

Disruptopia...

...how talent & leadership
have changed in the digital era

Stephen Scheeler: Former CEO | Facebook ANZ
Founder | The Digital CEO
Senior Advisor | McKinsey & Company
Executive-in-Residence | Australian Graduate School of Management @UNSW, Sydney





Former Facebook exec Stephen Scheeler says boards are missing mobile revolution

smartcompany



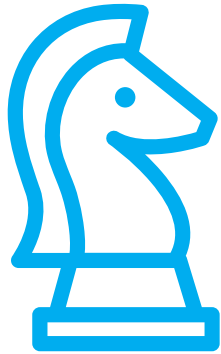
FINANCIAL REVIEW
— NEWS WEBSITE OF THE YEAR —



DIGITAL | CEO



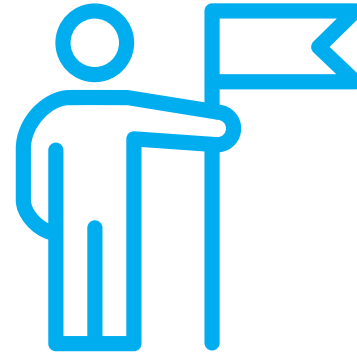
DIGITAL | CEO



**Digital strategy
& execution**



**Digital organisation,
culture & talent**



**Digital
leadership**



Digital?

**The application of
technology,
data & analytics to...**

Products & Services

- Products
- Services
- Customer platforms

Assets

- Infrastructure
- Connected machines
- Data and data platforms

Operations

- Processes & business models
- Customer interactions
- Supply chain interactions
- Payments

Workforce

- Use of digital tools
- Digitally-skilled workers
- New digital jobs & roles

Disruptive?



