

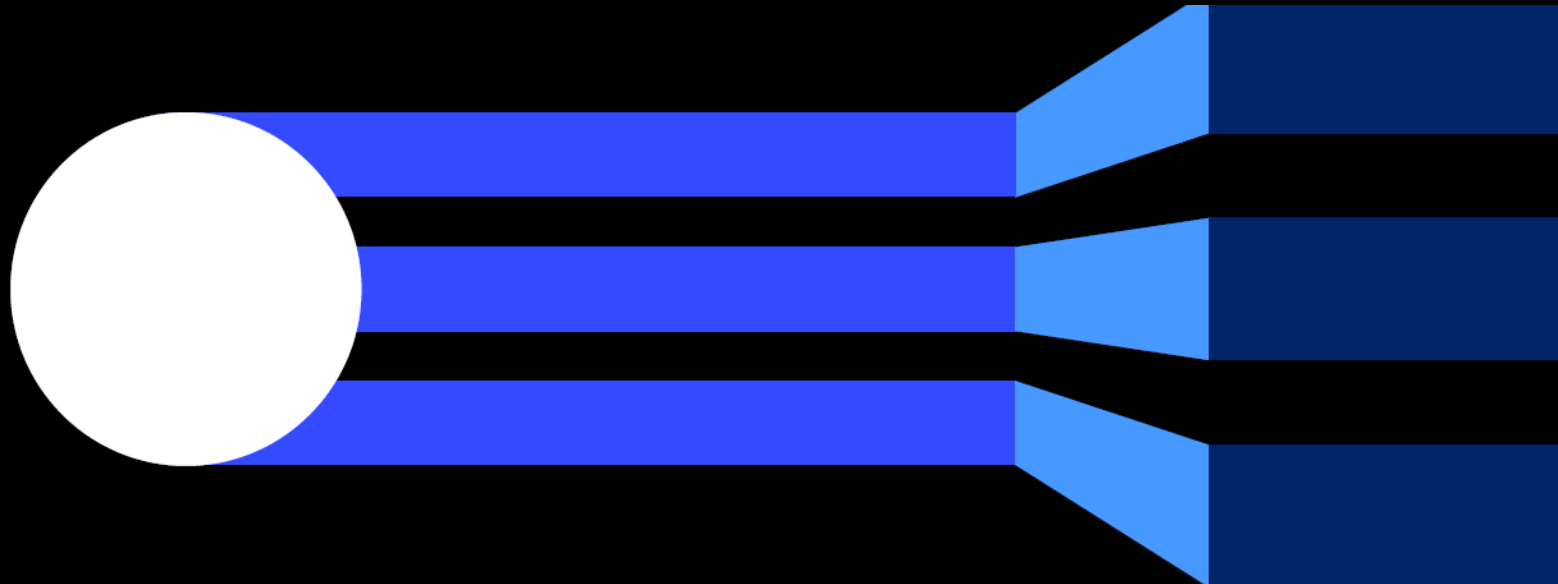
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Key Takeaways from Catalysts: A Global Research Report

The Way Forward: Enabling Transformational Growth in Asia Through Effective Collaboration

Webinar

September 1, 2022



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Hello!



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Helping Clients Unlock Uncommon Growth

That isn't growth that is just bigger, more profitable or faster. It's growth rich with possibilities, aligning with where the world is now — and where it will be.

Uncommon growth is growth that surprises competitors, delights consumers and empowers leaders.

We focus on four key growth levers
proven to unlock uncommon growth

**Marketing
and Sales**

**Brand
and Activation**

**Experience
and Innovation**

**Organization
and Culture**

Powered by
Interdisciplinary Problem Solving

Strategy

**Insights &
Analytics**

**Digital
Data & Tech**

Design

Verbal

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**Brand
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**Experience
and Innovation**

**Organization
and Culture**

How might we define and harness a compelling purpose to drive performance?

How might we transform our organization to power growth?

How might we build and sustain the capabilities our organization needs to win in a VUCA world?

How might we create a culture that thrives on change?

Powered by
Interdisciplinary Problem Solving

Strategy

**Insights &
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**Digital
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Design

Verbal

Uncommon growth begins by unlocking the full potential of human-centered organizations

What is a human-centered organization?

It's simple: if you have humans at your company, you need to be building your strategies, stories, symbols, skills, capabilities, processes, systems, incentives and tools *around them*.

Because **businesses don't change.**
People change. And then
people change your business.

Agenda

01

Culture as a growth catalyst:
more relevant than ever

02

Introducing the
Collaboration Flywheel

03

Key Learnings for
Companies in Asia

04

Client story

05

Q&A

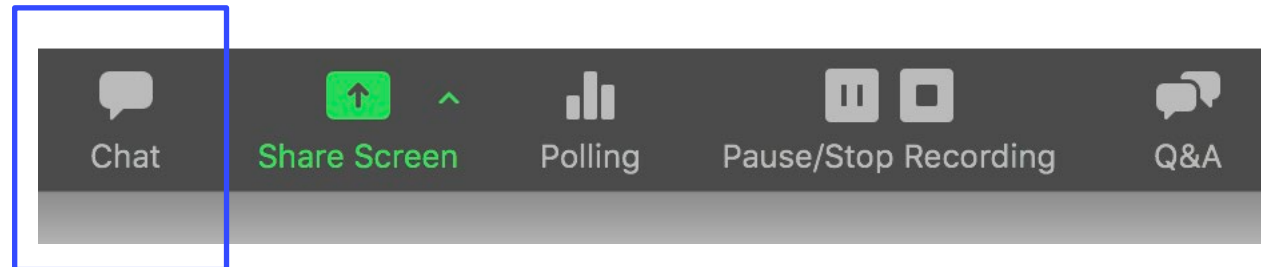
Use the chat function to submit your questions along the way or at the end of the presentation

01 CULTURE AS A CATALYST: MORE RELEVANT THAN EVER

02 IMPACT OF EFFECTIVE COLLABORATION

03 CLIENT STORY

04 Q&A



First, let's learn a bit
more about this group

Culture as a growth catalyst: more relevant than ever

Too often transformation efforts struggle to gain traction

WHAT ORGANIZATIONS TYPICALLY DO:

- Rush to “technology” as the priority
- Try out “new” without understanding where and how it fits in
- Underinvest in leadership alignment – especially in the “middle”
- Talk about the barriers and challenges rather than celebrating small breakthroughs

ISSUES THEY ENCOUNTER ALONG THE WAY:

- ✗ Employees don’t have clarity on the vision for transformation
- ✗ Middle management is tough to galvanize
- ✗ Different parts of the business adapt at different speeds and show different willingness to learn
- ✗ Disappointed (and increasingly cynical) employees sit back and wait
- ✗ Goals and incentives are disconnected





WHAT HAPPENS TOO OFTEN:

**Nothing
changes**

Transformation requires a holistic approach, aligning across organizational ‘elements’ to drive sustained change



PROPHET’S HUMAN-CENTERED TRANSFORMATION MODEL

 DNA – Define What is our destination and direction of travel?	 SOUL – Motivate How might we ignite belief in the change needed?
 MIND – Enable What new skills are required to drive the change?	 BODY – Direct What might need to change in our operating model?

