

# Achieving resilience in times of great change

**Kristen Davis**  
**CEO & Founder, CinqC**  
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# Let me introduce myself



**Global experience : Europe, Middle East, AsiaPac, US  
Feet on the bottom line ; Head in the tech clouds**

**Speak 3 languages**

**Created my own company, CinqC, in 2016**

**IT & Innovation Director at the  
New York Times International**

**20+ yrs in media industry including :**

- **New York Times International (Global)**
- **Ziff-Davis & APN (US & Australia)**
- **Future Publishing (UK)**

**US Chairwoman of APOPO Herorats**



# What do I know about resilience ?



**In 1998, 9% access to the internet; In 2018, this was 90%**

**Media was one of the 1st and hardest hit industries:**

- **New sources of info & expertise (chat boards)**
- **New distribution channels (websites)**
- **New advertising channels (online classifieds)**

**Web 2.0 : Dynamic web pages, Display advertising, User generated content, Social media, Bloggers, Vlogs, Apps, Programmatic advertising, Pure players, ...**

**The 'packages' we created became redundant:**

- **not desire by the public (not user friendly, not environmentally friendly, costly)**
  - **no longer responding to advertisers needs**



# Surviving deep disruption & Delivery on commitments

- **Moving business model from B2B (Newsstands) to B2C (Digital subscriptions & apps)**
- **Evolving content from text & photo to multimedia storytelling experiences**
- **Expanding distribution from print to multi-platform (online, app, video, podcast, VR, ...)**
- **Managing advertising revenue shift from agency to algorithmic**
- **Confronting new competitors : GAFA, Pure Players, UGC, Fake news, ...**
  
- **Customer data security (PPI, ...)**
- **Online payment security (PCI, ...)**
- **Paywalls: paywalls with windows, dynamic paywalls, one-time / per article access walls**
- **Developing for multiple platforms and operating systems : Apple, Android, Windows**
- **Ever evolving compliance requirements & frameworks (Sarbanes Oxley, ISO 14001, ... )**



# You know how this feels

Evolving customer behaviour

Increasing market demands

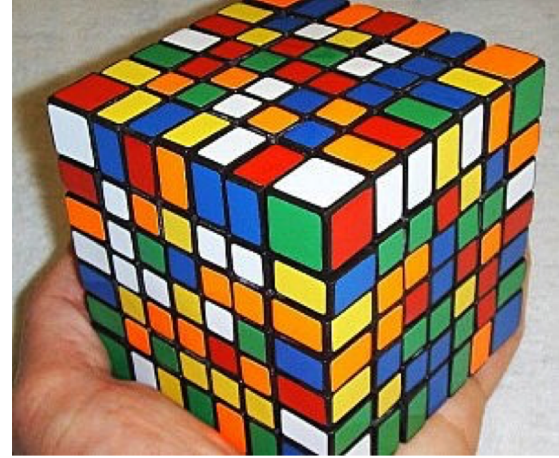
Constant new data / scientific reports

Constant new technologies & techniques

New policies, laws and frameworks :

- UNSDGs
- G7 Ocean Plastics Charter
- EU Circular Economy package
- The New Plastics Economy

and each of these is constantly evolving



oh, and don't forget the  
**HUGE sense**  
**of urgency**

# Innovation for Packaging & Corporate Sustainability

250 great ideas are required to deliver :

162 no-gos (64%)

82 of certain level of interest/success

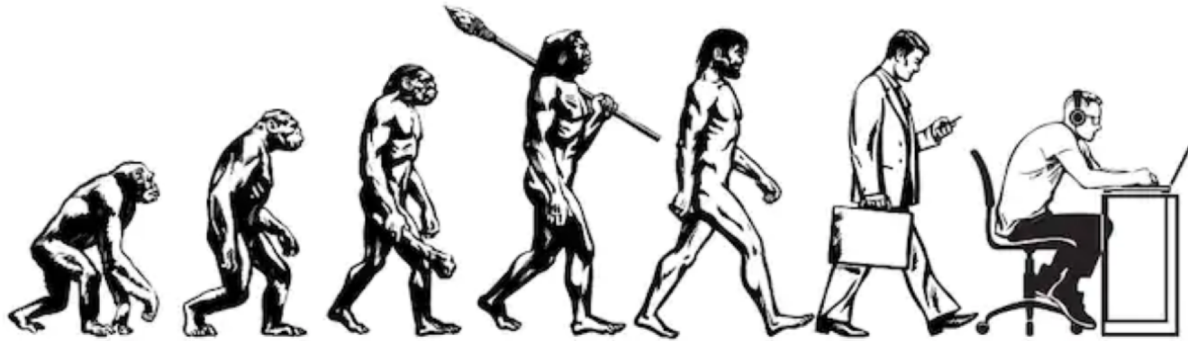
And perhaps 1 winner ...

