "Heather ",  
 "statement": "I know what projects and priorities are coming my way before it happens.",  
 "type": "What",  
 "what\_category": "Needs",  
 "how\_category": "Anticipate",  
 "outcome": "We accurately foresee our customer's needs before they know they have them",  
 "kpi\_goal": null,  
 "kpi\_measurement": null  
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 {  
 "who": "Heather ",  
 "statement": "Customers have no questions—they are delighted by the experience.",  
 "type": "What",  
 "what\_category": "Experience",  
 "how\_category": "Delight",  
 "outcome": "Customers delight in an electrifying experience that far exceeds their imagination",  
 "kpi\_goal": null,  
 "kpi\_measurement": null  
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 {  
 "who": "Heather ",  
 "statement": "Customers are limited by their own experiences—we bring broader knowledge.",  
 "type": "What",  
 "what\_category": "Knowledge",  
 "how\_category": "Share",  
 "outcome": "We offer insights and ideas that go well beyond what customers expect",  
 "kpi\_goal": null,  
 "kpi\_measurement": null  
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 {  
 "who": "Heather ",  
 "statement": "We always have the right person in the right role.",  
 "type": "What",  
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 "how\_category": "Align",  
 "outcome": "Teams have the right perspectives, skills, knowledge and experience to perforrm",  
 "kpi\_goal": null,  
 "kpi\_measurement": null  
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 "who": "Heather ",  
 "statement": "No confusion about who has decision rights.",  
 "type": "What",  
 "what\_category": "Decisions",  
 "how\_category": "Empower",  
 "outcome": "Employees closest to the point of impact are empowered to make decisions",  
 "kpi\_goal": null,  
 "kpi\_measurement": null  
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 "who": "Heather ",  
 "statement": "We’re building our team with the right skill sets.",  
 "type": "What",  
 "what\_category": "Organization",  
 "how\_category": "Skills",  
 "outcome": "Talent with the best skills, experience and attitudes are quickly brought together",  
 "kpi\_goal": null,  
 "kpi\_measurement": null  
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 "who": "Heather ",  
 "statement": "Everything is digital.",  
 "type": "Inconceivable",  
 "what\_category": "Data",  
 "how\_category": "Integration",  
 "outcome": "Information flow freely across the enterprise",  
 "kpi\_goal": null,  
 "kpi\_measurement": null  
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 "who": "Heather ",  
 "statement": "Training is at your fingertips.",  
 "type": "Inconceivable",  
 "what\_category": "Talent",  
 "how\_category": "Skills",  
 "outcome": "The skills and competencies of employees are continually enhanced",  
 "kpi\_goal": null,  
 "kpi\_measurement": null  
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 "who": "Heather ",  
 "statement": "No more firefighting.",  
 "type": "Inconceivable",  
 "what\_category": "Relationships",  
 "how\_category": "Transparent",  
 "outcome": "Priorities are based on long-term impact over short-term urgency",  
 "kpi\_goal": null,  
 "kpi\_measurement": null  
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 "who": "Heather ",  
 "statement": "No rework or waste.",  
 "type": "Inconceivable",  
 "what\_category": "Operations",  
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 "outcome": "Non-value activities are relentlessly eliminated ",  
 "kpi\_goal": null,  
 "kpi\_measurement": null  
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 {  
 "who": "Heather ",  
 "statement": "We couldn’t prioritize—we were always in emergency mode.",  
 "type": "Obstacle",  
 "what\_category": "Operations",  
 "how\_category": "Prioritize",  
 "outcome": "Rallying around the outcomes that drives value for the business prevails across the organization",  
 "kpi\_goal": null,  
 "kpi\_measurement": null  
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 {  
 "who": "Heather ",  
 "statement": "Molex used to decide everything by committee—we stopped that.",  
 "type": "Obstacle",  
 "what\_category": "Organization",  
 "how\_category": "Empower",  
 "outcome": "Employees closest to the point of impact are empowered to make decisions",  
 "kpi\_goal": null,  
 "kpi\_measurement": null  
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 {  
 "who": "Heather ",  
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 "type": "Obstacle",  
 "what\_category": "Organization",  
 "how\_category": "Empower",  
 "outcome": "Employees closest to the point of impact are empowered to make decisions",  
 "kpi\_goal": null,  
 "kpi\_measurement": null  
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 "statement": "Communication channels were too numerous and muddy.",  
 "type": "Obstacle",  
 "what\_category": "Communicate",  
 "how\_category": "Effective",  
 "outcome": "Clear, honest and timely communication exists across the enterprise",  
 "kpi\_goal": null,  
 "kpi\_measurement": null  
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 "type": "Obstacle",  
 "what\_category": "Communicate",  
 "how\_category": "Effective",  
 "outcome": "Clear, honest and timely communication exists across the enterprise",  
 "kpi\_goal": null,  
 "kpi\_measurement": null  
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 "who": "Heather ",  
 "statement": "We balance satisfying customer needs and company profitability.",  
 "type": "Obstacle",  
 "what\_category": "Decisions",  
 "how\_category": "Prioritize",  
 "outcome": "Decision based on long-term impact over short-term urgency",  
 "kpi\_goal": null,  
 "kpi\_measurement": null  
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 "statement": "We automated everything.",  
 "type": "What",  
 "what\_category": "Operations",  
 "how\_category": "Effective",  
 "outcome": "Non-value activities are relentlessly eliminated ",  
 "kpi\_goal": null,  
 "kpi\_measurement": null  
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 {  
 "who": "Heather ",  
 "statement": "No more redundancy or looking for info twice.",  
 "type": "What",  
 "what\_category": "Operations",  
 "how\_category": "Effective",  
 "outcome": "Non-value activities are relentlessly eliminated ",  
 "kpi\_goal": null,  
 "kpi\_measurement": null  
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 "who": "Heather ",  
 "statement": "All info is readily available and easy to find.",  
 "type": "What",  
 "what\_category": "Data",  
 "how\_category": "Access",  
 "outcome": "Ubiquitous access to accurate data exists across the organization",  
 "kpi\_goal": null,  
 "kpi\_measurement": null  
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 "who": "Charlie",  
 "statement": "We made it easier for customers to work with us than with their own teams.",  
 "type": "What",  
 "what\_category": "Experience",  
 "how\_category": "Facilitate",  
 "outcome": "It's easy to do business with us",  
 "kpi\_goal": "Repeat design wins with existing customers.; Reduction in design cycle time. Time to Market",  
 "kpi\_measurement": "New customer wins due to ease of collaboration.; New customer wins due to ease of collaboration."  