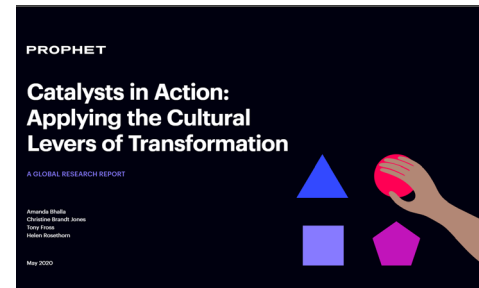
Prophet's Catalysts culture research series has been uncovering what it takes to drive human-centered transformation

2019



Identifies key levers of cultural change through the lens of human-centered transformation

2020



Reveals four pathways of cultural change to help organizations focus their efforts and make progress

2021



Introduces our change fitness model to describe ascending levels of individual, team, leader, and organizational capability that enable successful transformation

2022



Re-establishes the imperative for effective cross-organizational collaboration for more positive, sustainable, and transformative outcomes

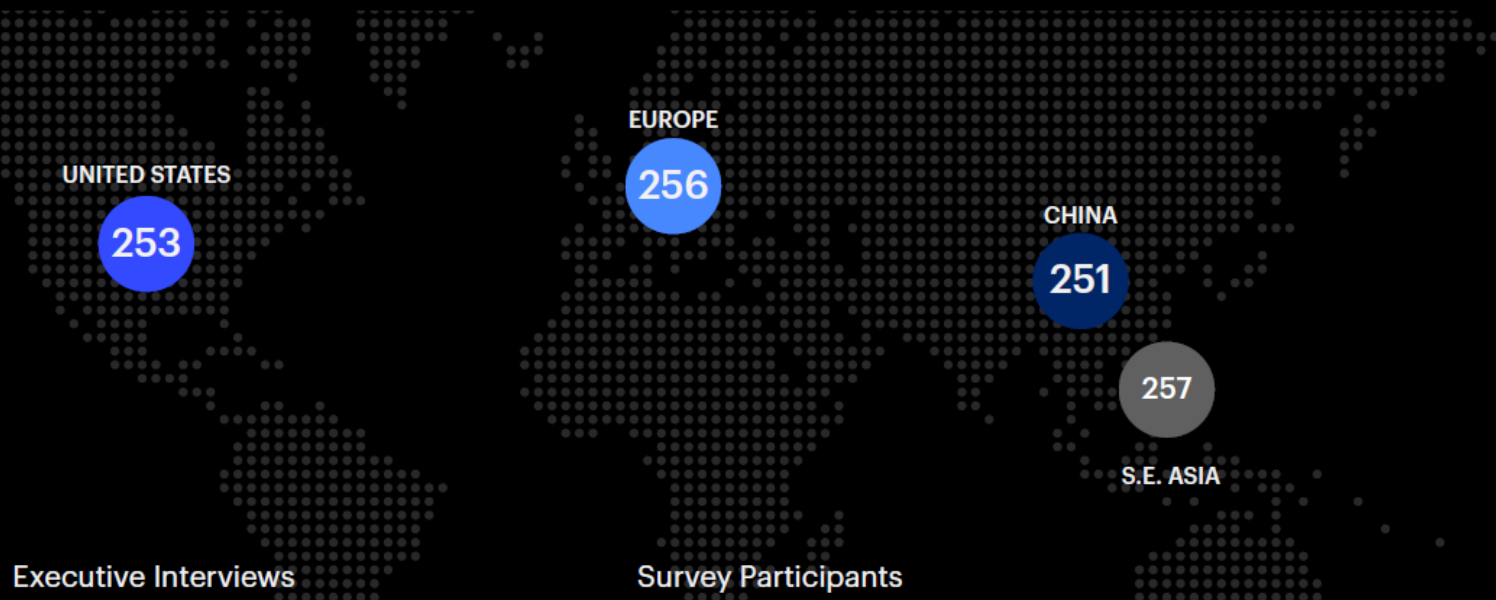
This year, our report intends to re-establish the imperative for effective cross-organizational collaboration and introduce a model to accelerate collaborative muscle for more positive, sustainable, and transformative outcomes.

2022 RESEARCH QUESTIONS

- 1 What might it take to achieve effective cross-organizational collaboration to better enable transformation?
- 2 How might the transition to a hybrid work environment have impacted collaboration within and across teams?
- 3 What might be the biggest barriers to effective cross-organizational collaboration?
- 4 What might be the organizational and personal outcomes driven by effective cross-organizational collaboration?

We want to hear from you!

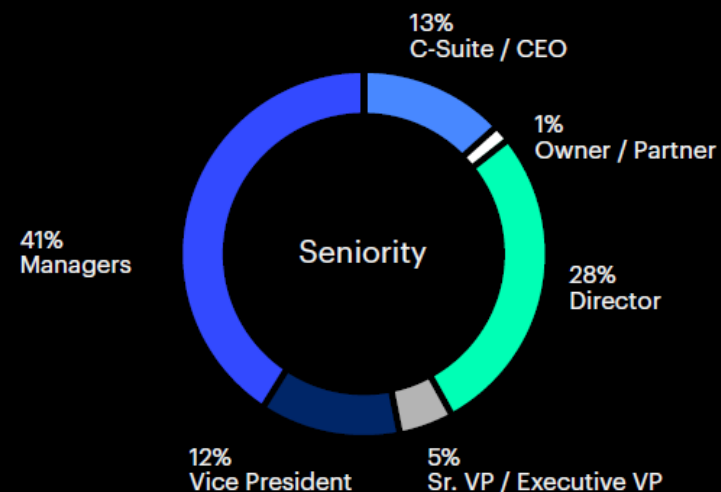
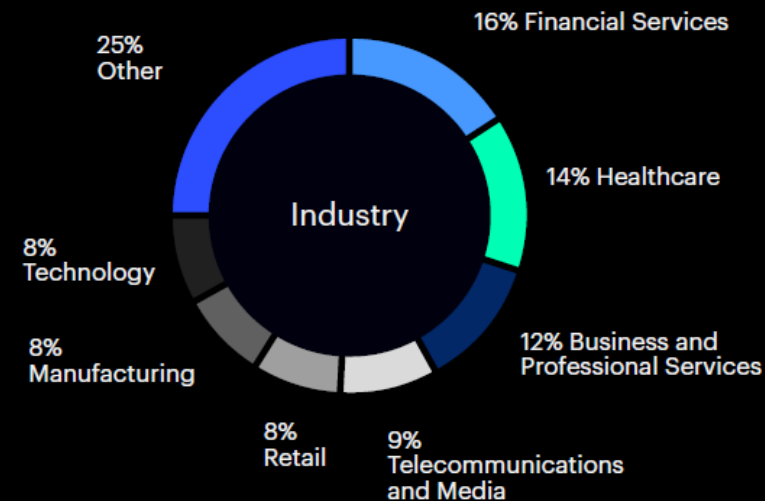
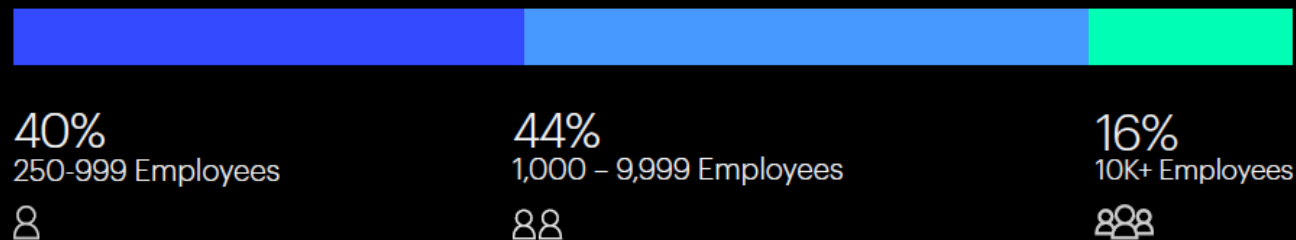
Methodology



