



Robert Miles

Authority on Corporate Transformation and Renewal

TOPIC: Business Strategy

SUBTOPICS: Organization and People; Ethics and Culture; Leadership and Management

BIG IDEAS:

Yes You Can: Corporate Change You Can Believe In

In every company's life there comes a time to shift course abruptly. Most efforts fail. Whether it's appointing new leadership, launching a new phase in the organization, integrating a new acquisition, or executing a new strategy, change is hard. And dramatic change—transformation—is hardest. Launching and leading a successful corporate transformation needs forceful leadership and a rapid pace.

Bob Miles has been the principal process architect in over 30 successful corporate transformations. In this talk, he reveals the key inhibitors that become embedded in all organizations, each of which can derail an attempt by a leader to launch the next major phase in a business or organization. He explores the biggest blockages to speedy change including: cautious management culture, business-as-usual management processes, initiative gridlock, recalcitrant executives, expectation setting and disengaged employees. He then reveals how to release each inhibitor and the sequence in which to accomplish this critical leadership task with speed and engagement.

Getting from BIG Ideas to BIG Results

Why do most executive leaders fail to achieve breakthrough performance? They make things too complex. They clutter the company with jargon. They hire too many consultants, chase too many fads.

Drawing on the foundations laid in the highly innovative CEO program Bob chaired at the Harvard Business School and continuing with his experience working with hundreds of senior executives, he presents the action levers companies need to follow to quickly and reliably achieve breakthrough results in the business transformation process.

In this presentation, Bob will present how to align your organization behind a few core initiatives, bias your organization toward speed, create leaders at every level, and achieve traction and accountability in all facets of execution.

Whether you're executing a new initiative, restoring your company's growth, entering a new market, or attempting to transform your enterprise, this presentation will help you identify the right path, clear the obstacles, and achieve breakthrough performance.

BIOGRAPHY

Renowned thought and practice leader in the fields of corporate transformation, organizational effectiveness, culture change, and executive leadership, Bob Miles is a gifted business advisor, process architect and executive speaker. Bob pioneered the Accelerated Corporate Transformation (ACT) methodology, a powerful approach for accelerating and achieving breakthrough results across a variety of corporate transformation challenges. By applying the ACT methodology, CEOs are able to greatly compress and accelerate the process for launching an organization's new direction or executing a new set of initiatives.

Bob is the President of Corporate Transformation Resources, and Senior Advisor on corporate transformation to Monitor Group. He also is co-founder and chairman of Galloway Consulting Group, a healthcare transformation consulting firm. He also serves as Special Advisor on Execution and Corporate Transformation to Julius Baer, the Swiss Investment Bank.

Frequently serving as a Senior Advisor to executive teams as they plan, launch and refocus corporate transformation efforts, Bob has been intensely involved in shaping some of the world's most important business transformations for companies such as General Electric, IBM Global Services, National Semiconductor, Office Depot, the PGA TOUR, PricewaterhouseCoopers, Rockwell International, Southern Company and Symantec, as well as a number of emerging high-tech companies.

He has authored many books on corporate transformation and organizational effectiveness, including most recently *Corporate Comeback: The Story of Renewal and Transformation at National Semiconductor*, *Leading Corporate Transformation: A Blueprint for Business Renewal* and *Big Ideas to Big Results*. He is a frequent speaker on these topics to senior executive audiences.

Bob has served on the Yale School of Management and the Harvard Business School faculties, teaching in the MBA, doctoral, and executive programs. At Harvard he was Faculty Chairman of the intensive Managing Organizational Effectiveness executive program, which helped CEOs, business presidents and their teams plan major transformation efforts. He was Dean of the Faculty and the Isaac Stiles Hopkins Professor at the Goizueta Business School of Emory University, where he also held the rank of University Distinguished Professor. Bob has served as a member of the Stanford Executive Institute faculty at Stanford University and on the Advisory Boards of the U.S. Department of Energy, the Organizational Effectiveness Division of The Conference Board, and of several leading business schools.