 },  
 {  
 "who": "Charlie",  
 "statement": "Customers always know where they are in the process.",  
 "type": "What",  
 "what\_category": "Experience",  
 "how\_category": "Knowledge",  
 "outcome": "Customers instantaneously have information that is relevant to their needs",  
 "kpi\_goal": "Repeat design wins with existing customers.; Reduction in design cycle time. Time to Market",  
 "kpi\_measurement": "New customer wins due to ease of collaboration.; New customer wins due to ease of collaboration."  
 },  
 {  
 "who": "Charlie",  
 "statement": "Customers access data and interact seamlessly with Molex systems.",  
 "type": "What",  
 "what\_category": "Experience",  
 "how\_category": "Knowledge",  
 "outcome": "Interactions occur naturally and seamlessly",  
 "kpi\_goal": "Repeat design wins with existing customers.; Reduction in design cycle time. Time to Market",  
 "kpi\_measurement": "New customer wins due to ease of collaboration.; New customer wins due to ease of collaboration."  
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 {  
 "who": "Charlie",  
 "statement": "Molex became a trusted partner and team extension.",  
 "type": "What",  
 "what\_category": "Organization",  
 "how\_category": "Collaborate",  
 "outcome": "Molex, our customers and partners are entwined together",  
 "kpi\_goal": "Repeat design wins with existing customers.; Reduction in design cycle time. Time to Market",  
 "kpi\_measurement": "New customer wins due to ease of collaboration.; New customer wins due to ease of collaboration."  
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 {  
 "who": "Charlie",  
 "statement": "Customers can access test results, requirements, and simulations directly.",  
 "type": "What",  
 "what\_category": "Data",  
 "how\_category": "Access",  
 "outcome": "Customers instantaneously have information that is relevant to their needs",  
 "kpi\_goal": "Repeat design wins with existing customers.; Reduction in design cycle time. Time to Market",  
 "kpi\_measurement": "New customer wins due to ease of collaboration.; New customer wins due to ease of collaboration."  
 },  
 {  
 "who": "Charlie",  
 "statement": "No waiting—data is at their fingertips without friction.",  
 "type": "What",  
 "what\_category": "Data",  
 "how\_category": "Access",  
 "outcome": "Customers instantaneously have information that is relevant to their needs",  
 "kpi\_goal": "Repeat design wins with existing customers.; Reduction in design cycle time. Time to Market",  
 "kpi\_measurement": "New customer wins due to ease of collaboration.; New customer wins due to ease of collaboration."  
 },  
 {  
 "who": "Charlie",  
 "statement": "Customers can make decisions and change course independently.",  
 "type": "What",  
 "what\_category": "Organization",  
 "how\_category": "Empower",  
 "outcome": "Customers share the right to make product development decisions",  
 "kpi\_goal": "Repeat design wins with existing customers.; Reduction in design cycle time. Time to Market",  
 "kpi\_measurement": "New customer wins due to ease of collaboration.; New customer wins due to ease of collaboration."  
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 "who": "Charlie",  
 "statement": "They have equal or greater decision-making authority.",  
 "type": "What",  
 "what\_category": "Decisions",  
 "how\_category": "Empower",  
 "outcome": "Customers share the right to make product development decisions",  
 "kpi\_goal": "Repeat design wins with existing customers.; Reduction in design cycle time. Time to Market",  
 "kpi\_measurement": "New customer wins due to ease of collaboration.; New customer wins due to ease of collaboration."  
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 "who": "Charlie",  
 "statement": "We changed our mindset about the value of data.",  
 "type": "Inconceivable",  
 "what\_category": "Data",  
 "how\_category": "Value",  
 "outcome": "Data is treated as a strategic product asset.",  
 "kpi\_goal": "Repeat design wins with existing customers.; Reduction in design cycle time. Time to Market",  
 "kpi\_measurement": "New customer wins due to ease of collaboration.; New customer wins due to ease of collaboration."  