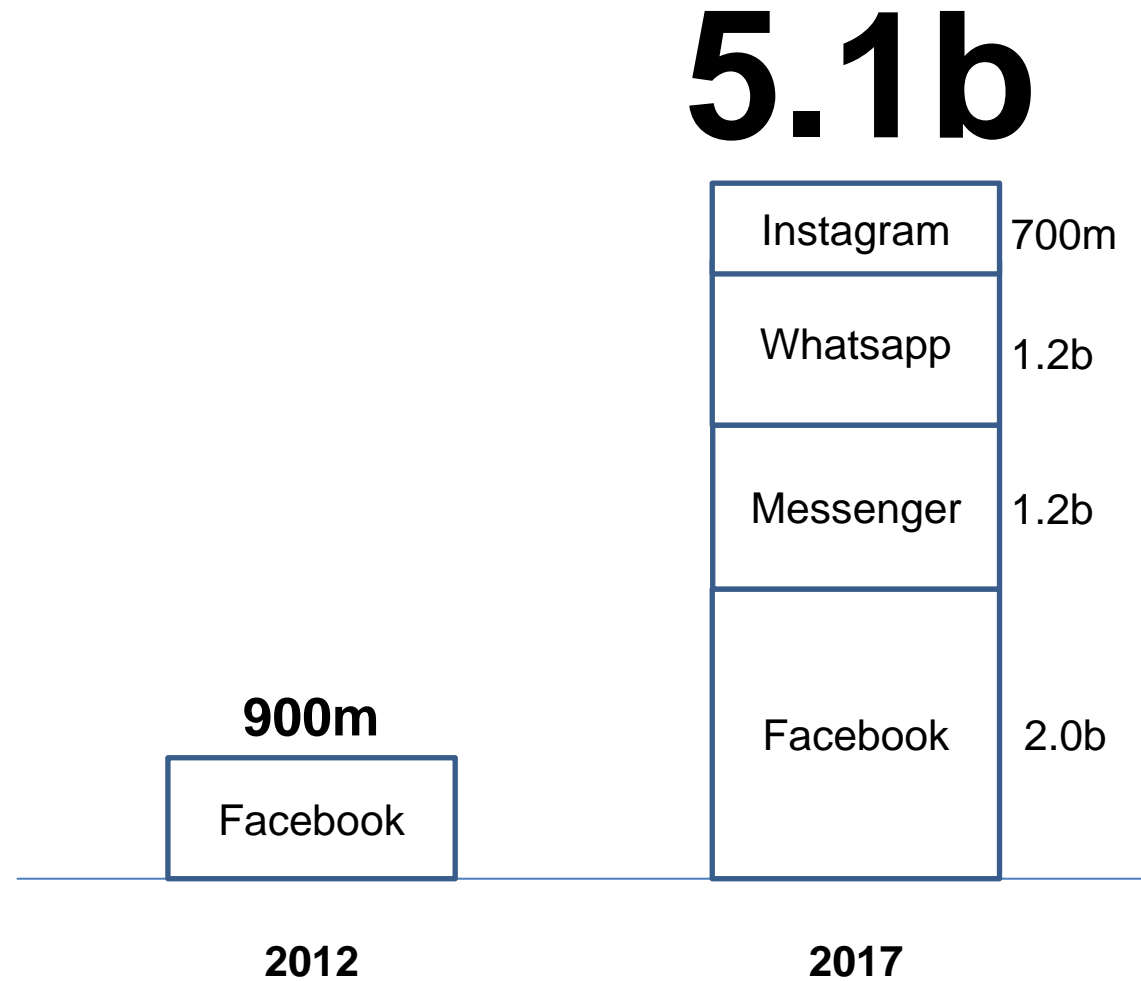
Very fast
+
Very powerful

The Sydney Morning Herald

Network Ten's billionaires lose \$1b as broadcaster collapses



In only 5 years...



2,000+



0

Major Australian
retailer with 30%+
market share

**# of people working on AI-enabled
voice assistance today
(eg Alexa)**

**“You do not want to give Jeff Bezos
a 7 year head start”**

Warren Buffett



H-QPJ

STOW CRANE
WHEN JACKING



**Imagine a
business...**

Amazing data!

~20% households

~20% businesses

**Income, purchase history, wealth, assets, debt,
credit worthiness, type of house/car/stuff, type of
business/job, education, family, size of
household, location, age...**

How many things would
you sell to these
customers?



1 thing: Money



Everything

**“Would you buy financial services from Google,
Facebook or Amazon?”**

55%

“Yes”

**THE GAME
HAS
CHANGED**



**Digital (profoundly) changes 5 things:
Speed, boundaries, fuel, culture, talent**

1. SPEED

Years to 50 million users...

40



14



4



4 months



2. BOUNDARIES

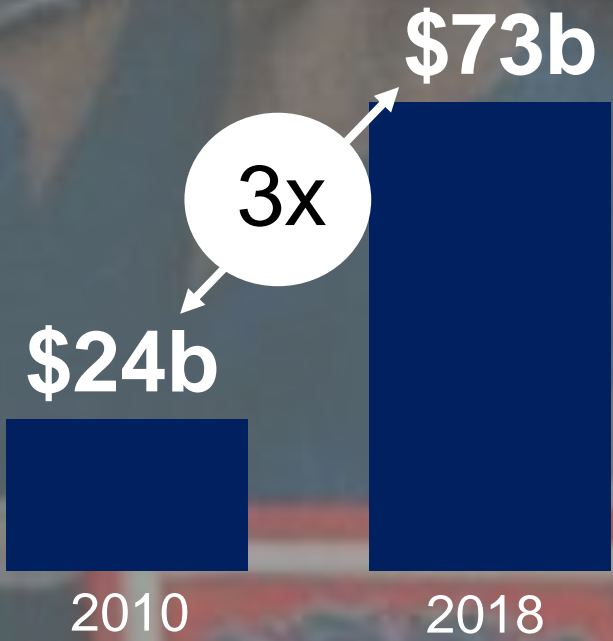


Is Netflix a threat?

“Is the Albanian army going to take over the world?”

Jeffery Bewkes, CEO Time Warner, 2010

Market cap



Time Warner



Albanian Army*

*also known as Netflix

3. FUEL

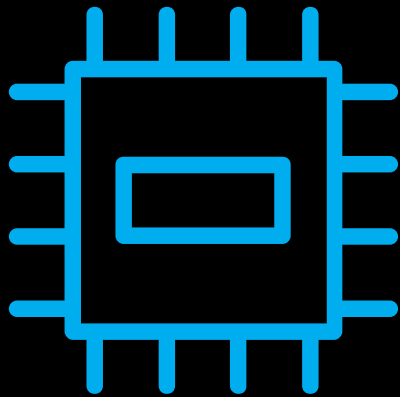


Data is the new...opals!

