



 **POLITECNICO**
MILANO 1863
SCHOOL OF MANAGEMENT

 **LEAN
EXCELLENCE
CENTRE**

Lean Excellence Centre
Workshop

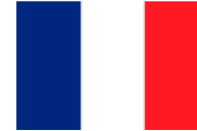
**WORKSHOP
GRATUITO**

Migliorare per vincere:
la capacità di migliorare come fonte di vantaggio competitivo

15.10 Leadership e il fattore umano
Ivan Cuesta, CEO, *Humana Pharma International*




Humana
for mommy and me



Continuous improvement



S&OP Processes + Digitalization



Organization re-design

Targets & KPIs



THE CONFERENCE BOARD



The CEO Top Ten Challenges





Top 10 Global Challenges

Challenge	Percent ranking “Greatest Concerns”
1 Sustained and steady top-line growth	37.5%
2 Profit growth	36.1
3 Consistent execution of strategy by top management	33.4
4 Speed, flexibility, adaptability to change	33.1
5 Customer loyalty/retention	29.4
6 Stimulating innovation, creativity, enabling entrepreneurship	23.9
7 Corporate reputation	22.9
8 Speed to market	22.7
9 [Product] Innovation	20.8
10 Improving productivity	20.3

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WPP

What we think



Sir Martin Sorrell

There is a limit to how far costs can be reduced; but there is almost no limit (apart from 100% market share) to how far you can grow revenues.



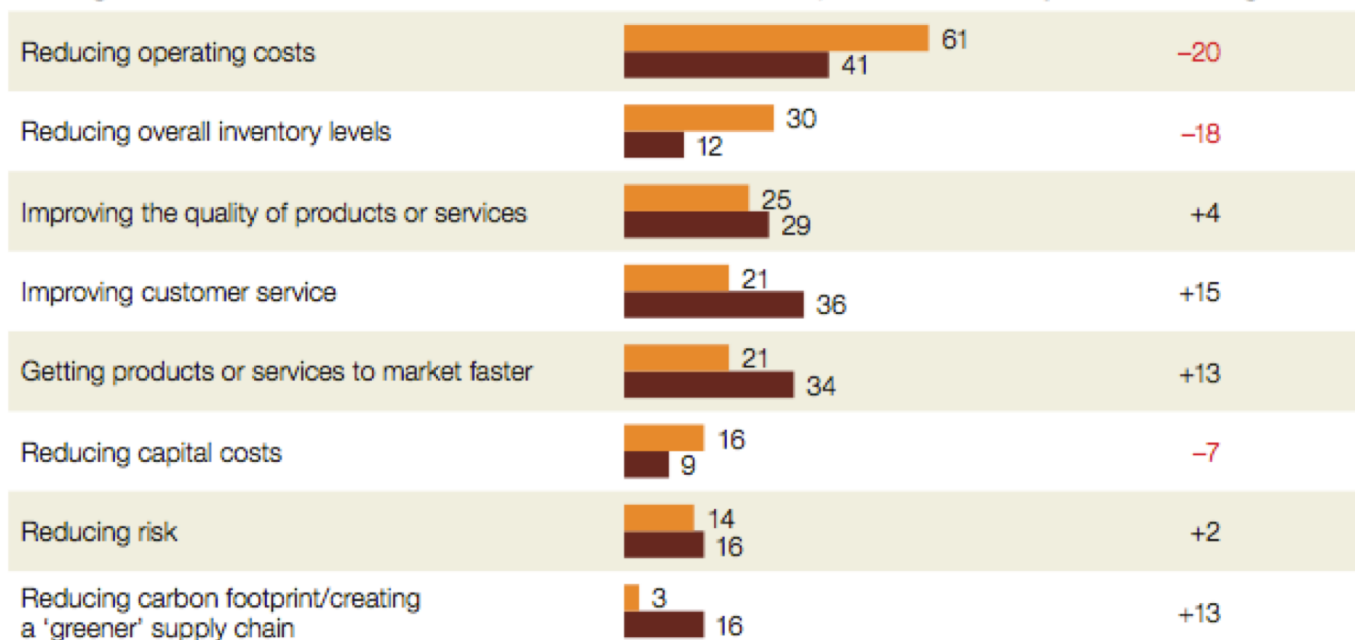
Shifting priorities

% of respondents,¹ n = 639

Companies' top 2 goals for supply chain management

Over the past 3 years
Over the next 5 years

Percentage-point change between responses on past and future goals



Mc Kinsey Global Survey 2017

Are we hostage ?