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 {  
 "who": "Charlie",  
 "statement": "Shifted focus from competitors to customer needs and success.",  
 "type": "Inconceivable",  
 "what\_category": "Culture",  
 "how\_category": "Focus",  
 "outcome": "Our employees are obsessed in delighting customers",  
 "kpi\_goal": "Repeat design wins with existing customers.; Reduction in design cycle time. Time to Market",  
 "kpi\_measurement": "New customer wins due to ease of collaboration.; New customer wins due to ease of collaboration."  
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 {  
 "who": "Charlie",  
 "statement": "We act in parallel, not serial, to be agile.",  
 "type": "Inconceivable",  
 "what\_category": "Operations",  
 "how\_category": "Effective",  
 "outcome": "Work is completed in series of parallel not sequential activities",  
 "kpi\_goal": "Repeat design wins with existing customers.; Reduction in design cycle time. Time to Market",  
 "kpi\_measurement": "New customer wins due to ease of collaboration.; New customer wins due to ease of collaboration."  
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 {  
 "who": "Charlie",  
 "statement": "We saw data as a byproduct, not a product.",  
 "type": "Obstacle",  
 "what\_category": "Data",  
 "how\_category": "Value",  
 "outcome": "Data is treated as a strategic product asset.",  
 "kpi\_goal": "Repeat design wins with existing customers.; Reduction in design cycle time. Time to Market",  
 "kpi\_measurement": "New customer wins due to ease of collaboration.; New customer wins due to ease of collaboration."  
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 {  
 "who": "Charlie",  
 "statement": "Broke down silos across departments and roadmaps.",  
 "type": "Obstacle",  
 "what\_category": "Organization",  
 "how\_category": "Collaborate",  
 "outcome": "Collaboration occurs naturally among employees and teams",  
 "kpi\_goal": "Repeat design wins with existing customers.; Reduction in design cycle time. Time to Market",  
 "kpi\_measurement": "New customer wins due to ease of collaboration.; New customer wins due to ease of collaboration."  
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 {  
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 "statement": "We focused on the customer problem, not internal perspectives.",  
 "type": "Obstacle",  
 "what\_category": "Organization",  
 "how\_category": "Focus",  
 "outcome": "Our employees are obsessed in delighting customers",  
 "kpi\_goal": "Repeat design wins with existing customers.; Reduction in design cycle time. Time to Market",  
 "kpi\_measurement": "New customer wins due to ease of collaboration.; New customer wins due to ease of collaboration."  
 },  
 {  
 "who": "Charlie",  
 "statement": "Product development is now supported by the full organization.",  
 "type": "Obstacle",  
 "what\_category": "Organization",  
 "how\_category": "Embrace",  
 "outcome": "GPD leadership is highly respected and engaged by the business ",  
 "kpi\_goal": "Repeat design wins with existing customers.; Reduction in design cycle time. Time to Market",  
 "kpi\_measurement": "New customer wins due to ease of collaboration.; New customer wins due to ease of collaboration."  
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 "who": "Anne",  
 "statement": "We're really focusing on developing and leveraging cutting edge technology and solutions.",  
 "type": "What",  
 "what\_category": "Solutions",  
 "how\_category": "Develop",  
 "outcome": "We preempt the market and competition with the most sought-after solutions",  
 "kpi\_goal": null,  
 "kpi\_measurement": null  
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 "who": "Anne",  
 "statement": "heavily investing in research and development, ensuring our products are always at the forefront",  
 "type": "What",  
 "what\_category": "Organization",  
 "how\_category": "Develop",  
 "outcome": "Appropriate funding is always available to support the business",  
 "kpi\_goal": null,  
 "kpi\_measurement": null  
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 "who": "Anne",  
 "statement": "enhancing our ability to respond to customers in real time... using AI and virtual reality... anticipate customer needs,",  
 "type": "What",  
 "what\_category": "Experience",  
 "how\_category": "Response",  
 "outcome": "Effective responses to critical needs are made immediately",  
 "kpi\_goal": null,  
 "kpi\_measurement": null  
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 "who": "Anne",  
 "statement": "allowing us to model and predict results of various product testing",  
 "type": "What",  
 "what\_category": "Solutions",  
 "how\_category": "Design",  
 "outcome": "The performance of a product's design is easily tested and validated",  
 "kpi\_goal": null,  
 "kpi\_measurement": null  
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 {  
 "who": "Anne",  
 "statement": "Employee Development: \"Part of it is about investing in them, developing them",  
 "type": "What",  
 "what\_category": "Talent",  
 "how\_category": "Skills",  
 "outcome": "The skills and competencies of employees are continually enhanced",  
 "kpi\_goal": null,  
 "kpi\_measurement": null  
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 "who": "Anne",  
 "statement": "culture is one of transformation, one of experimentation",  
 "type": "What",  
 "what\_category": "Culture",  
 "how\_category": "Experiment",  
 "outcome": "Experimentation to uncover new opportunities is is encouraged and expected",  
 "kpi\_goal": null,  
 "kpi\_measurement": null  
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 "who": "Anne",  
 "statement": "a culture of continuous learning, recognizing that there's always going to be new things out there.",  