20+ Across industries, functional role, geographies and transformation 'maturity'

1,000+ Across the U.S., U.K., Germany, China, Singapore and Vietnam

Number of Employees



Great collaboration fosters more diverse ideas and creative solutions strengthening performance and deepening resilience

1.

Organizations manage challenging times more effectively when they collaborate

Learning how to effectively collaborate across the organization helped many organizations manage through the pandemic. Our research findings create confidence that effective collaboration builds resilience amidst challenges, including potential economic downturn.

2.

Effective collaboration creates an environment of true psychological safety

Psychological safety is the key to unlock employees' ability to challenge the status quo and seek out more effective ways of working in the face of constrained resources.

3.

Collaboration contributes to greater efficiency, allowing employees to focus on what matters most

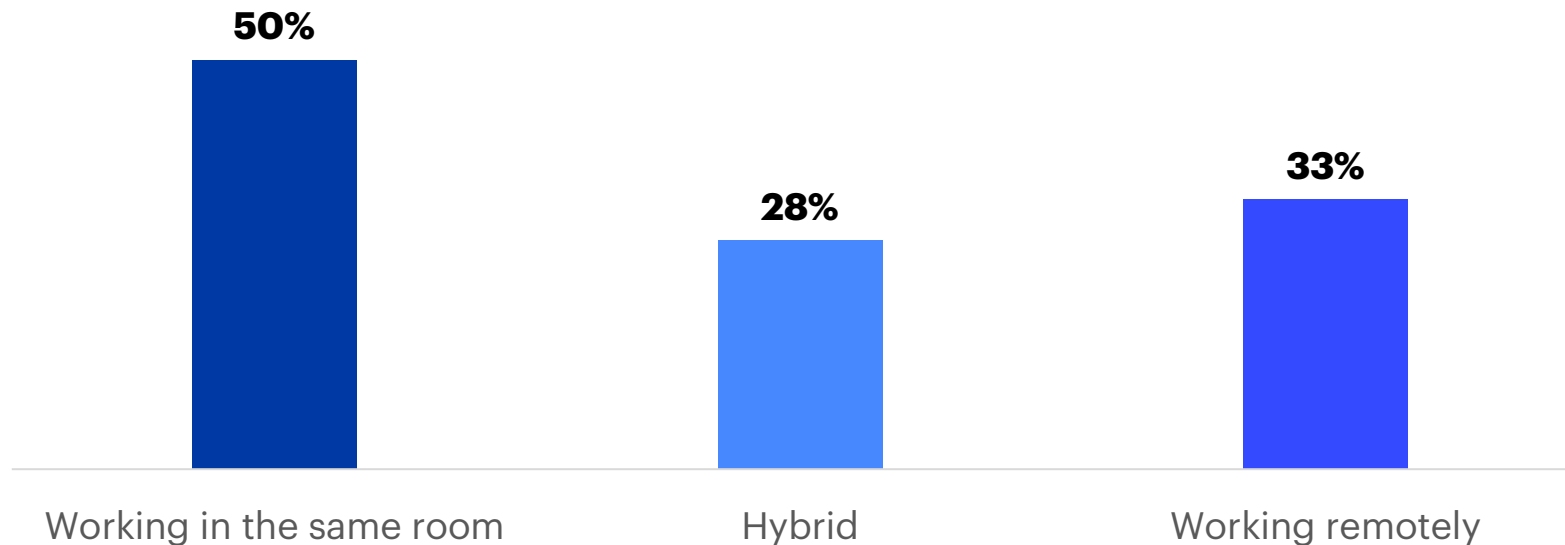
The primary benefits of effective cross-organizational collaboration are reported as higher productivity, achievement of strategic goals, and higher employee satisfaction and retention.

Impact of effective collaboration

There is no right way to collaborate: organizations must decide what is best for them when it comes to tackling a new way of working

