

# LEADERSHIP IN THE AGE OF PERSONALIZATION®



**2021 Virtual Summit**  
October 21<sup>st</sup>

Powered by:

**GLG®**





# INDIVIDUALITY *UNLEASHED*

We are at a precarious point.

We made big changes during the pandemic, and big promises during the social unrest.

Whether or not we can sustain those changes and fulfill those promises comes down to what we do from this moment forward. Your next decade will be shaped by how you act now.

You need the power of every individual.

***UNLEASH IT.***







# We're Just Getting Started

The events of 2020 set a lot of transformations in motion that we've needed but have been fighting for a while: the shifting of at least some college, work and healthcare online; a reckoning with our nation's systemic racism; and the elevation of health and wellbeing as a priority in our workplaces and colleges.

These are priorities that employees, students, patients and customers will hold organizations accountable to from now on. In 2020, we were all forced to wear masks. But we also had an awakening: a realization that we'd been forced to wear masks our entire lives. And we're tired of it.

Now you and your organization have to decide what changes stay and what changes go. You have to make good on all those promises for racial justice. You have to learn how to lead when some people want to come back on site while others want to remain remote. You have to figure out how to maintain a focus on wellbeing even as the urgency of the global health crisis starts to wane.

Just when you thought: *"Phew! Glad that's over."*

**Now comes the hard part.**





# Stop Holding People Back

The temptation is to try to solve for each of our huge challenges separately. But all are linked and can be addressed when we recognize that they all share the same major obstacle: suppressed individuality.

**We need to unleash individuality, person by person.**

At this summit, hosted by LightSpeedVT™, we'll explore how we can unleash individuality by interrupting our assumptions about who belongs where, doing what, and how. Whatever you're trying to accomplish, you need people at their fullest capacities connecting with and elevating each other as they contribute to a shared mission, individually and collectively





# The Summit Experience

*Not just leaders, also employees.  
Not just doctors, also patients.  
Not just teachers, also students.*

Individuality requires a concerted effort to know and account for the realities and the values of individual employees, customers, patients and students. That's why this summit will bring together not just leaders and decision-makers, but also those whose individuality you're trying to unleash.

The day will be divided into three parts, so we can methodically explore each of the steps required as we continually **assess** how we're suppressing individuality, **interrupt** those patterns and **pivot** toward leadership that restores dignity and activates individual capacity.



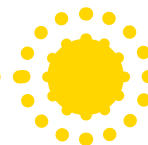
## ASSESS

Where are you stifling individuality?



## INTERRUPT

How can you remove obstacles or create opportunities?



## PIVOT

What actions can you take, that unleashes individuality?

Part 1

# Assess

*To assess where you're unknowingly suppressing individuality, you need to investigate and listen.*

Where can you find useful intel? Who do you need to listen to and how? Whose voices do you have the hardest time finding and hearing? Are people staying silent because they're afraid to speak up, or because they've learned from experience that speaking up is not safe? Or are they not silent at all, you just haven't heard them? Who can tell you who ELSE you need to listen to?

In our first three sessions we'll hear directly from students, patients and employees. They'll share with us what they really need and want from their leaders, teachers and caregivers. They'll talk about what they wish leaders knew about them, and they'll help us see where we're suppressing their individuality.

## **1. Who We Are and What We Can Do (Student Panel)**

The events of 2020 radically disrupted higher education. What do students want and need from their teachers and their institutions now? We've done a great job of telling our students what success is, but how can we turn that around and instead help students identify the problems they want to solve, and find their own unique ways of making an impact?

## **2. What We Wish You Knew About Us (Patient Panel)**

What truly matters to patients? How do they want to define a successful outcome for themselves? The healthcare system is designed to reward a very narrow set of outcomes that may or may not be meaningful to the people we're serving. How can we see and treat patients as partners and co-designers of their own treatment?

## **3. Is DEI Bringing Us Together, Or Pushing Us Further Apart? (Employee Panel)**

People are crying out for equity, as they should be. But our collective proposed solution is to embed DEI leaders into every institution and every fabric of public life, and to create affinity groups for every identity box we can imagine. But natural diversity, equity and inclusion won't be achieved by official Diversity, Equity and Inclusion. We're all shaped by our backgrounds, our families, our upbringings, the environments we grew up in. It makes us who we are. So let's lead with who we are.

## Part 2

# Interrupt

*To interrupt, you need to stop the habits or systems that suppress people.*

There are many ways we suppress people without even knowing it. Maybe we don't see them for who they truly are and what they're capable of. Perhaps we are judging people based on a metric that locks them into methods that are outdated and don't allow them to explore their own ideas. Maybe we're limiting the insight and skills we bring into our teams because we're not considering what value so-called "outsiders" could bring.

In these sessions we'll explore the ways you can find places to interrupt. We'll look at how leadership needs to evolve to meet the new challenges of hybrid work environments. We'll consider what you choose to measure. We'll also explore how to interrupt the status quo by thinking outside your own sector to find new expertise and skills.