 "type": "What",  
 "what\_category": "Culture",  
 "how\_category": "Learn",  
 "outcome": "We are constantly learning what's new and relevant",  
 "kpi\_goal": null,  
 "kpi\_measurement": null  
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 {  
 "who": "Anne",  
 "statement": "Overcoming Fear of Failure: \"We were very cautious... there was still that fear of failure... We've had to overcome that and have more of an idea of 'fail fast'",  
 "type": "Obstacle",  
 "what\_category": "Culture",  
 "how\_category": "Mindset",  
 "outcome": "It's safe to explore and express the unconventional",  
 "kpi\_goal": null,  
 "kpi\_measurement": null  
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 "who": "Anne",  
 "statement": "Let's try something on a smaller scale, to try to learn, to readjust, and then try something again... ",  
 "type": "Obstacle",  
 "what\_category": "Operations",  
 "how\_category": "Experiment",  
 "outcome": "Experimentation to uncover new opportunities is is encouraged and expected",  
 "kpi\_goal": null,  
 "kpi\_measurement": null  
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 "who": "Anne",  
 "statement": "Being open to different technologies... not being concerned about losing jobs, but thinking about how we can leverage these tools to make us even better",  
 "type": "Obstacle",  
 "what\_category": "Organization",  
 "how\_category": "Embrace",  
 "outcome": "Unencumbered thinking about what is possible exists throughout the company",  
 "kpi\_goal": null,  
 "kpi\_measurement": null  
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 {  
 "who": "Anne",  
 "statement": "Taking the time, having that space to try those things.” On Motivating Employees: “Giving people space, giving them time to experiment.",  
 "type": "Obstacle",  
 "what\_category": "Operations",  
 "how\_category": "Enable",  
 "outcome": "Employees are given time and resources to be innovative",  
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 "kpi\_measurement": null  
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 "statement": "helping them have a sense of unease",  
 "type": "What",  
 "what\_category": "Culture",  
 "how\_category": "Challenge",  
 "outcome": "Goals and aspirations push us well beyond the boundary of convention and comfort",  
 "kpi\_goal": null,  
 "kpi\_measurement": null  
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 "who": "Anne",  
 "statement": "having a vision of the future state...",  
 "type": "What",  
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 "how\_category": "Focus",  
 "outcome": "Everyone embraces our vision, strategies and goals",  
 "kpi\_goal": null,  
 "kpi\_measurement": null  
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 "who": "Anne",  
 "statement": "not dismissing their fears, but saying 'Let's give it a try'",  
 "type": "What",  
 "what\_category": "Culture",  
 "how\_category": "Enable",  
 "outcome": "Employees are encouraged and supported to be curious and innovative new idea",  
 "kpi\_goal": null,  
 "kpi\_measurement": null  
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 "statement": "Keeping customers in mind and thinking about their needs",  
 "type": "What",  
 "what\_category": "Culture",  
 "how\_category": "Focus",  
 "outcome": "Our employees are obsessed in delighting customers",  
 "kpi\_goal": null,  
 "kpi\_measurement": null  
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 "who": "Chris",  
 "statement": "Started with deeply listening to and empowering engineers.",  
 "type": "What",  
 "what\_category": "Talent",  
 "how\_category": "Understand",  
 "outcome": "Leaders constantly exchange thoughts and ideas with employees",  
 "kpi\_goal": "Customer satisfaction tracked through real-time sentiment feedback.; Profit growth trends guide strategic adjustments.",  
 "kpi\_measurement": "Competitive position monitored continuously.; Competitive position monitored continuously."  
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 {  
 "who": "Chris",  
 "statement": "Prioritized rapid problem-solving with advanced AI support tools.",  
 "type": "What",  
 "what\_category": "Culture",  
 "how\_category": "Focus",  
 "outcome": "Engineers solve problems faster using AI-powered systems.",  
 "kpi\_goal": "Customer satisfaction tracked through real-time sentiment feedback.; Profit growth trends guide strategic adjustments.",  
 "kpi\_measurement": "Competitive position monitored continuously.; Competitive position monitored continuously."  
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 {  
 "who": "Chris",  
 "statement": "Developed “what if” and “wouldn’t it be cool” tools.",  
 "type": "What",  
 "what\_category": "Culture",  
 "how\_category": "Inspire",  
 "outcome": "Unencumbered thinking about what is possible exists throughout the company",  
 "kpi\_goal": "Customer satisfaction tracked through real-time sentiment feedback.; Profit growth trends guide strategic adjustments.",  
 "kpi\_measurement": "Competitive position monitored continuously.; Competitive position monitored continuously."  
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 {  
 "who": "Chris",  
 "statement": "Enabled near-instant system changes once requiring months.",  
 "type": "What",  
 "what\_category": "Organization",  
 "how\_category": "Change",  
 "outcome": "Every employee eagerly learns and adapts to think and work in new ways",  
 "kpi\_goal": "Customer satisfaction tracked through real-time sentiment feedback.; Profit growth trends guide strategic adjustments.",  
 "kpi\_measurement": "Competitive position monitored continuously.; Competitive position monitored continuously."  
