



**You can't get to the
Unicorn Zone
by pushing harder**

Lisa Carlin | Scaleup Mentor and Board Advisor

www.futurebuildersgroup.com



Overview

Strategy implementation can frustrate CEO's, Executives and Boards alike, and it's no wonder why. Research shows that less than 30% of transformation deliver its intended outcomes, with resulting failure typically due to culture and people.

Lisa Carlin is

The Co-Founder and Director of the FutureBuilders Group, a network of high-calibre Organisational Development specialists.

Working with

CEOs, Executives and Boards focused on B2B, education, talent and SaaS technology

To deliver

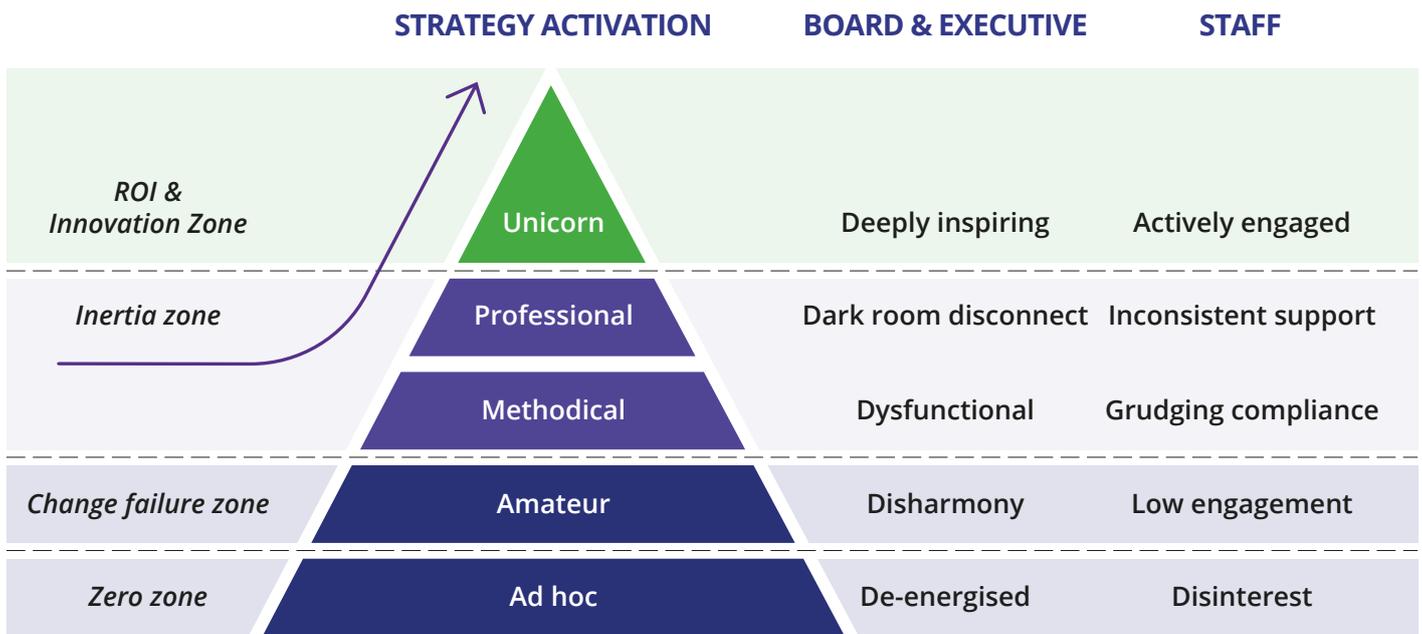
Human-centred business strategies successfully implemented, ROI and innovation

If you want

- ➔ Assurance that your strategy, plans or programs will deliver your intended objective
- ➔ High growth, transformation or digital change with reduced risk and pragmatic governance
- ➔ Engaged staff, motivated and focused in the same direction
- ➔ Guidance and fresh ideas to scale up your organisational design for growth
- ➔ Alignment of all stakeholders, culture, business model and brand

Lisa Carlin's Unicorn Strategy Activation Framework™ pulls your business into the top performing ROI and Innovation Zone.

As a Scaleup Mentor and Board Advisor, Lisa guides visionary CEOs, Executives and Directors to accelerate their transformation to a "Unicorn" organisation. Those working with Lisa have the sounding board and expert guidance they need to navigate success with speed and precision, so they can deliver growth and business value.