PHYSICAL HOSTAGE



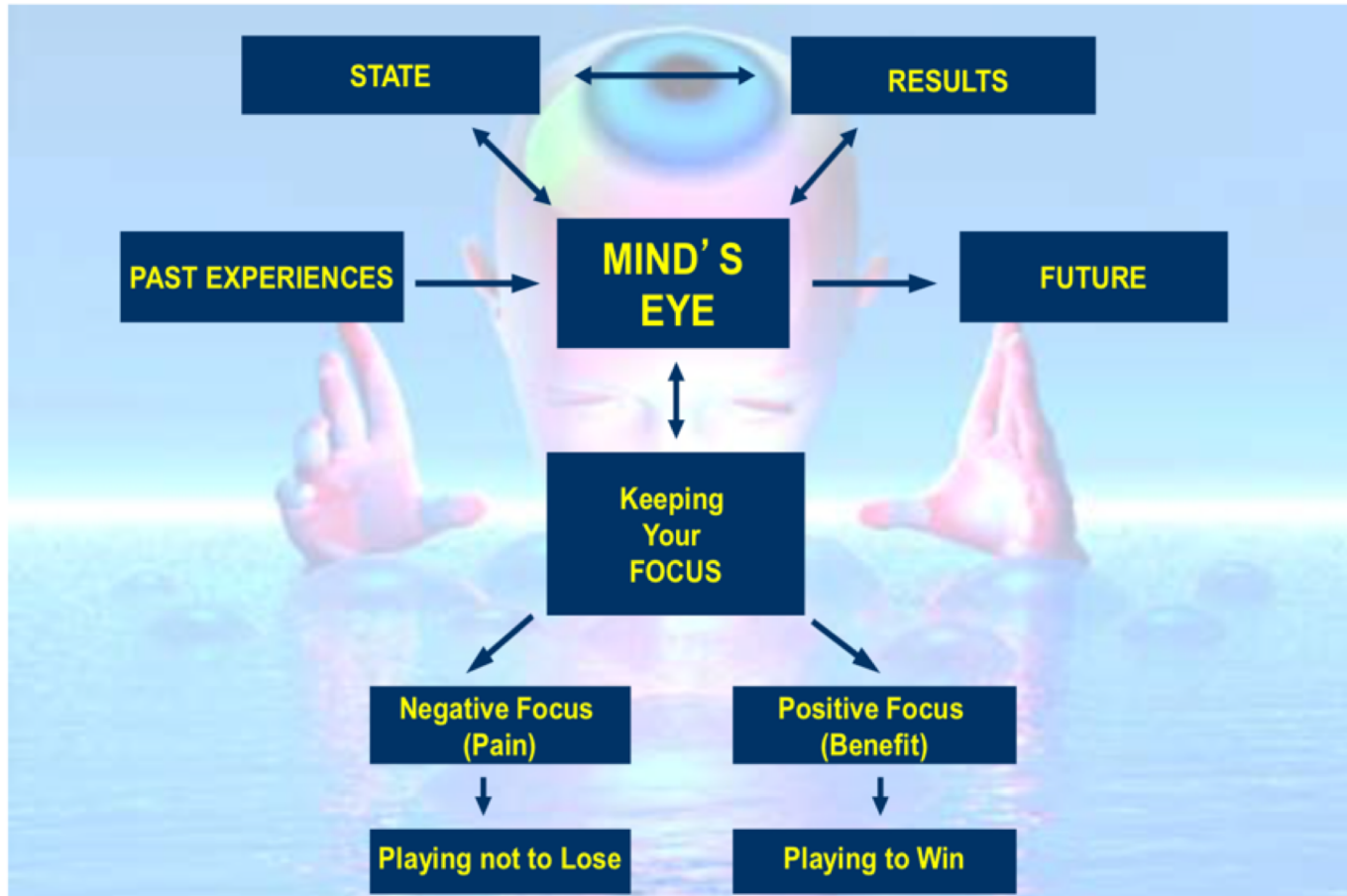
PSYCHOLOGICAL HOSTAGE





8 Pillars of High Performance Leadership

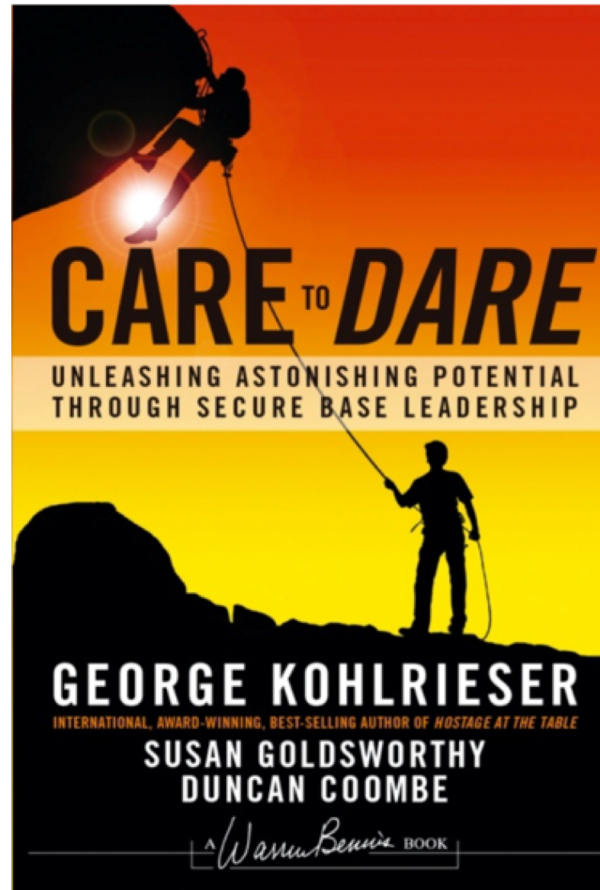
1. **Leading from the Mind's Eye ➡ The Power of Focus**
2. **Cycle of Bonding ➡ Motivation, Inspiration, Resilience**
3. **Leader as Secure Base ➡ Creating Trust to Drive Change**
4. **The Power of Language ➡ Influencing & Persuading**
