



Exploring the challenges organizations face as they look to thrive in change



THE EXPERT PANEL



**James Hereford**  
President & CEO  
Fairview Health Services

*"We don't allow yellow. A culture needs to be comfortable not meeting targets and facing the red with a growth mindset, 'what did we learn from it?'"*



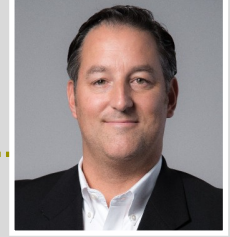
**Marc Kermisch**  
CIO & VP of Innovation  
Red Wing Shoe Co.

*"You cannot execute without engaging the organization. Innovation starts with conversation. Failure is one step closer to something better."*



**Tarek Tomes**  
CIO  
State of Minnesota

*"You can learn a lot from data, but it is what you do with it that matters, and sometimes that takes courage."*



**Craig Thielen**  
Chief Essentialist  
Trissential

*"We find organizations that are most successful with agility take a balanced approach in customer centricity, organizational agility, high performing teams and innovation."*

moderator

Metrics from Trissential's Barometer on Change Report

In light of our research, we've focused on three areas that organizations should focus on to ensure they thrive in change: practicing courageous behavior, demonstrating organizational agility and nurturing talent at all levels.



**Get the full report**  
[www.trissential.com/download-report-barometer-on-change](http://www.trissential.com/download-report-barometer-on-change)



What were the attendees saying?

In attendance - retail, pharmaceuticals, public sector, healthcare, manufacturing



**Courage:** On average, attendees feel their organization is **57%** of the way to being well positioned to take advantage of adversity, sacrifice and clarity of purpose to drive positive change

**Agility:** Attendees believe their organization is **52%** of the way to enable agility through customer centricity, organizational agility, high performing teams and innovation

**Talent:** Attendees feel they are leveraging growth mindset and continuous learning into a competitive advantage at **51%** of their full potential



Opportunity for improvement

*"It is not necessary to change. Survival is not mandatory."*



W. Edwards Deming\*

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