The Path to Value Creation

There are 5 approaches to Strategy Activation:

Adhoc does not perform

The Board and Executive are de-energised, staff are disinterested, and the business languishes in the Zero Zone.

Amateur effort creates disharmony

Disharmony within the Board and Executive equates to low staff engagement. An organisation who fails to implement a unified effort without either expertise or framework remains in the Change Failure Zone.

Methodical "by the book" is dysfunctional

A methodical approach has exceedingly rigorous strategic analysis. In a bureaucratic culture there is overly complex governance and project methodologies. This leads to grudging compliance and needs enormous effort to push out of the Inertia Zone.

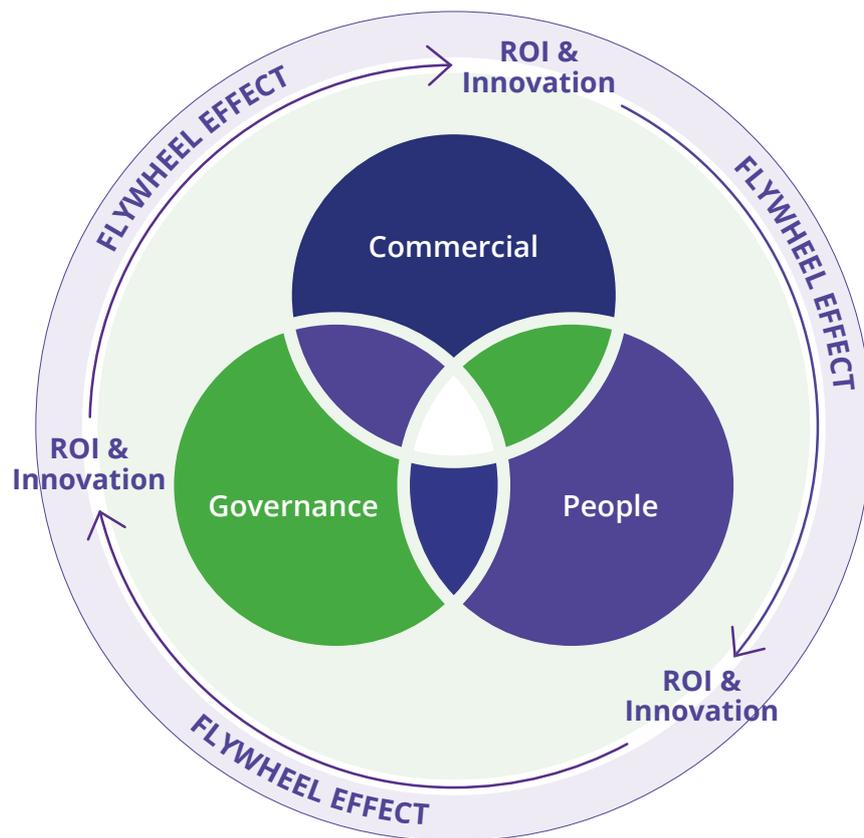
Professional looks good but growth remains stagnant

Board and Executive are disconnected from staff and customers. They remain in the "dark room" developing plans before communicating. With the resulting inconsistent staff support, the company remains stuck in the Inertia Zone, pushing against resistance.

Most of Lisa's clients start as Methodical or Professional. They are trying hard to create more value. Pushing harder against inertia is rarely the solution to a failing strategy.

Unicorn is participative and people-centred

Board and Executive are of one voice, that is deeply inspiring. Staff and customers are influenced and engaged. Executives no longer need to push against inertia and resistance. Instead, this is replaced with a "pull" effect which generates positive growth momentum.



Unicorn Strategy Activation Framework™

Successful Unicorn Strategy Activation requires 3 integrated perspectives to generate ROI and innovation: commercial, governance and people expertise.

Commercial perspectives optimise decisions

Strategic, financial and business acumen together delivers a powerful business case.

People perspective builds momentum

Understanding the culture and stakeholders (the “S” in ESG) is essential to evaluate strategic plans. Listening to the Voice of the Customer, taking a Human-Centred Design approach with change management expertise builds momentum.

Governance delivers the glue

Sophisticated project execution expertise (suited to your culture) and board oversight ensure there is traction.

Lisa’s integrated Unicorn Strategy Activation Framework™ creates a flywheel to accelerate the transformation and pulls the business into the ROI and Innovation Zone.



Scaleup Mentoring Approach

The centre of Lisa's Scaleup Mentoring Approach explains her unique style of working, which is relevant whether working around the board table or 1:1 with a CEO. Lisa challenges with respect, questions with rigour, advises with perspective and supports with kindness.