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 {  
 "who": "Chris",  
 "statement": "Combined AI with human creativity for product breakthroughs.",  
 "type": "What",  
 "what\_category": "Operations",  
 "how\_category": "Effective",  
 "outcome": "Products are flawlessly designed with unmatched speed",  
 "kpi\_goal": "Customer satisfaction tracked through real-time sentiment feedback.; Profit growth trends guide strategic adjustments.",  
 "kpi\_measurement": "Competitive position monitored continuously.; Competitive position monitored continuously."  
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 {  
 "who": "Chris",  
 "statement": "Created R&D teams free from daily operational constraints.",  
 "type": "What",  
 "what\_category": "Organization",  
 "how\_category": "Focus",  
 "outcome": "Employees are encouraged and supported to be curious and innovative new idea",  
 "kpi\_goal": "Customer satisfaction tracked through real-time sentiment feedback.; Profit growth trends guide strategic adjustments.",  
 "kpi\_measurement": "Competitive position monitored continuously.; Competitive position monitored continuously."  
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 {  
 "who": "Chris",  
 "statement": "These teams collaborate with customer futurists and industry visionaries.",  
 "type": "What",  
 "what\_category": "Partnership",  
 "how\_category": "Collaborate",  
 "outcome": "Partner competencies blend to create unique synergies ",  
 "kpi\_goal": "Customer satisfaction tracked through real-time sentiment feedback.; Profit growth trends guide strategic adjustments.",  
 "kpi\_measurement": "Competitive position monitored continuously.; Competitive position monitored continuously."  
 },  
 {  
 "who": "Chris",  
 "statement": "Fully embraced AI as a creative partner.",  
 "type": "Inconceivable",  
 "what\_category": "Talent",  
 "how\_category": "Capacity",  
 "outcome": "Individual's creativity beyond what they ever imagined",  
 "kpi\_goal": "Customer satisfaction tracked through real-time sentiment feedback.; Profit growth trends guide strategic adjustments.",  
 "kpi\_measurement": "Competitive position monitored continuously.; Competitive position monitored continuously."  
 },  
 {  
 "who": "Chris",  
 "statement": "Removed pressure to deliver short-term ROI on innovation.",  
 "type": "Obstacle",  
 "what\_category": "Culture",  
 "how\_category": "Mindset",  
 "outcome": "Conventional delivery pressure is eliminated",  
 "kpi\_goal": "Customer satisfaction tracked through real-time sentiment feedback.; Profit growth trends guide strategic adjustments.",  
 "kpi\_measurement": "Competitive position monitored continuously.; Competitive position monitored continuously."  
 },  
 {  
 "who": "Chris",  
 "statement": "Rewarded risk-taking and learning from failure.",  
 "type": "Obstacle",  
 "what\_category": "Culture",  
 "how\_category": "Focus",  
 "outcome": "An individual's dedication and contributions are recognized and rewarded",  
 "kpi\_goal": "Customer satisfaction tracked through real-time sentiment feedback.; Profit growth trends guide strategic adjustments.",  
 "kpi\_measurement": "Competitive position monitored continuously.; Competitive position monitored continuously."  
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 {  
 "who": "Chris",  
 "statement": "Identified and hired people who thrive in ambiguity.",  
 "type": "Obstacle",  
 "what\_category": "Culture",  
 "how\_category": "Focus",  
 "outcome": "People thrive in ambiguity",  
 "kpi\_goal": "Customer satisfaction tracked through real-time sentiment feedback.; Profit growth trends guide strategic adjustments.",  
 "kpi\_measurement": "Competitive position monitored continuously.; Competitive position monitored continuously."  
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 {  
 "who": "Chris",  
 "statement": "Change is hard—leadership must back continuous reinvention.",  
 "type": "What",  
 "what\_category": "Leadership",  
 "how\_category": "Encourage",  
 "outcome": "We always do what we say we're going to do",  
 "kpi\_goal": "Customer satisfaction tracked through real-time sentiment feedback.; Profit growth trends guide strategic adjustments.",  
 "kpi\_measurement": "Competitive position monitored continuously.; Competitive position monitored continuously."  
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 "who": "Chris",  
 "statement": "Complacency avoided through constant vigilance and ambition.",  
 "type": "Obstacle",  
 "what\_category": "Culture",  
 "how\_category": "Challenge",  
 "outcome": "Discipline and fortitude to change exists throughout the organization",  
 "kpi\_goal": "Customer satisfaction tracked through real-time sentiment feedback.; Profit growth trends guide strategic adjustments.",  
 "kpi\_measurement": "Competitive position monitored continuously.; Competitive position monitored continuously."  
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 {  
 "who": "Jeff",  
 "statement": "Invested in talent development and comparative strengths.",  
 "type": "What",  
 "what\_category": "Talent",  
 "how\_category": "Skills",  
 "outcome": "The skills and competencies of employees are continually enhanced",  
 "kpi\_goal": "Resource capacity and utilization tracking across GPD.; Success comes from team collaboration and strategic clarity.",  
 "kpi\_measurement": "Year-over-year stakeholder satisfaction scores.; Year-over-year stakeholder satisfaction scores."  