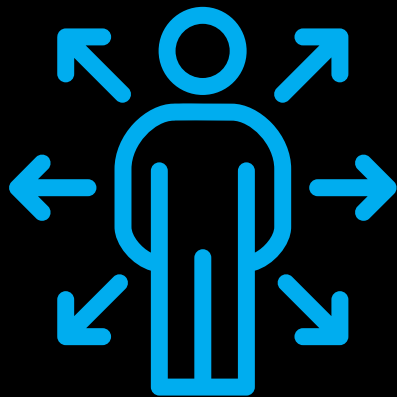
Most of the future value
you will create
for customers & shareholders...

...lies in data
you don't collect
or don't understand
today

**This is why data, analytics,
machine learning & AI
are such a
BIG DEAL!!**



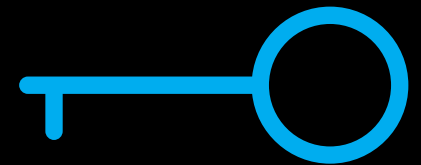
**Computing
power**



**Quantity of
data**



**Cheap
storage**



**Machine
learning**

Is there a dog in this picture?



Since 2012,
with Machine Learning...

Image recognition

28% → 7% error rate

Speech recognition

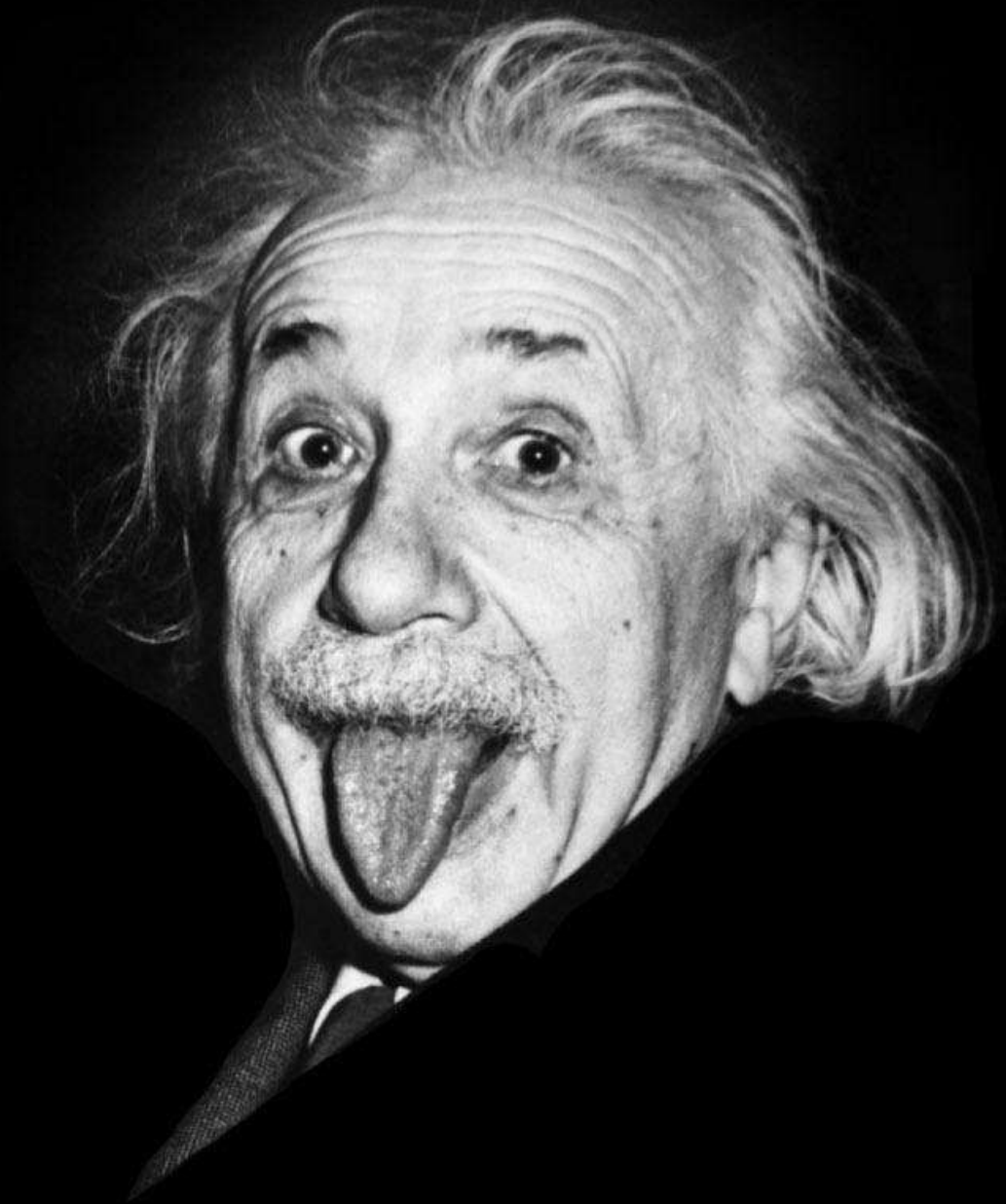
26% → 4% error rate

4. CULTURE

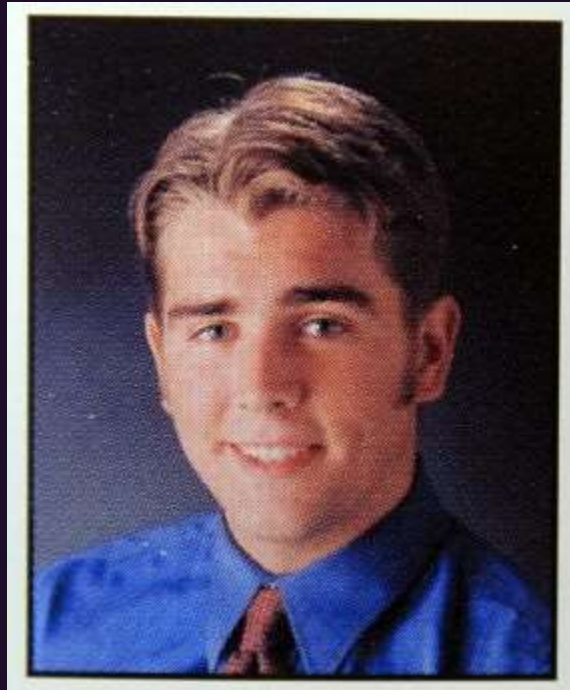
Values of the Agile Manifesto

Agile	Not Agile
Individuals & interactions	Processes & structures
Working software, MVP, ABM	Comprehensive documentation
Customer collaboration	Contract negotiation
Responding to change	Following a plan

5. TALENT







2000

**The most valuable
invention in history?**



2006

The personal,
daily newspaper
for 1.3b humans



11 lessons for leaders to ponder





**...won't get
you there**

**What got
you here...**

#1

Master the 8 Elements of Disruptive Leadership

Vision

Humility

Curiosity

Adaptability

Transparency

Data Dexterity

Customer Obsession

Speed

#2

Everyone needs a vision

**The ability to imagine
and tell the story of
your future**

**Why you
exist**



**Where you're
going**

How you do things

Your Vision

Imagine it

Write it down

Share it

Looking back on 2016...

- Looking back on 2016, I'm proud of what I've achieved at Facebook, with my family, in my community and personally.
- At **Facebook**, my ANZ business was among the best in the Facebook world. We recorded the highest Pulse score of any country in the world and delivered the highest CAGR% and market share % of any developed market. For the first time, we delivered over US\$1b in revenue. We improved our advertiser satisfaction results by 10pts, to also be the highest in the world.
- My leadership **team** continued to develop, grow and achieve success. Each of my direct reports hit all their business targets for the year and I actively supported their professional development and personal goals, which was reflected in their giving me a personal Pulse score of 90%+, in the highest decile of FB managers globally.
- My **family** continued to grow together and I delivered on my quality time commitment to them by being home by 6pm on weekdays, and limiting work time on weekends to 2 hours.
- In my **community**, I met my goal of spending 40 hours volunteering at our local public school, I completed my SLS Bronze Medallion, and met my goal of spending 12 half-days on Saturdays on patrol at my local beach.
- **Personally**, I met my goal of running 40km each week (on average), ate more healthfully, and met my goal of getting to bed most nights by 10.30pm. I stopped needing sleeping pills to get a good night's sleep, and I cut down my alcohol consumption to 2 glasses x 2 days per week. I even went "dry" for June-July-August!