**You cannot have winners without losers. You cannot have success without failureS**

**“I have not failed. I've just found 10,000 ways that won't work.” - Thomas A. Edison**

**“Success is stumbling from failure to failure with no loss of enthusiasm.” - Winston Churchill**

# Resilience for Packaging & Corporate Sustainability



The capacity to recover quickly from difficulties

**Silicon Valley tell us 'Fail fast, fail cheap' 🙄**  
**Mistakes should be considered a critical and valuable**  
**part of the process**  
Mistakes are seen as a waste of product, trash; a dead end or lost investment to be quickly cut.

Our most precious lessons, we should invest in them !

**We must learn to learn from our mistakes;  
to consider failure as valuable as success.**

**Key to increased risk taking, creativity  
and organisational resilience**



# Building Resilience : Making Mistakes Great Again !



# Israeli Air Force Flight Academy, Ofir Paldi

“You have the biggest motivation to succeed and all you want to do all the time is to be the best and impress everyone around you, yet **day by day the only thing you are expected [to do] is to speak about the mistakes you made.**”

“It’s the place with the most ego in the world yet you can speak about your mistakes, and you see everybody stand up to share, **from the youngest pilot all the way up to the commander.**”

A culture and habit where it’s not only okay but **imperative to think and talk about mistakes** in order to make everyone, including the organisation, better.

# Building Resilience # 1 : Create A Just Culture

A culture that holds organizations accountable for the systems they design and how they respond to events and behaviour, fairly and justly.

A values-supportive model of **shared accountability**.

- Error-based learning. Not about attributing blame or punishment; no fear, guilt or shame.
- Considers what are direct responsibilities and what was due to the context, timing, environment or external circumstances.
- Separates the emotions from facts. No scapegoats. Facts and data based analysis.
- Uses learnings to build new practises, methods, disciplines & trigger behaviour changes.

**There is no such thing as an ethical company ;  
only ethical, or unethical people working in companies.**

# Building Resilience # 2 : Establish a Growth Mindset

“Talent isn’t enough; we can always get better”, Matthew Syed, **Black Box thinking**.

## Healthcare

Doctors have long, expensive educations; super talented experts, clinically infallible. Preventable medical error kills 400K people in hospitals in the US each year!

> **High blame stakes; fear of being sued for honest mistakes. Information is suppressed.**

## Aviation

Black Boxes record all instrument data and pilot interactions. Near misses and accidents are precious learning opportunities to investigate and deconstruct what happened to ensure it doesn’t happen again.

> **Openness, curiosity & tenacity to improve. A dynamic space for learning and change.**

# Building Resilience # 3 : Make Debriefing a habit

Build debriefing into your plans and routines, don't make it an afterthought.

- NOT intended to critique or grade.
- IS intended to identify areas that need improvement AND strengths that can be developed.

Answer learning culture questions:

1. (Purpose) What was supposed to happen?
2. (Results) What did happen?
3. (Causes) What caused the difference?
4. (Implications) What can we learn from this?

**Use data!**

**Take thorough notes, Communicate findings, and any method/practise/policy changes**

# **Case study : That time I wrongly debited thousands of customers bank accounts lots of \$\$\$** 🤯

**I was under pressure ; this was a critical part of a plan that needed urgent implementation**

**This was totally new territory with new teams; I didn't know all stakeholders well enough**

**I was doing a delicate task for the first time, without detailed instructions**

**The error was costly in every respect; bank charges, customer confidence, time, effort, energy**

**I told everyone, in writing, just how badly I'd F\*€Ked up !!**

**It was an honest error ; I told everyone immediately and owned it**

**I used the urgency to bring diverse teams together in new ways**

**We immediately told our customers about it ; We owned it, they trusted and thanked us**

**We investigated the causes using data and facts ; there was no blame or shame**

**Data collection & debriefing became a habit; We evolved how we worked together, **constantly****

**Created a team know for it's creativity and resilience**

# Building Resilience : Recap

Create a Just Culture

Establish a Growth Mindset

Make Debriefing a habit

Share your stories, the great, and not so great





# **Share your stories; Change the game**

**It's not just you out there trying and making mistakes**

**Learn and share from your and others experiences**

**Make it healthy to talk about mistakes; Reduce blame and shame**

**Have fun - turn it into a game or challenge, celebrate the mistakes**

**Encourage risk taking to differentiate yourself from competitors**

**Build resilience to support disruption and deliver objectives**

# Thank you

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