

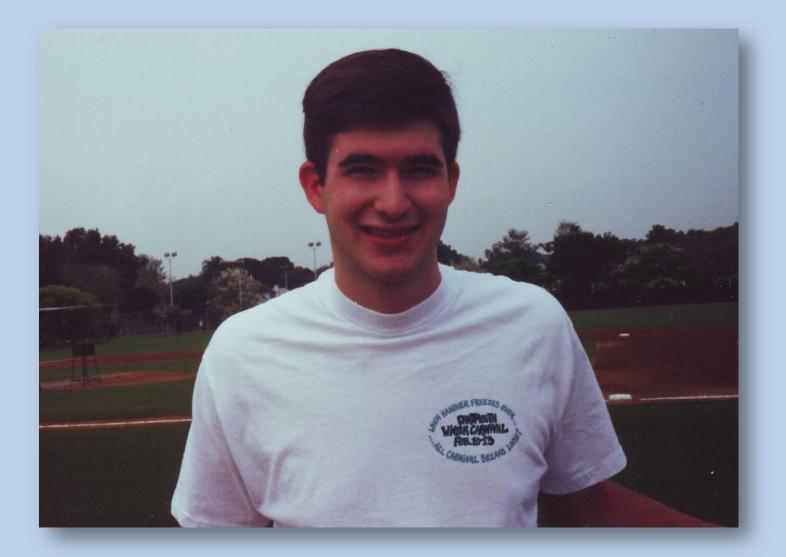
#### **Dual transformation** Strengthen today, create tomorrow

#### Հ: INNOSIGHT

Scott D. Anthony

27 July 2016

**@ScottDAnthony** 









#### Michael Taylor named Board elects three charter trustees new director of Hood By BARBARA RICHARDS received an MRA from Stanford.

By MATT MENILENEY The Destroyed, Start

Michael Taylor, the Muriel and Philip Berman Curator of Modern an Inspiration. Although he ap-Art at the Philadelphia Museum knowledged funding concerns. of Art, has been appointed the Taylor said he wants to provide director of the Hood Museum of students with more opportunities Art, according to justin Anderson, to curate exhibits and plans to credirector of media relations for an seminar-style curating classes the College, Taylor, who is also on campus, the author of "Marcel Duchamor Etant donnés" and a professor of art history at the University of culture,"Taylor add, "I don't think Penneylyania, will begin at the Col- it's enough for museums to stand lageon August 15, Taylor saidinan back and say, These are mag-

Former Hood Director Brian Kennedy left the College in Sep- the future, we're going to have to tember to become the president really have a very of assing. Was and chief executive officer of can play a role in this. This can the Toledo Museum of Art, The be your mussum." rimouth previously reported. Kathy Hart, associate director of the Hood to provide funding for the Hood and curstor of academic students to travel abroad to meet. programming, is currently acting an interior director

By ANGIE YANG

eral government addresses expand-

U.S. senator Jodd Gregg, B.N.H., said

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5. Reform L

not quar

interview with The Darimouth.

The Board of Trustees elected Textor said that as director ree new charter trustees - James

hopes to increase student Coulter '82, Marse Arree Pox PhD interaction with the Hood, citing 74 and Gragg L. Englas 79 - in its his work with Penn students as spring meeting on jung 30, according to a College press release. The Board elected Chairman of the Board Standard Mandel 78 to a second terms and announced that Leon Black 73 will rative after his second term on the Board and that Stephen Sculds 38 will resign after completing his first "Idon't think students any more

want to be passive consumers of Coultar is a founding partner of tivate investment from TPG Capital, which manages over \$50 billion in assets, according to the release. He nificent works of art, you should ar vesors Stardord University'sboard come here, h's good for you,' In of trustees, as well as the boards of Crew, Nelman Marcus, Creative Artists Agency, Lenovo, IMS Health and Vincraft Group.

While at the College, Coulterwana Taylor added that he would like tiamber of the rushwelsh Alpha Chi Alphadraternity and Sphirts serior sodety according to the release. Coulter, who previously served on the Class See TAYLOIL page 6 of 1982 Bearing Giving Committee