 },  
 {  
 "who": "Jeff",  
 "statement": "Created cross-disciplinary teams with mutual understanding.",  
 "type": "What",  
 "what\_category": "Organization",  
 "how\_category": "Collaborate",  
 "outcome": "Collaboration occurs naturally among employees and teams",  
 "kpi\_goal": "Resource capacity and utilization tracking across GPD.; Success comes from team collaboration and strategic clarity.",  
 "kpi\_measurement": "Year-over-year stakeholder satisfaction scores.; Year-over-year stakeholder satisfaction scores."  
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 {  
 "who": "Jeff",  
 "statement": "Entrepreneurial mindset encouraged and empowered across GPD.",  
 "type": "What",  
 "what\_category": "Culture",  
 "how\_category": "Mindset",  
 "outcome": "An entrepreneurial spirit exists in every employee ",  
 "kpi\_goal": "Resource capacity and utilization tracking across GPD.; Success comes from team collaboration and strategic clarity.",  
 "kpi\_measurement": "Year-over-year stakeholder satisfaction scores.; Year-over-year stakeholder satisfaction scores."  
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 {  
 "who": "Jeff",  
 "statement": "Shared project portfolio expertise across Molex and partner orgs.",  
 "type": "What",  
 "what\_category": "Organization",  
 "how\_category": "Share",  
 "outcome": "Talent with the best skills, experience and attitudes are quickly brought together",  
 "kpi\_goal": "Resource capacity and utilization tracking across GPD.; Success comes from team collaboration and strategic clarity.",  
 "kpi\_measurement": "Year-over-year stakeholder satisfaction scores.; Year-over-year stakeholder satisfaction scores."  
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 {  
 "who": "Jeff",  
 "statement": "Taught prioritization models to align strategy and execution.",  
 "type": "What",  
 "what\_category": "Operations",  
 "how\_category": "Prioritize",  
 "outcome": "Resources are aligned & focused on the needs and priorities of the business",  
 "kpi\_goal": "Resource capacity and utilization tracking across GPD.; Success comes from team collaboration and strategic clarity.",  
 "kpi\_measurement": "Year-over-year stakeholder satisfaction scores.; Year-over-year stakeholder satisfaction scores."  
 },  
 {  
 "who": "Jeff",  
 "statement": "Used value-based criteria to evaluate and rank new initiatives.",  
 "type": "What",  
 "what\_category": "Operations",  
 "how\_category": "Value",  
 "outcome": "The business value of a potential action is known",  
 "kpi\_goal": "Resource capacity and utilization tracking across GPD.; Success comes from team collaboration and strategic clarity.",  
 "kpi\_measurement": "Year-over-year stakeholder satisfaction scores.; Year-over-year stakeholder satisfaction scores."  
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 {  
 "who": "Jeff",  
 "statement": "Built a transformation innovation accelerator hub (TAC).",  
 "type": "What",  
 "what\_category": "Organization",  
 "how\_category": "Challenge",  
 "outcome": "TAC accelerates innovation in response to headwinds and tailwinds.",  
 "kpi\_goal": "Resource capacity and utilization tracking across GPD.; Success comes from team collaboration and strategic clarity.",  
 "kpi\_measurement": "Year-over-year stakeholder satisfaction scores.; Year-over-year stakeholder satisfaction scores."  
 },  
 {  
 "who": "Jeff",  
 "statement": "Hub team is unencumbered by operations and delivery tasks.",  
 "type": "What",  
 "what\_category": "Operations",  
 "how\_category": "Focus",  
 "outcome": "Constraints of the day-to-day business pressures don't exist",  
 "kpi\_goal": "Resource capacity and utilization tracking across GPD.; Success comes from team collaboration and strategic clarity.",  
 "kpi\_measurement": "Year-over-year stakeholder satisfaction scores.; Year-over-year stakeholder satisfaction scores."  
 },  
 {  
 "who": "Jeff",  
 "statement": "Practices scaled based on risk and value, not size.",  
 "type": "Inconceivable",  
 "what\_category": "Culture",  
 "how\_category": "Challenge",  
 "outcome": "Project rigor scales to match risk and opportunity",  
 "kpi\_goal": "Resource capacity and utilization tracking across GPD.; Success comes from team collaboration and strategic clarity.",  
 "kpi\_measurement": "Year-over-year stakeholder satisfaction scores.; Year-over-year stakeholder satisfaction scores."  
 },  
 {  
 "who": "Jeff",  
 "statement": "Had to limit work in progress to build leadership.",  
 "type": "Obstacle",  
 "what\_category": "Operations",  
 "how\_category": "Focus",  
 "outcome": "We confidently say no to ideas or actions that don't address the critical business needs",  
 "kpi\_goal": "Resource capacity and utilization tracking across GPD.; Success comes from team collaboration and strategic clarity.",  
 "kpi\_measurement": "Year-over-year stakeholder satisfaction scores.; Year-over-year stakeholder satisfaction scores."  
 },  
 {  
 "who": "Jeff",  
 "statement": "Built global alignment on GPD mission, vision, and objectives.",  
 "type": "Obstacle",  
 "what\_category": "Vision",  
 "how\_category": "Align",  
 "outcome": "The role of GPD is clearly understood and embraced",  
 "kpi\_goal": "Resource capacity and utilization tracking across GPD.; Success comes from team collaboration and strategic clarity.",  
 "kpi\_measurement": "Year-over-year stakeholder satisfaction scores.; Year-over-year stakeholder satisfaction scores."  