5. **Conflict Resolution ➡ Resolving Differences**
6. **Power of Dialogue ➡ Building Bridges with Common Understandings**
7. **High Impact Negotiation ➡ The Art of Concession-Making**
8. **Managing Emotions ➡ Creating High Energy**



Secure Base Management

External Secure Bases:

- Top management commitment
- Colleagues from other departments
- Suppliers
- Customers
- Achievements

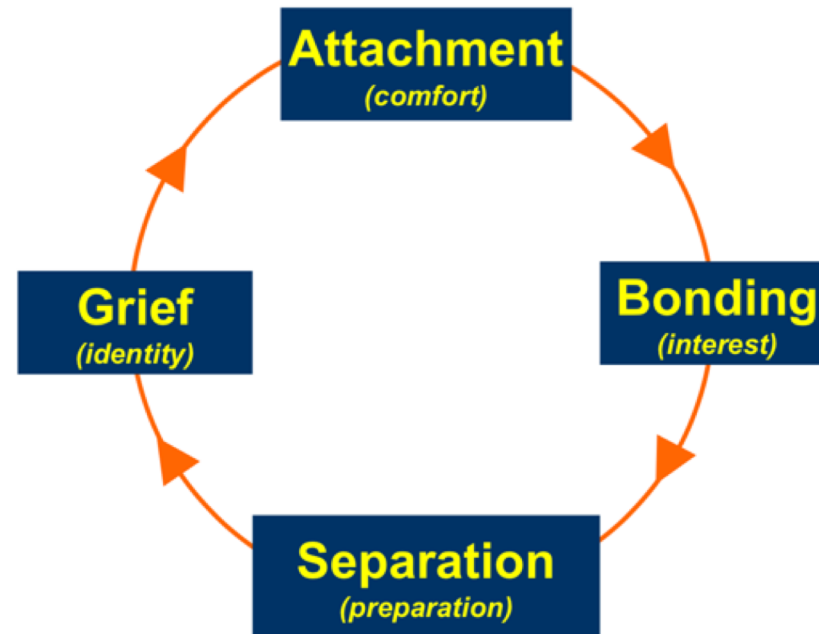


Internal Secure Base :