#3

Mission matters more than ever



#4

Focus on impact

Mission + Impact + Autonomy

>

Ambiguity + Change

#5

Be (relentlessly) curious

#6

Aim higher

50 / 50

#7

Build strengths

DON CLIFTON

Father of Strengths Psychology and
Inventor of the Clifton StrengthsFinder



STRENGTHS BASED LEADERSHIP

GREAT LEADERS, TEAMS, AND WHY PEOPLE FOLLOW

FROM GALLUP

TOM RATH

TOM RATH

STRENGTHS

LEADERSHIP

GREAT LEADERS,
TEAMS, AND WHY
PEOPLE FOLLOW

#8

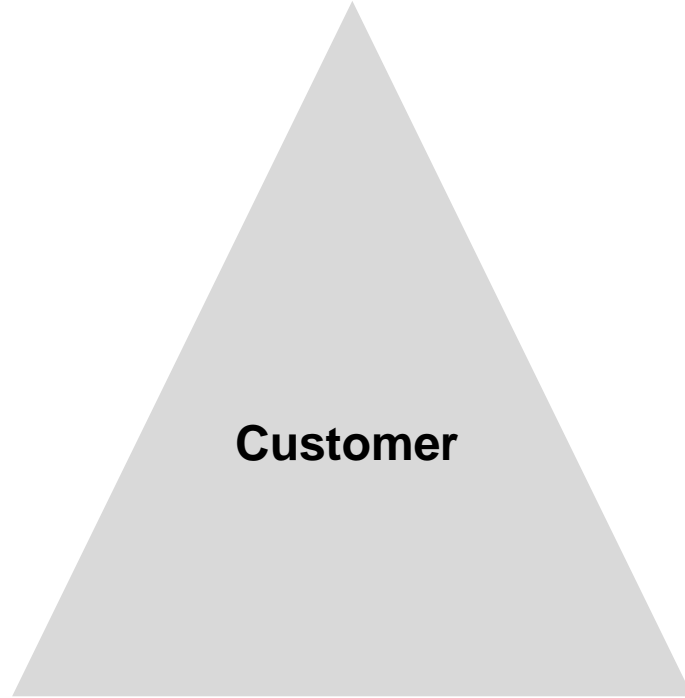
**Be (so damned) obsessed about customers
(that you measure the air that they breathe)**

Obsession

Customer

Data

Paranoia





#9

Keep it (really, really) lean



Hire great people

Give them too much to do

Force them to prioritise on impact

Use data & technology to help them

#10

Nurture the whole self



Bring your whole self to work. I don't believe we have a professional self Monday through Friday and a real self the rest of the time. It is all professional and it is all personal.