Inited States, from President Barack Conter's daughter will matriculate as a member of the Class of 2015 in Oberra in 2020. Fox served on former President the full, the release said. For is chancellor of the Univer-George W. Bush's Council of Advisors sity of California, San Diago, and la on Science and Technology and as a a chemistry professor. She received

the National Medal of Science, the See TRUSTEES, page I RAIN, RAIN, GO AWAY



#### who also served two terms as goverserious issue of debt in this nation." The United States could face flace! narof New Harnshire diamand the Gregg compared the American nation's fiscal and colitical climate in and economic collapse upless the fedeconomy to the standards of fiscal

term lecture series titled "Leading" a nation if we foot get our House in Voices in Politics and Policy: "Gregg, order," Gregg said. "Thereis clearly a

the Moore Thester In the Hopkins health set by the European Union ing dathelis and federal dath, forecar. Center for the Arts on Thursday. The ratio of rational riebt to gross "We are, unfortunately, on the domestic product should not expect in the first installment of a Summar verge of heing poorly governed as 60 percent accurding to the EU% standards, Gregg said Freeze COLA increases in all federal process

lithe radio resched 80 percent, the ation would not be able to get out Former college admin. of fight without "massive" sconartic growth, Gragg said. "Unfortunately, our debtie actually Gov. Peterson '47 dies roine straight up," he said. Gragg predicted that the U.S. economy would surpass a 90-percent fabtio-GDP ratio and become "un-By LAURA BRYN SISSON sustainable" before 2020 if current The Destroin th Stati specifing miterras continue. Walter Peterson '47, New Harnes Grogg stirlbuted the rising debt to powersement growth reaching from the Patient Protection and Atfordable Care Act as well as the "manshys" aging of the non-Julian that increases feelicare and Social Security costs.

wate thed a time out here

Judd Gregg explained the dangers of expanding federal budget deficits and national dabt in a Wednesday lecture in Moore Theater See GIEGG, page 5

d eliminate its and

wing to a techni

Gregg calls for gov't. spending cuts

Harrowse, Nave Harrowshire,

rom liquor sales, according to the ables assurance from 1980 to 1973. New Haranables Division of History died of long cancer at Monatinock cal Resources. sky Hospital in Peterbor-Peterson was instrumental in ough, N.H., on June 1, according establishing a StOcyarage Citizens Task Force that worked to pare to his wife, Dorothy Peterson. "Lastyear, they ear before and next Walter Peterson, who was treated down inefficiencies in the state year, we're going to take the deficite to at Dartmouth-Hitchcock Medical government, according to the Center, was 88 years old.

Peterson's tenure as governor See 75 TERSON, page 2

#### Convertable & 2011 The Durtreauth Inc.

was known for a budget surplus.