 },  
 {  
 "who": "Jeff",  
 "statement": "Clarified roles, responsibilities, and decision rights.",  
 "type": "Obstacle",  
 "what\_category": "Talent",  
 "how\_category": "Clarify",  
 "outcome": "Employees clearly know there role and responsibilities",  
 "kpi\_goal": "Resource capacity and utilization tracking across GPD.; Success comes from team collaboration and strategic clarity.",  
 "kpi\_measurement": "Year-over-year stakeholder satisfaction scores.; Year-over-year stakeholder satisfaction scores."  
 },  
 {  
 "who": "Jeff",  
 "statement": "Asked tough questions about ownership of operational tasks.",  
 "type": "Obstacle",  
 "what\_category": "Operations",  
 "how\_category": "Focus",  
 "outcome": "We confidently say no to ideas or actions that don't address the critical business needs",  
 "kpi\_goal": "Resource capacity and utilization tracking across GPD.; Success comes from team collaboration and strategic clarity.",  
 "kpi\_measurement": "Year-over-year stakeholder satisfaction scores.; Year-over-year stakeholder satisfaction scores."  
 },  
 {  
 "who": "Jeff",  
 "statement": "Used data-driven portfolio filtering.",  
 "type": "Obstacle",  
 "what\_category": "Data",  
 "how\_category": "Focus",  
 "outcome": "Data is complete and accurate",  
 "kpi\_goal": "Resource capacity and utilization tracking across GPD.; Success comes from team collaboration and strategic clarity.",  
 "kpi\_measurement": "Year-over-year stakeholder satisfaction scores.; Year-over-year stakeholder satisfaction scores."  
 },  
 {  
 "who": "Jeff",  
 "statement": "Success comes from team collaboration and strategic clarity.",  
 "type": "What",  
 "what\_category": "Organization",  
 "how\_category": "Collaborate",  
 "outcome": "Collaboration occurs naturally among employees and teams",  
 "kpi\_goal": "Resource capacity and utilization tracking across GPD.; Success comes from team collaboration and strategic clarity.",  
 "kpi\_measurement": "Year-over-year stakeholder satisfaction scores.; Year-over-year stakeholder satisfaction scores."  
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 {  
 "who": "Jonathan",  
 "statement": "Prioritized employee development and equipped engineers with agile tools.",  
 "type": "What",  
 "what\_category": "Talent",  
 "how\_category": "Develop",  
 "outcome": "The skills and competencies of employees are continually enhanced",  
 "kpi\_goal": "Profit doubling cycles in weeks, not years.; Built organizational resilience, conviction, and commitment.",  
 "kpi\_measurement": "Delta between Molex’s value and legacy competitors grows monthly.; Delta between Molex’s value and legacy competitors grows monthly."  
 },  
 {  
 "who": "Jonathan",  
 "statement": "Prioritized employee development and equipped engineers with agile tools.",  
 "type": "What",  
 "what\_category": "Operations",  
 "how\_category": "Tools",  
 "outcome": "Employees have the tools and resources they need to excel",  
 "kpi\_goal": "Profit doubling cycles in weeks, not years.; Built organizational resilience, conviction, and commitment.",  
 "kpi\_measurement": "Delta between Molex’s value and legacy competitors grows monthly.; Delta between Molex’s value and legacy competitors grows monthly."  
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 {  
 "who": "Jonathan",  
 "statement": "Hired elite talent from NASA and top-tier companies.",  
 "type": "What",  
 "what\_category": "Talent",  
 "how\_category": "Attract",  
 "outcome": "The most elite talent from top-tier organizations work for Molex",  
 "kpi\_goal": "Profit doubling cycles in weeks, not years.; Built organizational resilience, conviction, and commitment.",  
 "kpi\_measurement": "Delta between Molex’s value and legacy competitors grows monthly.; Delta between Molex’s value and legacy competitors grows monthly."  
 },  
 {  
 "who": "Jonathan",  
 "statement": "Created shape-shifting connectors customizable by customers.",  
 "type": "What",  
 "what\_category": "Products",  
 "how\_category": "Leadership",  
 "outcome": "Shape-shifting products adapt instantly to customer needs.",  
 "kpi\_goal": "Profit doubling cycles in weeks, not years.; Built organizational resilience, conviction, and commitment.",  
 "kpi\_measurement": "Delta between Molex’s value and legacy competitors grows monthly.; Delta between Molex’s value and legacy competitors grows monthly."  
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 "who": "Jonathan",  
 "statement": "Eliminated BLM limitations via cloud-based, AI-driven tools.",  
 "type": "What",  
 "what\_category": "Knowledge",  
 "how\_category": "Access",  
 "outcome": "There is instant access to institutional knowledge asset and expertise",  
 "kpi\_goal": "Profit doubling cycles in weeks, not years.; Built organizational resilience, conviction, and commitment.",  
 "kpi\_measurement": "Delta between Molex’s value and legacy competitors grows monthly.; Delta between Molex’s value and legacy competitors grows monthly."  