### **1. Activating Capacity in a Hybrid Environment**

Workers expect their employers to view them as individual human beings, but that's only possible if you know your people. That starts with giving people ways to share who they really are, explore what they can do, and ask for what they need—all with the confidence that their vulnerability will be honored and rewarded.

### **2. Measure Something Meaningful (Rather Than Metrics that are Distractions)**

If you want customers or patients to know they matter, but you measure and judge employees based on number of people served, speed will eclipse quality. All too often, our own metrics hold us back, keeping employees, customers, patients and students locked into patterns that suppress their individuality. Whatever you choose to measure, that's what people will focus on—so make sure your metrics create the right incentives.

### **3. Non-Negotiable Skills and How to Find Them Outside Your Own Sector**

No matter your sector—corporate, healthcare, higher education—we are all solving for the same things. When recruiting and hiring, stop relying on traditional requirements for all of the expected experience and credentials for any particular role or project. We all need people with skills that are perhaps not traditional to our fields. That's when we begin to see beyond the obvious, anticipate the unexpected and prepare for a future that we can't see yet.

Part 3

# Pivot

*To pivot, you have to identify the actions that drive change that will be transformational, not merely incremental.*

Once we've found a place to interrupt our outdated standards, we have to take it a step further and identify necessary actions that will help us pivot in the right direction. A pivot doesn't have to be a massive overhaul: it just has to be a deliberate move designed to stop suppressing and start unleashing individuality.

Consider what new leadership skills are needed, what actions you can take that would be truly transformative and not merely incremental, and how your organizational culture can be designed in such a way so it will drive sustainable growth.

## 1. Leaders: Your Day of Reckoning is Here

The leadership skills that got you to the present will not get you to the future. Those who excel will be the ones who develop their ability to create an environment that releases people from that fear that holds them back.

## 2. From Incrementalism to Transformative Leaps

If you're trying to figure out why the people you lead or teach are not performing at the level you expect, blame the system, not the people. Look for places where the system is designed to control who gets in, how they're seen, who they're allowed to be, what they're allowed to do and how they're allowed to do it. Then, relinquish that control and watch people thrive.

## 3. Organizational Culture As a Growth Strategy

How do you create a culture that unleashes individuality rather than suppresses it? Start by helping people know what they solve for, know how to see others for what they solve for, and know how to bring people together based on what they solve for. Then build systems for enabling individual capacities to be elevated and activated, to inspire and energize leaders and people.





# Bringing it all together

Today is just the beginning. The Assess + Interrupt + Pivot cycle is a process for continuous evaluation and evolution. It's a process that anyone can employ at any time. It's a process that, at GLLG, we call Constructive Interruption. It's designed to make interruption a habit that becomes automatic.

By its very nature, the habit of interruption generates its own cycle of progress. And progress must remain a cycle, because there is no ultimate end point where no more change is needed. There is no one metric for success. There is no single annual evaluation on which you'll be judged.

## **1. Beyond the Pandemic: True Health and Wellbeing In Your Organization**

To elevate our commitment to health and well-being, we need to go beyond HR-regulated benefits to make health and wellbeing meaningful to individuals at scale. We can't do that until people trust that it's safe and beneficial to share who they truly are and what they're grappling with in their lives.

## **2. Thriving in Uncertainty; Individuality Unleashed**

To thrive in continued uncertainty, we need everyone to believe—and see evidence that this is true—that it's better to take a chance than to hide themselves. We need people willing to share their thoughts and try out new ideas. When we fear making a mistake more than we fear missing out on an opportunity, we hold ourselves back.

# Agenda

Time	Session
<b>Assess</b>	
9:00 AM – 9:50 AM	Who We Are and What We Can Do (Student Panel)
9:50 AM – 10:30 AM	What We Wish You Knew About Us (Patient Panel)
10:30 AM – 11:00 AM	Is DEI Bringing Us Together, Or Pushing Us Further Apart? (Employee Panel)
<b>Interrupt</b>	
11:00 AM – 11:40AM	Activating Capacity in a Hybrid Environment
11:40 AM – 12:20 PM	Measure Something Meaningful (Rather Than Metrics that are Distractions)
12:20 PM – 12:50 PM	Non-Negotiable Skills and How to Find Them Outside Your Own Sector
<b>Pivot</b>	
12:50 PM – 1:25 PM	Leaders: Your Day of Reckoning is Here
1:25 PM – 2:00 PM	From Incrementalism to Transformative Leaps
2:00 PM – 2:30 PM	Organizational Culture As a Growth Strategy
<b>Bringing All Together</b>	
2:30 PM – 3:05 PM	Beyond the Pandemic: True Health and Well-being In Your Organization
3:05 PM – 4:00 PM	Thriving in Uncertainty; Individuality Unleashed



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