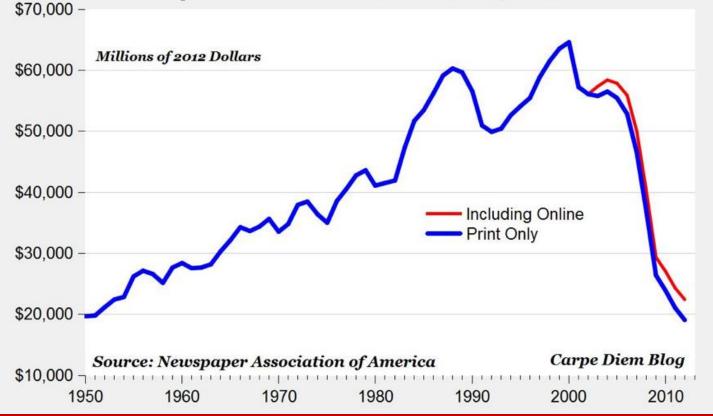
largely stiributable to a business

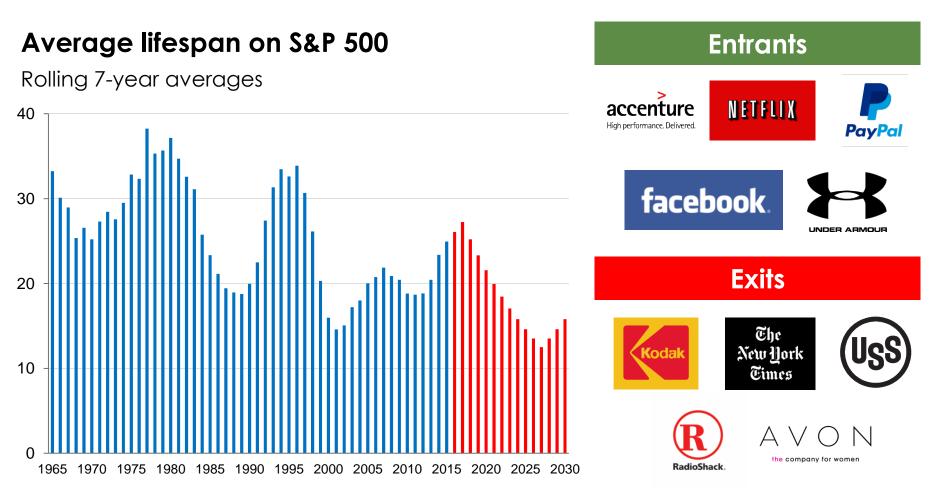
profits tax and increased revenues

#### The Dartmouth.com

Saturday, October 4, 1997 [Photograph] This Week's News Wyclef Jean, right front, played at Leede Arena on Sept. 28 i Rumors fly over next president: Just hours after College President James Freedman announced on Sept. 25 his intention to resign after Commencement, rumors about potential a free concert for undergraduate students sponsored by the Programming Board. successors started flying. Thomas A. Arnold/Senior Photographer Faculty want Wright for Provost: Close to 60 percent of the College's faculty of arts and sciences has signed a petition supporting a full four-year term for Provost James Wright, just weeks after Wright announced he would step down on June 30, 1998 amid controversy that he was appointed without due process. Kiewit to be demolished if Berry plan approved: If one proposal for the new Berry Library is approved, the Kiewit Computation Center will be demolished, Director of Facilities Planning Gordon DeWitt said. This Week's Sports Big Green faces Cornell in first home game: Football in Hanover? No joke, it really does exist as Dartmouth plays their first home game of the season when they entertain Back Cornell on Oct. 4. [NOTE: Final score: DARTMOUTH 24, Cornell 20. (10/04/97)] Issues Women's Volleyball takes UNH in three: The Dartmouth's women's volleyball team stamped a big green "Return to Sender" on the Wildcats of the University of New Hampshire on Oct. 1, sending them home in defeat, 15-7, 15-8, 15-5, scribe to The L 7 Opinion & Editorial w to Advert Tribute to an Architect: President Freedman's Legacy: As two recent alumni of the About The D college who had an opportunity to serve as President Freedman's student interns, we were Masthear both pleased and saddened by the announcement that he is stepping down from service at the end of the academic year. uth Col Emphasizing Responsible Drinking: When the Federal Government mandated in the mid-eighties that all state laws be amended to be in compliance with Federal minimum-age drinking requirements, I can imagine the shock was felt quite strongly across college campuses everywhere. The Dartmouth Dartmouth College Arts Week 6175 Robinson Hall Hanover, NH 03755 Actress Meryl Streep to receive Dartmouth Film Award: Actress Meryl Streep, Tel: (603) 646-2600 known for her touching and genuine roles in such cinema classics as "Out of Africa" and Fax: (603) 646-3443 "The Bridges of Madison County," will be the recipient of the Dartmouth Film Award in a Email: The.Dartmouth@Dartmouth.EDU tribute to her and her works on Oct. 18 in Spaulding Auditorium of the Hopkins Center. Hood Museum reopens after summer house cleaning: Frequent visitors to the Hood Museum of Art know that Dartmouth's mecca of visual artifacts was closed during the summer so that various renovation and maintenance projects could be completed. Weekend Gazette The She Greeks: a look at the social and physical situation of Dartmouth's sororities: It's that time of year again. Fall rush -- the week of dining, dancing and conversing with sorority upperclass women that some women in the class of 2000 have been anticipating since spring.

#### Newspaper Advertising Revenue Adjusted for Inflation, 1950 to 2012





Source: Innosight analysis



## Transformation



#### **Kylie Jenner undergoes dramatic transformation** ditches dark hair for blonde locks

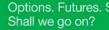
12:22, 24 MAR 2016 BY ALISTAIR MCGEORGE

The reality TV star posed for a series of cute selfies as she showed off a totally new look

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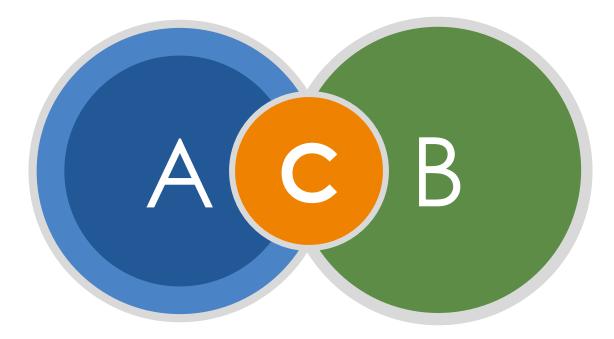
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## Transformation



P.O. Box 49021 Ben Joss CA solisi port



### **Transformation A** Strengthen today

#### **Key leadership question** Are the metrics changing?

# Transformation amazon webservices

### **Transformation B** Create tomorrow

#### Key leadership question Is the competitive set changing?



#### **Capabilities Link** Flip the dilemma

#### Key leadership question Are we picking unfair fights?

**Be selective –** only link capabilities that incite competitor jealousy or startup envy

2.