PERCEIVED EFFECTIVENESS OF CROSS ORGANIZATIONAL COLLABORATION ACROSS APPROACHES

% selected top 3 box on a 10-point scale

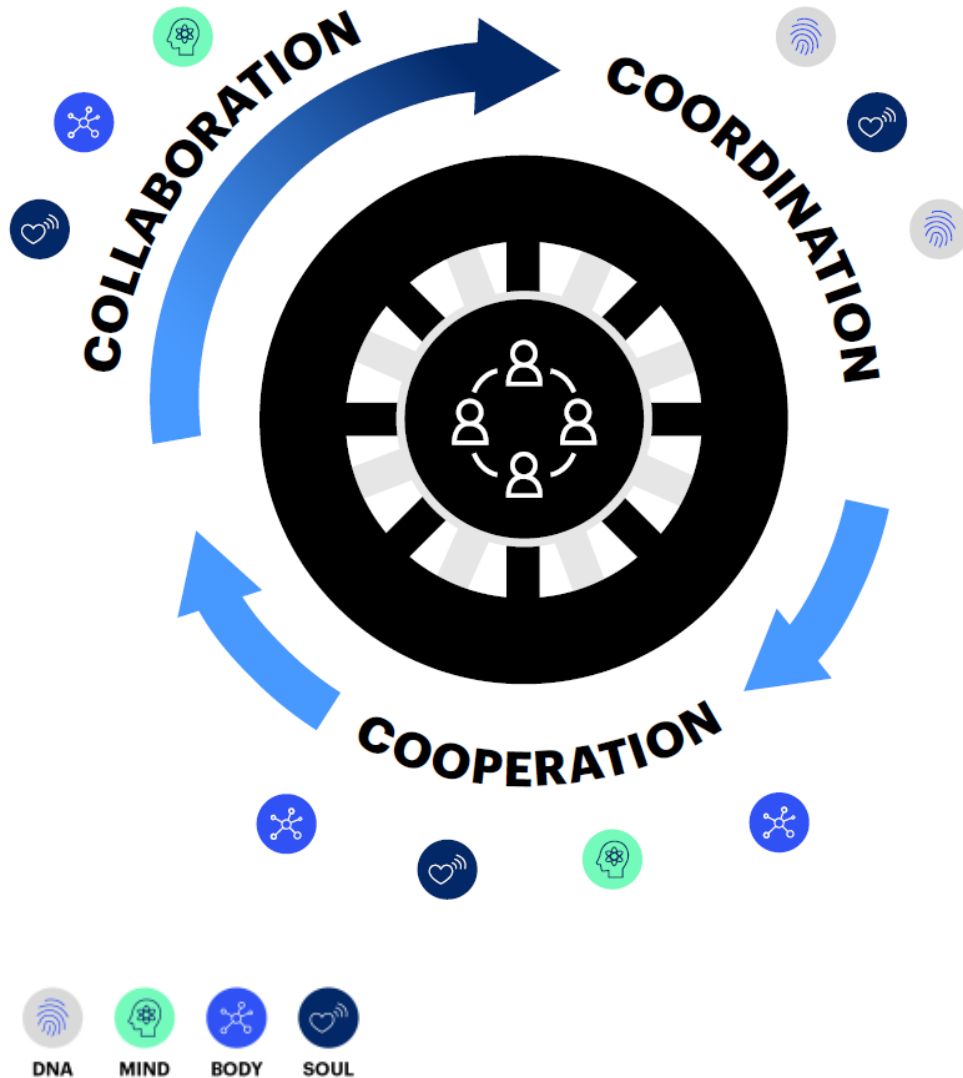


What do you think?

Share your interpretations of this chart in the **chat**!

Source: Prophet Catalysts O&C Research Study, March 2022. Q4b. Thinking about cross-organizational collaboration. How effectively does your company work in each of these ways?

Introducing the Collaboration Flywheel



The Collaboration Flywheel helps deliver **better, more impactful outcomes faster over time** than other, less mature approaches. It occurs in 3 phases—as organizations work to build their collaborative muscles, the Flywheel allows them to **grow and improve** with each revolution and repetition.

It is intended to help organizations move toward a cross-functionally collaborative environment that is **sustainable, realistic, and mutually beneficial** for both organization and individual.




01

Coordination

WHAT IT MEANS

Traditionally siloed groups identify a reason to work horizontally. They align on a shared definition of success and establish norms for new ways of working

KEY DRIVERS

-  Leaders role model and champion collaboration
-  Employees can connect their work to the broader strategy
-  Clarity and alignment on the definition of success



DNA



SOUL



MIND



BODY

01

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KEY DRIVERS



Leaders role model and champion collaboration



Employees can connect their work to the broader strategy



Clarity and alignment on the definition of success



EXAMPLES IN PRACTICE

- Shift leadership roles to span legacy silos
- Help employees invest time in understanding how different parts of the organization work (e.g., shadowing)
- Create a shared vocabulary – even just a few key terms – to use consistently in cross-organizational efforts
- Define success by what the organization is aiming to learn, as well as achieve, to increase psychological safety





02

Cooperation

WHAT IT MEANS

Groups grow in interdependence, proactively working to understand collective capabilities and build trust, clarity, and motivation through ways of working, process, and incentives

KEY DRIVERS

-  Clarity of roles for individuals and teams
-  Clarity on how and by whom decisions will be made
-  Organization is committed to building necessary capabilities
-  Aligned incentives (informal and formal)



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KEY DRIVERS



Clarity of roles for individuals and teams



Clarity on how and by whom decisions will be made



Organization is committed to building necessary capabilities



Aligned incentives (formal and informal)

EXAMPLES IN PRACTICE

- Move leaders into different parts of the organization to break down historical fiefdoms
- Promote a shared goal and metrics that are communicated and visibly reported on across the organization
- Help employees understand how other functions are incentivized to build the mindset of collective achievement
- Break down collaborative efforts into manageable parts and have one individual accountable for each one
- Clearly identify dependencies in advance of kicking off a collaborative effort
- Create a ritual for involved individuals to visibly show commitment at project outset
- Build transferable skills so employees can move fluidly into different parts of the organization




03

Collaboration

WHAT IT MEANS

Teams are rewarded for progress and experimenting, and the organization builds muscle to prioritize and apply new mindsets and different ways of working to new opportunities

KEY DRIVERS

-  Recognize and reward progress, not just outcomes
-  Constructively challenge the way things are done
-  Deprioritize initiatives that no longer serve company priorities



DNA



SOUL



MIND



BODY

03

Collaboration

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KEY DRIVERS



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Constructively challenge the way things are done



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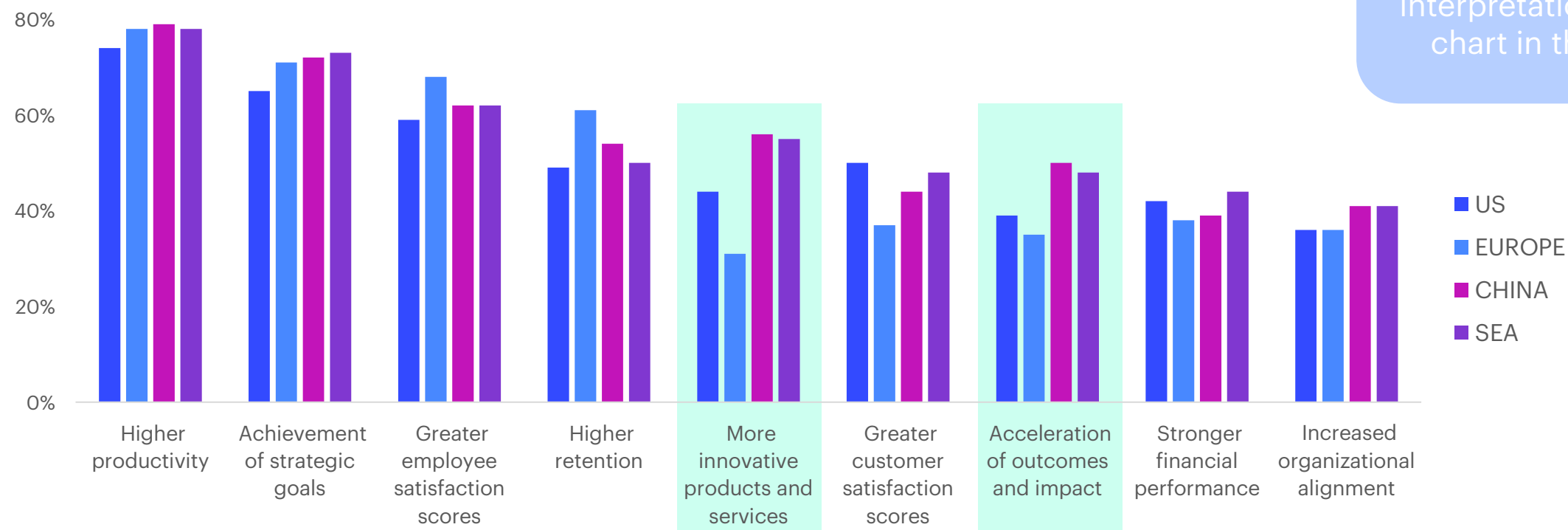
EXAMPLES IN PRACTICE

- Conduct an integrated planning process where functions share wins, risks, and priorities; identify areas of misalignment; and together, reprioritize
- Use each moment a cross-functional team is assembled to celebrate and have fun (e.g., conduct an icebreaker, share stories of progress)
- Review data within collaborative teams and discuss what dissents from the prevailing narrative, to identify risks and course-correct
- Make an effort in virtual meetings to ask for dissenting opinions to be inclusive of how different individuals engage in different settings
- Conduct analytics such as organizational network analysis to understand how and where collaboration is happening within the organization, relative to expectations
- Stand up an empowered Transformation Management Office (TMO), to connect different parts of the organization around an integrated set of priorities

More than other regions, companies in Asia believe collaboration can help drive innovation and accelerate outcomes.

