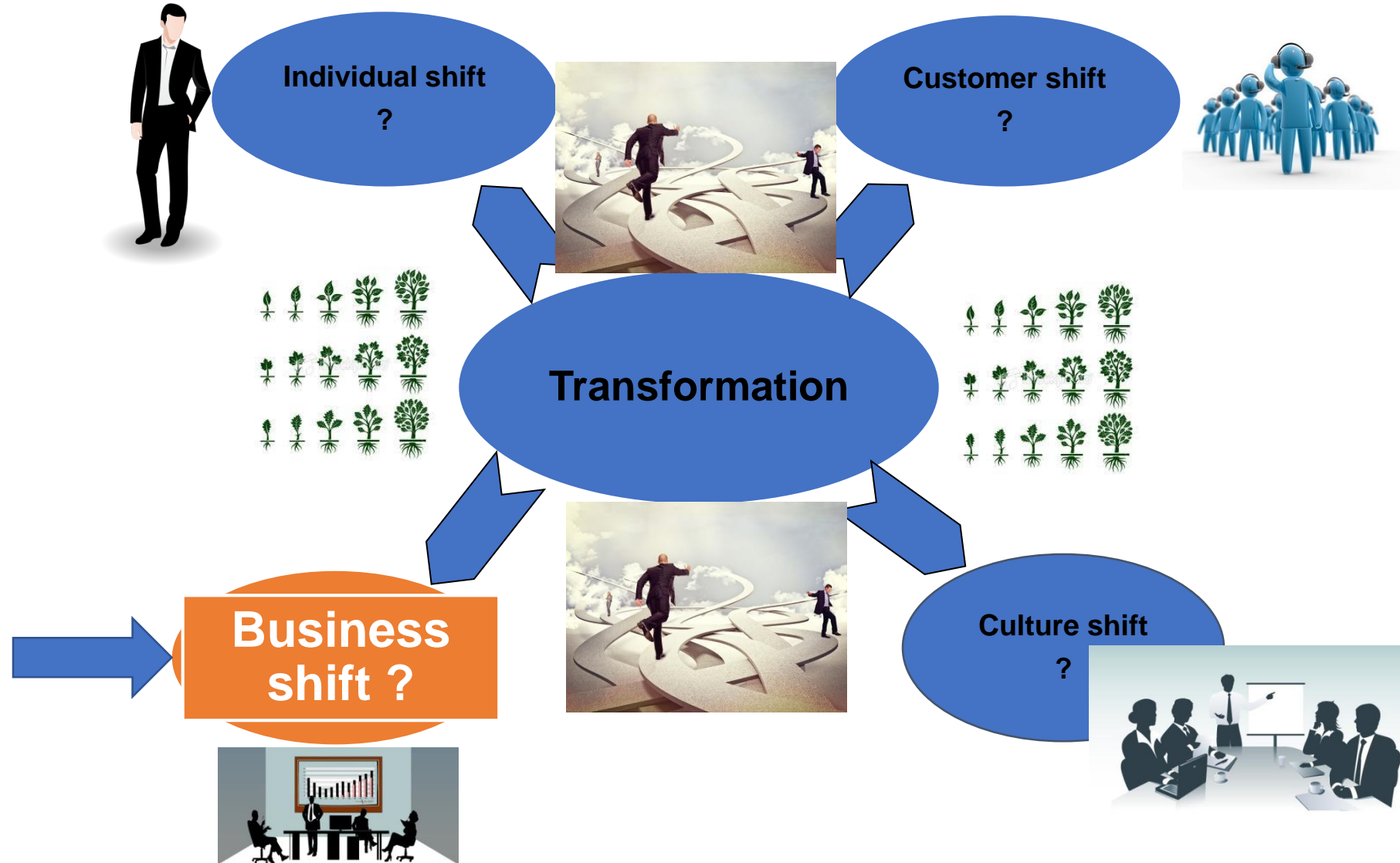


نقابة صيادلة لبنان
ORDER OF PHARMACISTS OF LEBANON

Reshaping the business

Dr Elie Wakil

Reshaping the business



VUCA old & new

<u>Old version</u>	<u>New version</u>
V olatility	V ision
U ncertainty	U nderstanding
C omplexity	C larity
A mbiguity	A gility

Tools



Process

- 1. Process improvement**
- 2. Voice of the customer**



People

The Leadership Challenge



STARBUCKS®



Johnson & Johnson

The Leadership Challenge

1. Meets challenging hiring requirements
2. Productive immediately (through relevant experience or pre-training)
3. Capable of moving up
4. Has proven soft skills and good work ethics
5. Ethnic or gender diversity

Advantages to company:

- *Good workers*
- *Strong Community presence and goodwill (Brand leadership)*

The shift ?

Do great leaders fail?

Why they lost elections?



Winning the war v/s Preparing for peace



If you don't want to adapt



Change the Environment



Can you?

Trustmark value proposition

- 1. Best-in-class service**
- 2. Long-term relationships based on bringing value**
- 3. Innovative solutions**

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Management Competencies of Today

- Create organizations that are:
 - Fast
 - Flexible
 - Adaptable
 - Relationship-oriented
- Focus on:
 - Leadership
 - Staying connected to employees and customers
 - Team building
 - Developing a learning organization
 - Hiring requirements

- Explain **why** re-shaping is happening:
 - Ensure people understand the rationale
 - Talk about the benefits / consequences
 - Emphasise what's not changing
- Show people **where** they are going:
 - Map out the process
 - Identify and recognise key milestones
 - Celebrate success
- Show people **how** they will get there:
 - Break it down into clear, simple steps
 - Give practical examples
 - Be available throughout

Identify **Red Rules** and **Green Rules**

Red rules can never be broken.



Green rules are flexible.



THREE CHARACTERISTICS OF A GOOD INCREMENTAL GOAL

- It's Visible
- It's unambiguous (a real win – no doubt)
- It's CLEARLY related to the change effort