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 "who": "Jonathan",  
 "statement": "Customers see Molex as embedded in their design team.",  
 "type": "What",  
 "what\_category": "Organization",  
 "how\_category": "Collaborate",  
 "outcome": "Engineers are seamlessly embedded with customers to collaborate across the ecosystem",  
 "kpi\_goal": "Profit doubling cycles in weeks, not years.; Built organizational resilience, conviction, and commitment.",  
 "kpi\_measurement": "Delta between Molex’s value and legacy competitors grows monthly.; Delta between Molex’s value and legacy competitors grows monthly."  
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 "who": "Jonathan",  
 "statement": "Customers receive universal parts, then customize them on-site.",  
 "type": "What",  
 "what\_category": "Experience",  
 "how\_category": "Self-Serve",  
 "outcome": "Universal parts and product lines customized on site",  
 "kpi\_goal": "Profit doubling cycles in weeks, not years.; Built organizational resilience, conviction, and commitment.",  
 "kpi\_measurement": "Delta between Molex’s value and legacy competitors grows monthly.; Delta between Molex’s value and legacy competitors grows monthly."  
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 "statement": "Molex designs for the industry, not specific contracts.",  
 "type": "What",  
 "what\_category": "Products",  
 "how\_category": "Leadership",  
 "outcome": "Molex is the default design partner for entire industries",  
 "kpi\_goal": "Profit doubling cycles in weeks, not years.; Built organizational resilience, conviction, and commitment.",  
 "kpi\_measurement": "Delta between Molex’s value and legacy competitors grows monthly.; Delta between Molex’s value and legacy competitors grows monthly."  
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 "who": "Jonathan",  
 "statement": "Embraced failure as a key path to success.",  
 "type": "Inconceivable",  
 "what\_category": "Culture",  
 "how\_category": "Mindset",  
 "outcome": "Mistakes are considered constructive and a part of learning",  
 "kpi\_goal": "Profit doubling cycles in weeks, not years.; Built organizational resilience, conviction, and commitment.",  
 "kpi\_measurement": "Delta between Molex’s value and legacy competitors grows monthly.; Delta between Molex’s value and legacy competitors grows monthly."  
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 "who": "Jonathan",  
 "statement": "Broke silos; aligned by value rather than function.",  
 "type": "Inconceivable",  
 "what\_category": "Organization",  
 "how\_category": "Agility",  
 "outcome": "Talent fluidly moves and aligns to the greatest value creating priorities",  
 "kpi\_goal": "Profit doubling cycles in weeks, not years.; Built organizational resilience, conviction, and commitment.",  
 "kpi\_measurement": "Delta between Molex’s value and legacy competitors grows monthly.; Delta between Molex’s value and legacy competitors grows monthly."  
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 "statement": "Decoupled R&D from near-term market constraints.",  
 "type": "Inconceivable",  
 "what\_category": "Development",  
 "how\_category": "Extend",  
 "outcome": "Deveiopment explores beyond immediate commercial demands",  
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 "kpi\_measurement": "Delta between Molex’s value and legacy competitors grows monthly.; Delta between Molex’s value and legacy competitors grows monthly."  
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 "who": "Jonathan",  
 "statement": "Reorganized around individual strengths and career interests.",  
 "type": "What",  
 "what\_category": "Organization",  
 "how\_category": "Capabilities",  
 "outcome": "Teams formed by strengths, not job descriptions.",  
 "kpi\_goal": "Profit doubling cycles in weeks, not years.; Built organizational resilience, conviction, and commitment.",  
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 "statement": "People assigned to roles based on value contribution.",  
 "type": "What",  
 "what\_category": "Organization",  
 "how\_category": "Align",  
 "outcome": "Every employee is in a position that leverages their unique value and strength",  
 "kpi\_goal": "Profit doubling cycles in weeks, not years.; Built organizational resilience, conviction, and commitment.",  
 "kpi\_measurement": "Delta between Molex’s value and legacy competitors grows monthly.; Delta between Molex’s value and legacy competitors grows monthly."  
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 "statement": "Organization changes shape like products do.",  
 "type": "What",  
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 "outcome": "Talent fluidly moves and aligns in real time to the greatest value creating priorities",  
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 "statement": "Made innovation everyone’s responsibility, not one group’s job.",  
 "type": "Obstacle",  
 "what\_category": "Culture",  
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 "outcome": "Every employee is liberated to see what can be possible",  
 "kpi\_goal": "Profit doubling cycles in weeks, not years.; Built organizational resilience, conviction, and commitment.",  
 "kpi\_measurement": "Delta between Molex’s value and legacy competitors grows monthly.; Delta between Molex’s value and legacy competitors grows monthly."  
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 "statement": "Removed hierarchy; replaced ranks with coaching relationships.",  
 "type": "Obstacle",  
 "what\_category": "Talent",  
 "how\_category": "Develop",  
 "outcome": "Dynamic mentor-peer learning takes place",  
 "kpi\_goal": "Profit doubling cycles in weeks, not years.; Built organizational resilience, conviction, and commitment.",  
 "kpi\_measurement": "Delta between Molex’s value and legacy competitors grows monthly.; Delta between Molex’s value and legacy competitors grows monthly."  
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