ORGANIZATIONAL BENEFITS OF CROSS ORGANIZATIONAL COLLAB.

% selected on a 10-point scale



What do you think?

Share your interpretations of this chart in the **chat**!

Source: Prophet Catalysts O&C Research Study, March 2022. Q11. What are the main benefits for your company associated with effective cross-organizational collaboration?

In SEA in particular, effective collaboration is paramount to unite a diverse set of countries and strive towards a common goal.

But collaboration in SEA can be challenging due to **heightened competition for talent, fluctuating COVID-19 policies** and **different development stages of hybrid work.**

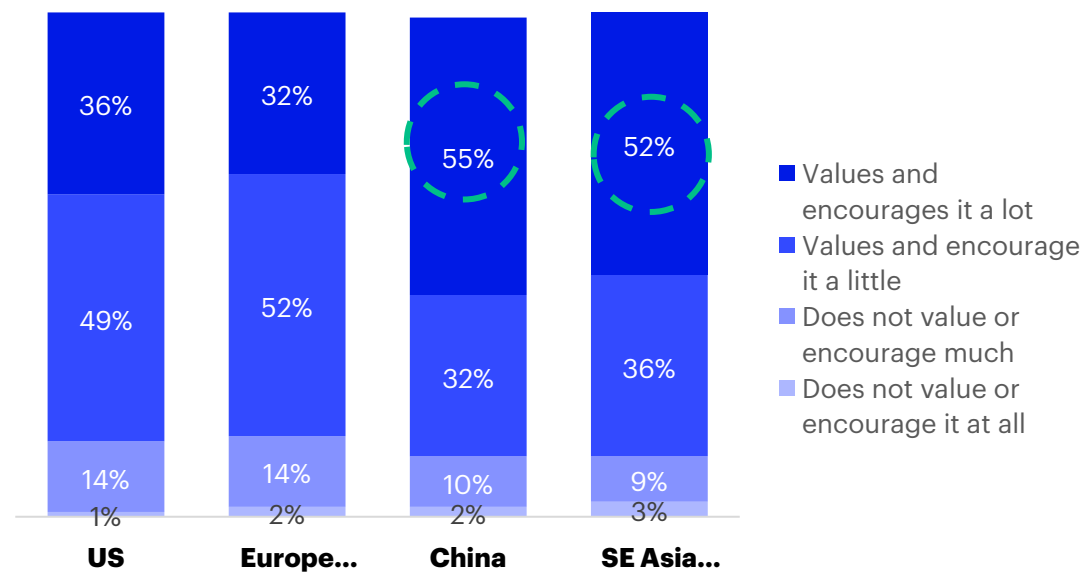
CHARACTERISTICS UNIQUE TO THE REGION:

- 1 Varying cultural and language backgrounds of employees
- 2 Different levels of economic development across the region
- 3 Nascent stages of digital transformation
- 4 For international corporations – a wider cultural difference between HQ and regional offices

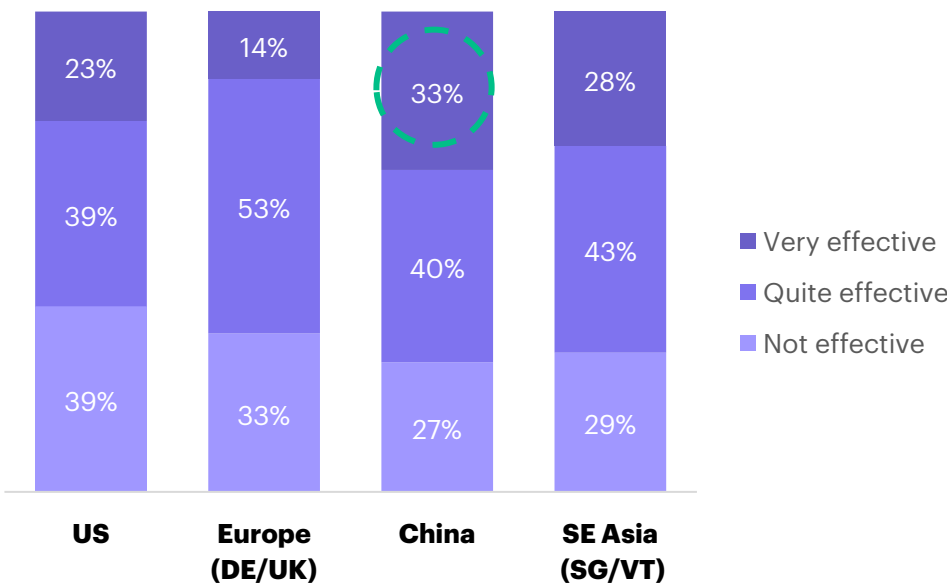
SEA and China companies value and encourage collaboration more

- SEA and Chinese companies **value collaboration more** than North American and Europe (52%, 55% versus 44% globally)
- While there is still a large room in improving collaboration, China and SEA scored **relatively higher at current state**

VALUE OF CROSS-ORG COLLABORATION



EFFECTIVENESS OF CROSS-ORG COLLABORATION



BEST PRACTICE:

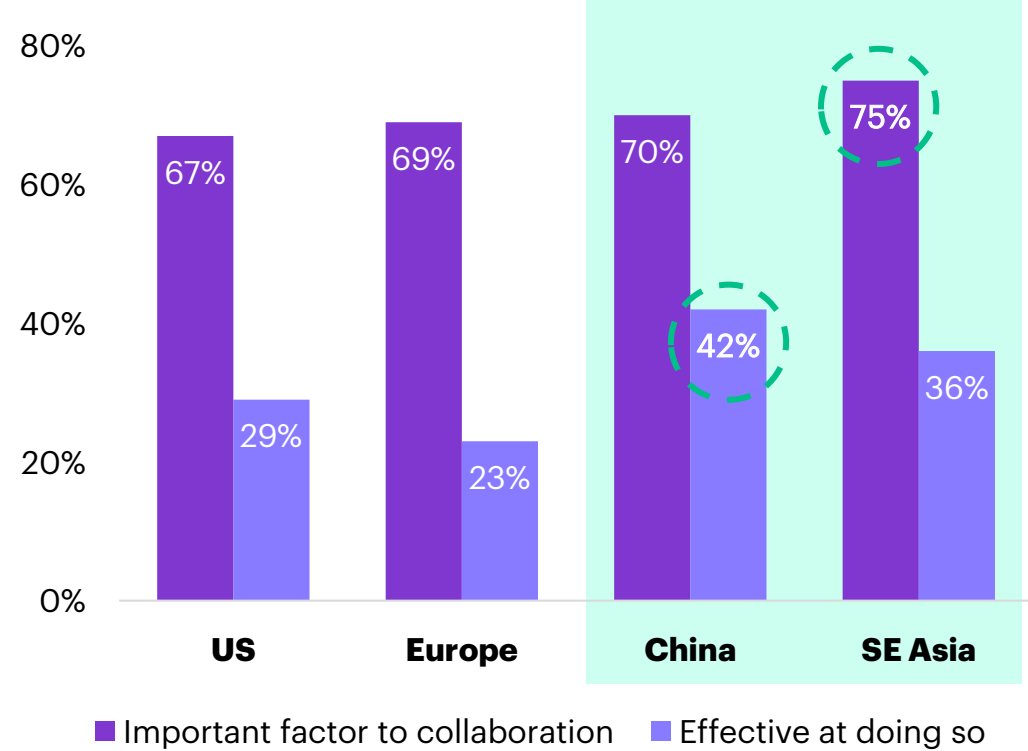


Singapore's GovTech adopts a flat, tech-like organizational structure that gives semi-autonomy to its sub-groups and looks for a sense of learning agility in candidates.



SEA respondents emphasize more on the importance of connecting individual work to the organization's purpose

CONNECTING EMPLOYEE WORK TO BUSINESS STRATEGY



75% of SEA respondents believe it is **important** to connect work to the company's business strategy.

42% of China respondents consider they are **effective** at connecting work to strategy, higher than other regions.

BEST PRACTICE:

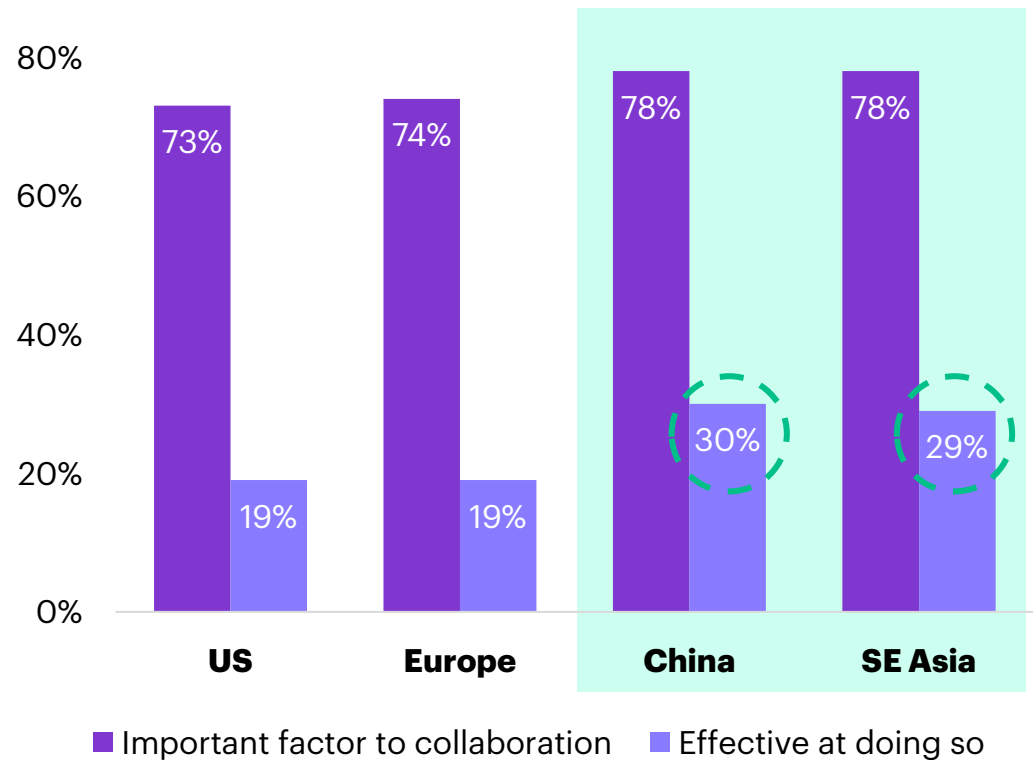


MB Bank transformed its legacy bank by instilling agility, driving the efficiency of its operating model and increasing cross-organization coordination.



Both SEA and China respondents think incentive alignment is highly critical, and relatively more effective compared to other regions

ALIGNED INCENTIVES THAT ENCOURAGE COLLABORATION



Despite the large gap in “already effective at aligning incentives that encourage collaboration”, both China and SEA scored relatively higher than other regions

In more developed countries like Singapore:

Companies tend to consider soft incentives (benefits, training, recognition, etc.)

In developing countries like Vietnam:

Companies often prioritize hard monetary incentives

In China:

Companies often adopt a hybrid approach combining both soft and monetary incentives

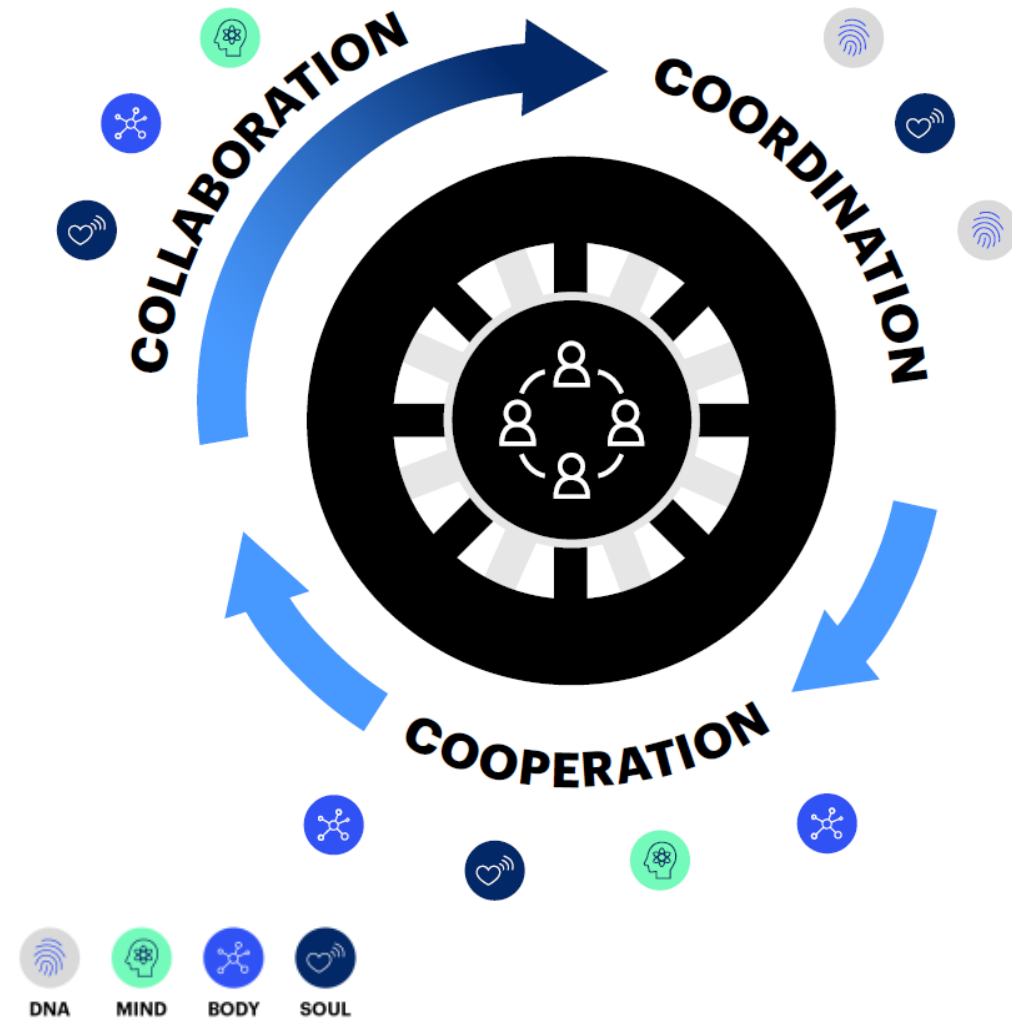
BEST PRACTICE:



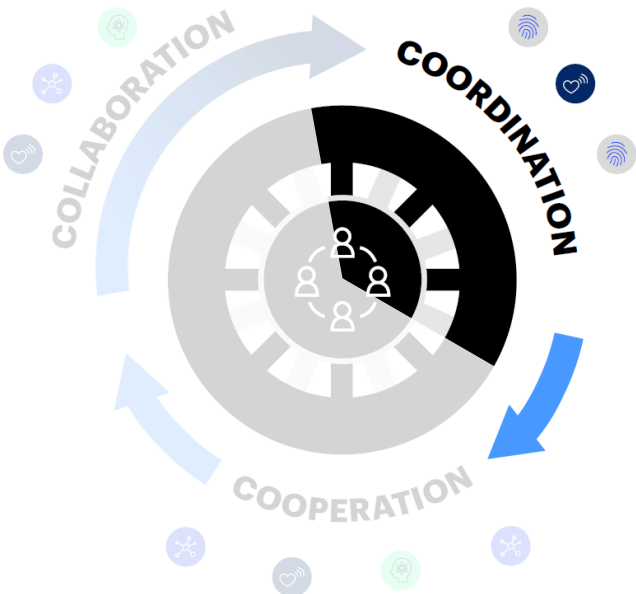
HSBC merged its retail banking, wealth management and global private banking into a new global unit, allowing for greater operational efficiency, capabilities and talent.



How can the region work to close the gap and reap the benefits of strong, cross-organization collaboration?



1. Evaluate which phase the organization is at on the flywheel
2. Identify key drivers to build the collaborative muscles



HOW WE INCREASED COORDINATION

In close partnership with executive leadership, we developed **new ways of working**, dubbed “Culture of Courage,” which included practice around cross-organizational collaboration and a celebratory awards ceremony for those that successfully adopted it.

“Culture of Courage” Ways of Working

Reach across borders and act as one team

Ways of Working in Action:

- We build relationships candid and having fun
- We communicate authentically to create trust and transparency
- We leverage our CVS assets to maximize for our stakeholders

Lead fearlessly, act boldly

Ways of Working in Action:

- We are curious by nature and investigate to understand
- We are not intimidated by the unknown, and challenge the status quo with innovative new ideas
- We are mission-driven and win as a team

Empower ownership within all levels of the organization

Ways of Working in Action:

- We set bold individual goals and hold ourselves accountable
- We are servant leaders who prioritize the needs of colleagues for development and growth
- We promote agility by pushing decision rights to the lowest possible organizational structure

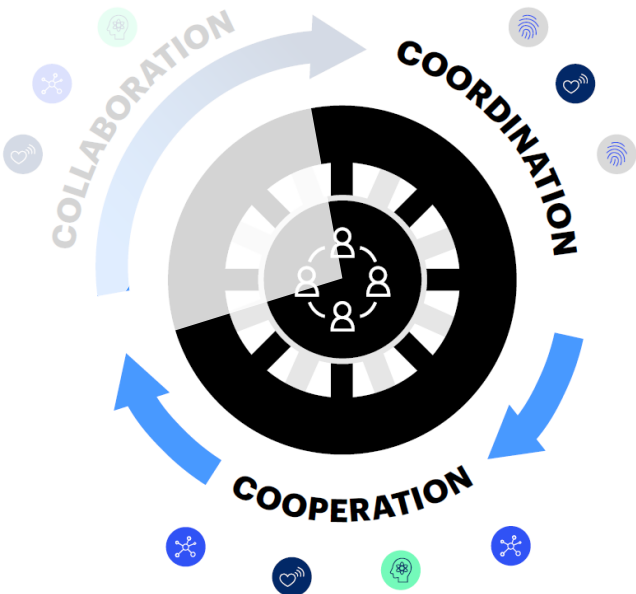
Accelerate innovation by embracing ambiguity

Put the patient at the heart of everything we do

Ways of Working in Action:

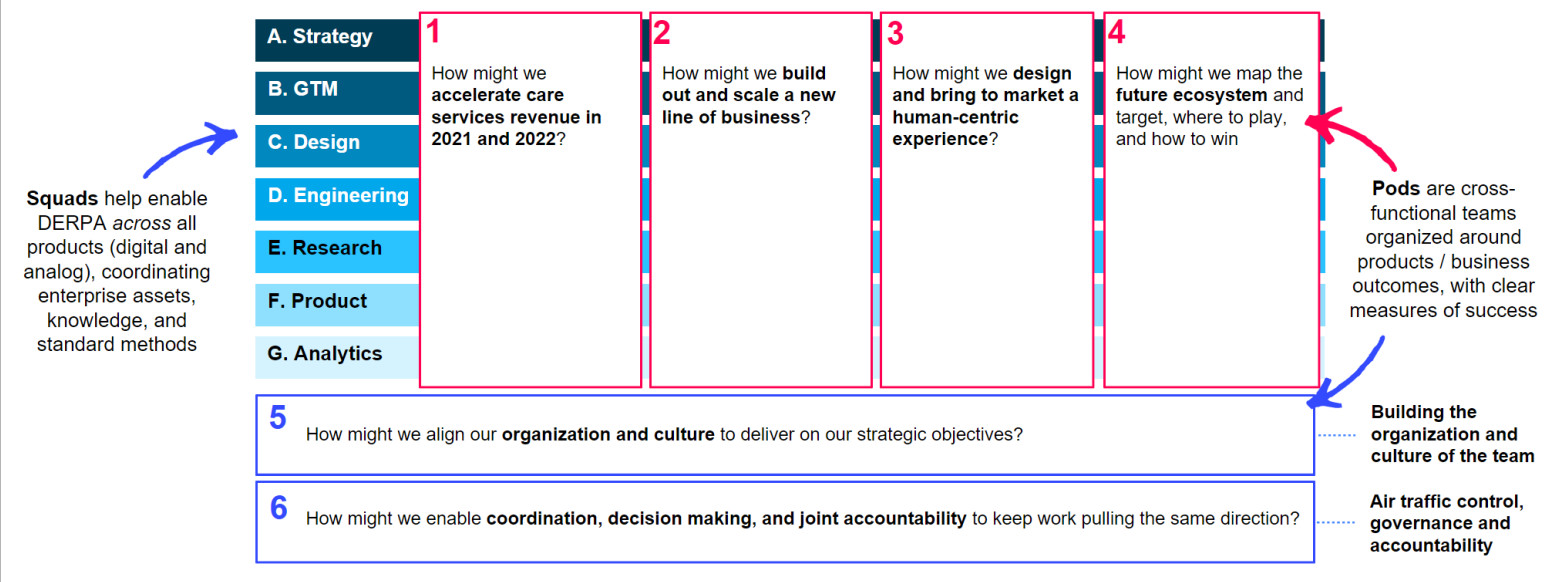
- We lead with patient insights to drive and prioritize our decision making
- We are patient obsessed and invest time in anticipating and addressing their needs
- We are passionate about transforming healthcare to better serve more patients