— *Sheryl Sandberg* —

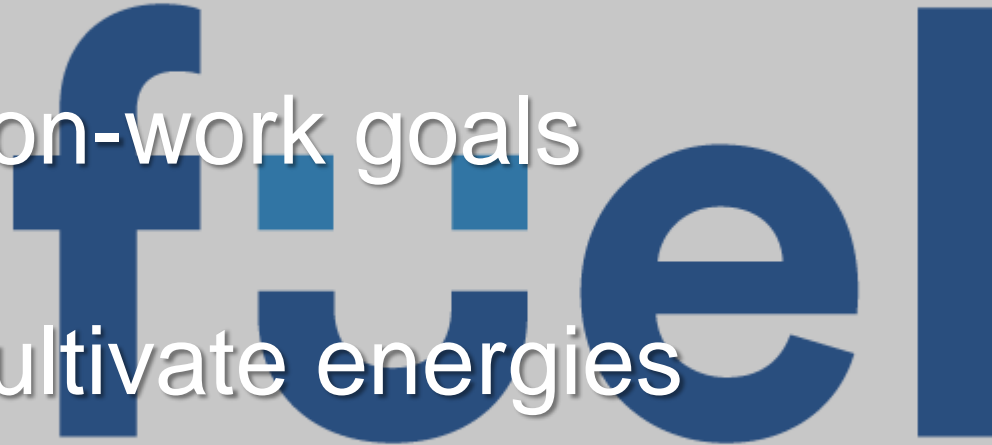
facebook

- Work-life integration

- Non-work goals

- Cultivate energies

- Personal-Family-Team-Company



- Food
- Fitness
- Creativity
- Fun
- Quiet, air
- Flexible working
- Pat/mat leave
- Return to work
- Recharge
- Fuel
- Pulse

PROCEED
AND
BE BOLD

DON'T
MISTAKE
MOTION
FOR
PROGRESS

KICK
SHIT
OPT

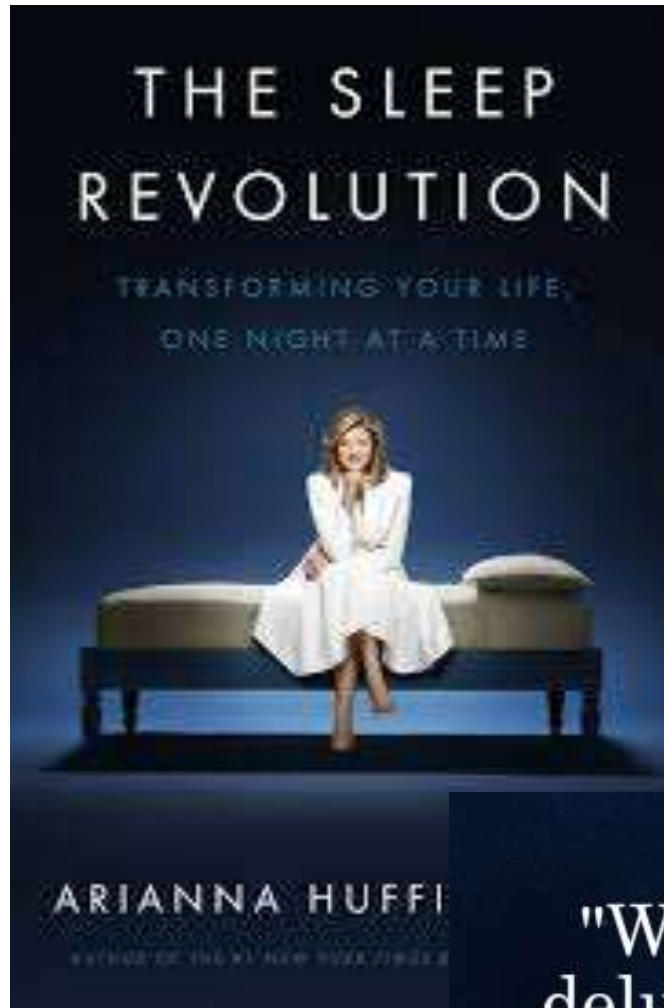
EVENTUALLY
EVERYTHING

over

THURSDAY, 14 MAY 2015

Find your ride at fburl.com/BTWD

SUPPORT
NEPAL



"We are living under a collective delusion that somehow burn-out is essential to modern success."

Arianna Huffington, founder, Huffington Post

The Current

#10a

**Be (really) brutally
honest**

Are we really fast enough?

Do we really understand the strength/weakness of our boundaries?

Is our culture really fit to compete?

Do we really have (can we even attract) the right talent?

Do we truly obsess about our customers?

#10b

**Honesty starts
in the mirror**

**THE GAME
HAS
CHANGED**

HAVE
YOU?



Vision
Mission
Purpose
Adaptability
Transparency
Data Dexterity
Customer Obsession
Speed

A man with a shaved head, wearing a light blue button-down shirt and blue jeans, stands on a stage. He is gesturing with his right hand. The background is a large, red, textured wall with a pattern of circular indentations. In the foreground, the silhouettes of an audience are visible.

Thank you!

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