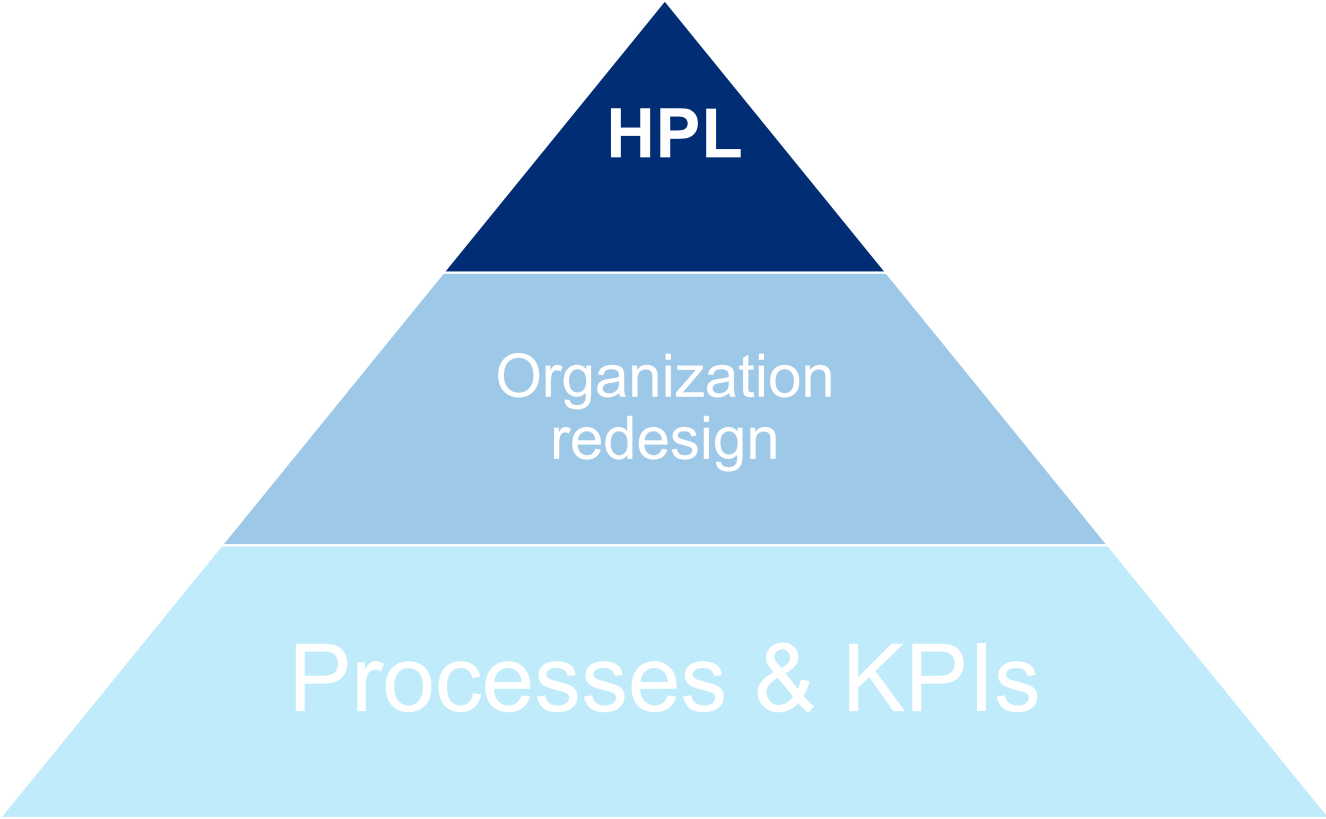
- Own team
- Own strategy
- Own values
- Own way of working etc



Cycle of Bonding



Migliorare per vincere: conclusione



**At the end of the
day you bet on
people,
not strategies.**



Larry Bossidy, CEO, AlliedSignal