**Be vigilant –** watch out for hidden "DNA carriers" like spreadsheets and brands

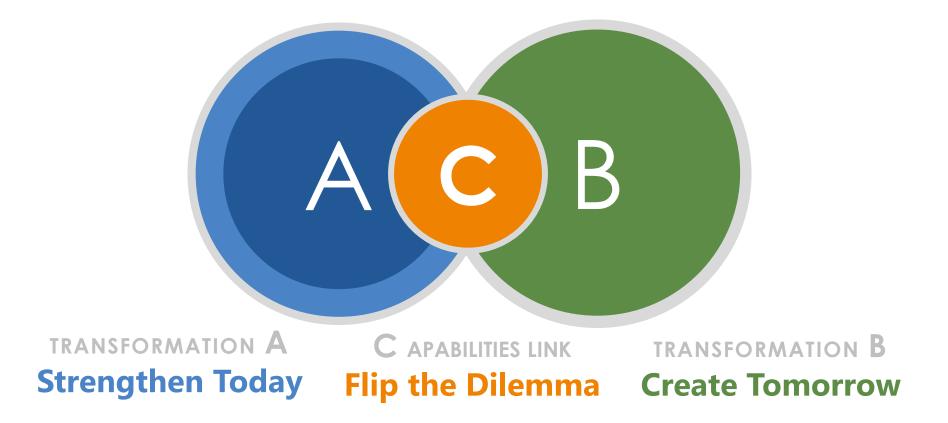
3. Be focused – "A does A and B does B"

4.

**Be structured –** consider exchange teams, transfer pricing, or portfolio systems



**Be active –** top leadership actively arbitrates with a bias towards B





## This is the hardest problem in **business** today



## The COURAGE to choose before the platform burns



The Affordable Care Act opened up the black box of what we used to call managed care, so the system became exposed to the light of day.

The question is how you respond.

You can be like the steel industry and go into fetal position, and hope to be the last one standing. Or you can systematically look at your whole value chain.



## The CLARITY to focus on a select few moonshots

**The CURIOSITY** to explore, even if the probable outcome is failure



The CONVICTION to persevere at predictable moments of truth

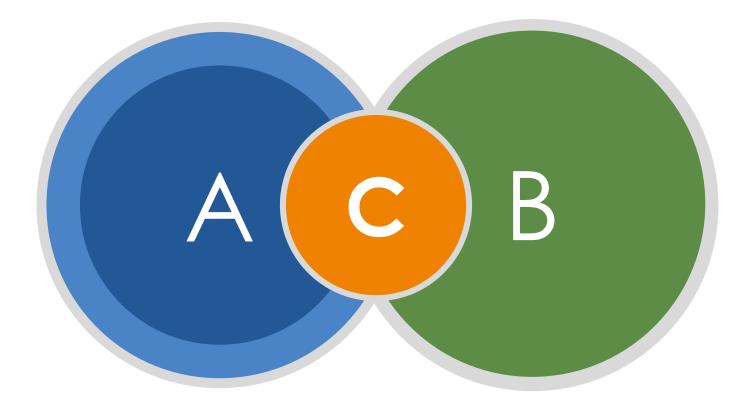
#### **Deseret Net Income under Gilbert**

Indexed to 2010 total = 100





## This is the hardest problem in **business** today

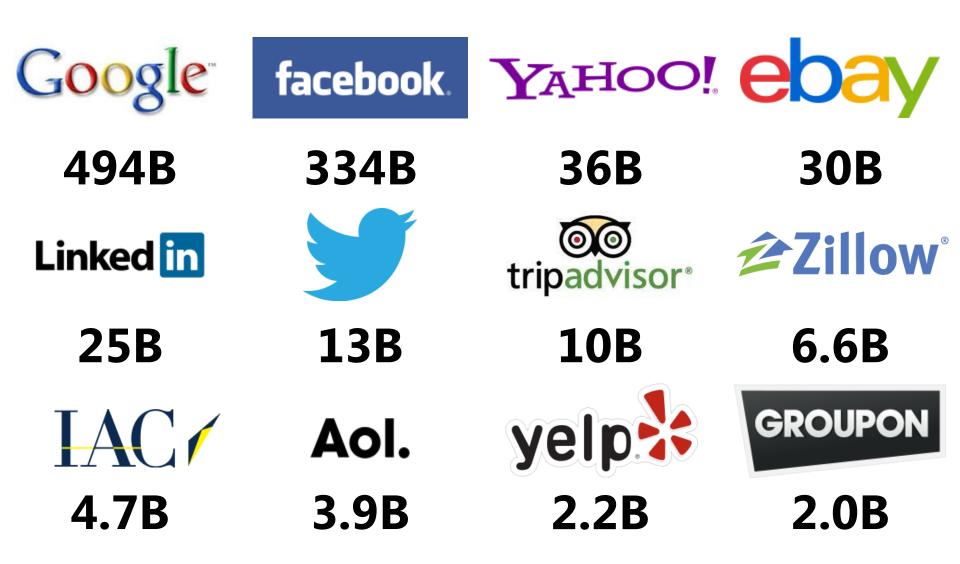


The courage to choose The curiosity to explore The clarity to focus The conviction to persevere



## This is the greatest opportunity in **business** today









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