The outer ring shows **Lisa's strategy activation focus: 5 parts of the business model.** Lisa's work is highly tailored to each client. Some clients want targeted help with one or two aspects of the business model, such as organisational design for global growth. Others are determined to accelerate towards the Unicorn Zone, and want to cover all 5 parts of the business model over long time periods.

Together, this **delivers Lisa's clients with clarity, coherence and confidence in decisions, and comfort that risks have been considered.**



Lisa Carlin

for AGSM's EMBA. Lisa's early career was with Accenture (South Africa) and McKinsey (USA).

Those working with Lisa value her broad perspective from navigating over 50 businesses through their transformations. Organisations have ranged from start-ups, VC funded scaleups and private companies, through to large Australian and multinational corporations, such as Salesforce (ANZ), Logitech (Switzerland), CSR, MinterEllison, TAFE NSW, Westpac and Fuchs (China). She is described on LinkedIn as authentic, personable, and collaborative.

Lisa's passion is to ensure businesses achieve commercial outcomes through understanding and large-scale engagement of its stakeholders.

Lisa is a Graduate of AICD with Order of Merit, holds an MBA (AGSM UNSW) with Sasakawa and ABN Amro Scholarships, and Business Science (Finance) Honours degree (University of Cape Town), awarded two scholarships and Dean's Merit List.

When transformation success is critical, it is imperative to work with a Strategy Activation Expert.

As a Scaleup Mentor and Board Advisor, Lisa provides independent assurance to businesses that are driving significant growth or transformation. Her work is mostly in B2B, education, talent and SaaS technology. She is also Chair of an Education NFP. She was Chair of a family-owned SME, and Adjunct Faculty

Facts

Strategy and transformation research consistently identify high failure rates:

- 🕒 "Half of change initiatives fail, and only 34% are a clear success." (**Gartner website**)
- 🕒 "70% of change programs fail to achieve their goals, largely due to employee resistance and lack of management support" (**McKinsey 2015, and similar 2019**)

Strategy execution failure is directly related to people & culture:

- 🕒 "A successful strategy execution process is seldom a one-way trickle-down cascade of decisions." (**Harvard Business Review, Vermeulen 2017**)
- 🕒 "Culture eats strategy for breakfast" attributed to legendary author Peter Drucker.
- 🕒 "Based on over 50 years of employee engagement research, Gallup knows that engaged employees produce better business outcomes than other employees... But only 15% of employees worldwide (are) engaged. (**Gallup website**)
- 🕒 "Transformations... require enormous energy to realize the necessary degree of change... average companies rarely have the combination of skills, mind-sets, and ongoing commitment needed to pull off a large-scale transformation. (**McKinsey 2016**)



Recommendations



“When you work with Lisa, she's got your back. Lisa goes beyond a typical mentor relationship... I feel challenged, supported, and have received intelligent input as well as strategic clarity. Lisa is also a fabulous person - I highly recommend her!”

**👤 Lisa Vincent, CEO/Co-Founder HowToo
(VC Funded EdTech)**

“Lisa, I wanted to thank you for the outstanding mentoring support you, and your change management team provided during our recent project. Anyone looking to make transformational change in their business should look no further!”

**👤 Wendy Anderson, Vice President ANZ,
SalesForce**

“Lisa has supported several of our businesses at CSR... over several years... delivers measurable benefits to our business including sales performance and improved cultural outcomes.”

👤 Paul Manks, Regional General Manager CSR

“Lisa has an amazing ability to integrate complex thinking and conceptual ideas with the practicalities of the business environment.”

👤 Dave Haydon, Regional General Manager CSR

“Her approach to implementation and management of risk was key to ensuring the success.”

👤 Brenda Cleaver, Former COO TAFE NSW NSI

“Lisa has repeatedly displayed a unique blend of analytical and influencing skills that invariably lead to outstanding results. She stands in the highest regard with the management team.”

**👤 Gerard Neiditsch, Former CIO King & Wood
Mallesons**

“Lisa is one of the best executive consulting partners I have worked with... outstanding capacity to understand the context, navigate stakeholders and provide guidance.”

**👤 Richard Boggon, Former Executive Director,
NSW Roads & Maritime**



Contact Details

E: lisa.carlin@futurebuildersgroup.com

W: www.futurebuildersgroup.com

M: +61 418 115939

LinkedIn: [//au.linkedin.com/in/lisacarlin](https://au.linkedin.com/in/lisacarlin)