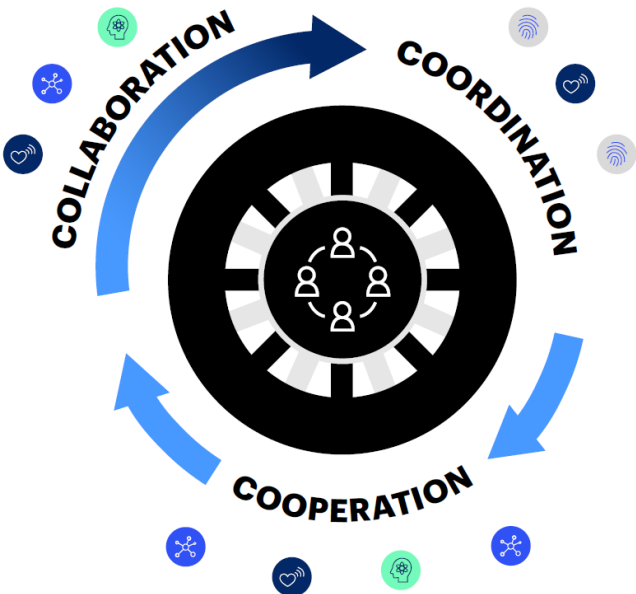
CLIENT STORY:



HOW WE INCREASED COOPERATION

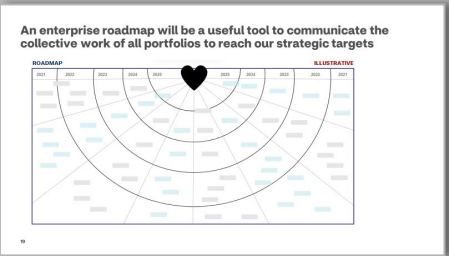
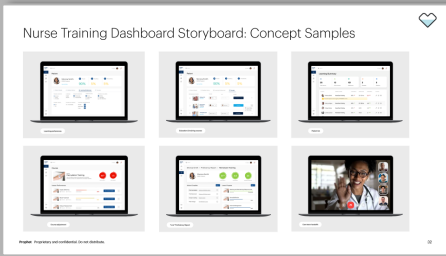
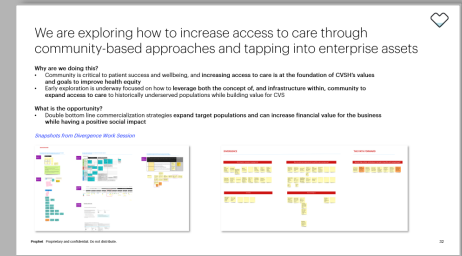
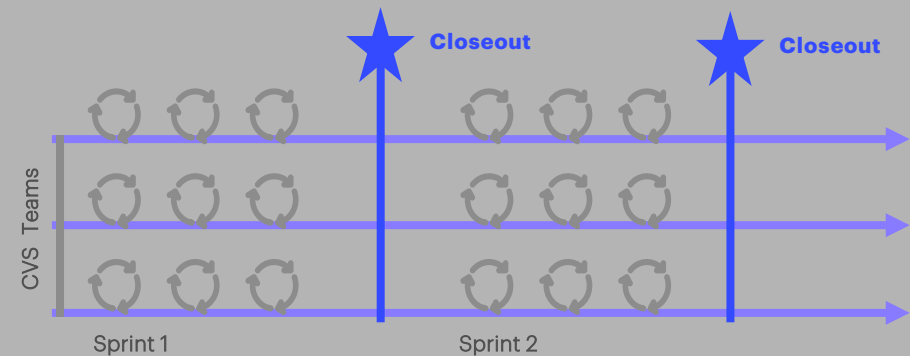
We helped introduce an organizational construct called “Pods & Squads,” organizing cross-disciplinary teams (or Pods) around specific products or problems to be solved.





HOW WE INCREASED COLLABORATION

We instituted rituals such as **sprint closeouts** to bring the full team together and share work-in-progress to collect feedback, identify areas of synergy, and celebrate the progress on the work being done.



This year, we sought to understand the leadership imperatives for creating such an environment to help leaders prioritize areas of focus and action

WALK THE TALK

Senior leaders must role model what effort and success looks like and recognize employees who are trying to adopt collaborative ways of working



LEADERSHIP IMPERATIVES

- + Champion and role model collaboration across departments and roles
- + Recognize and reward cross-organizational progress, not just outcomes

STRUCTURAL SUPPORT

These example and rewards must be reinforced structurally so behaviors take root and employees gain working experience across the business.



LEADERSHIP IMPERATIVES

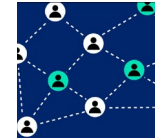
- + Provide clarity particularly around how and by whom decisions will be made
- + Ensure talent development strategies provide employees with cross-organizational experience and exposure

Finally, cross-organizational collaboration provides perceived benefits to both individual employees and the organization



TOP 5 OF 13 PERSONAL BENEFITS OF CROSS-ORGANIZATIONAL COLLABORATION

- + Higher productivity
- + Achievement of strategic goals
- + Ability to learn new skills and gain new knowledge
- + Build my network/profile with different parts of the org
- + Increased alignment with colleagues



TOP 5 OF 11 ORGANIZATIONAL BENEFITS OF CROSS-ORGANIZATIONAL COLLABORATION

- + Higher productivity
- + Achievement of strategic goals
- + Greater employee satisfaction scores
- + Higher retention
- + More innovative products and services

Source: Prophet Catalysts O&C Research Study, March 2022. Q11. What are the main benefits for your company associated with effective cross-organizational collaboration? Please select all that apply; Q12. And what are the main benefits associated with effective cross-organizational collaboration for you personally? Please select all that apply

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Q&A

To download the full report, see the link in the chat

We'd love to hear from you!
To discuss your observations and opportunities, please contact:

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Thank you