Petter Eiken At Skanska: Leading Change

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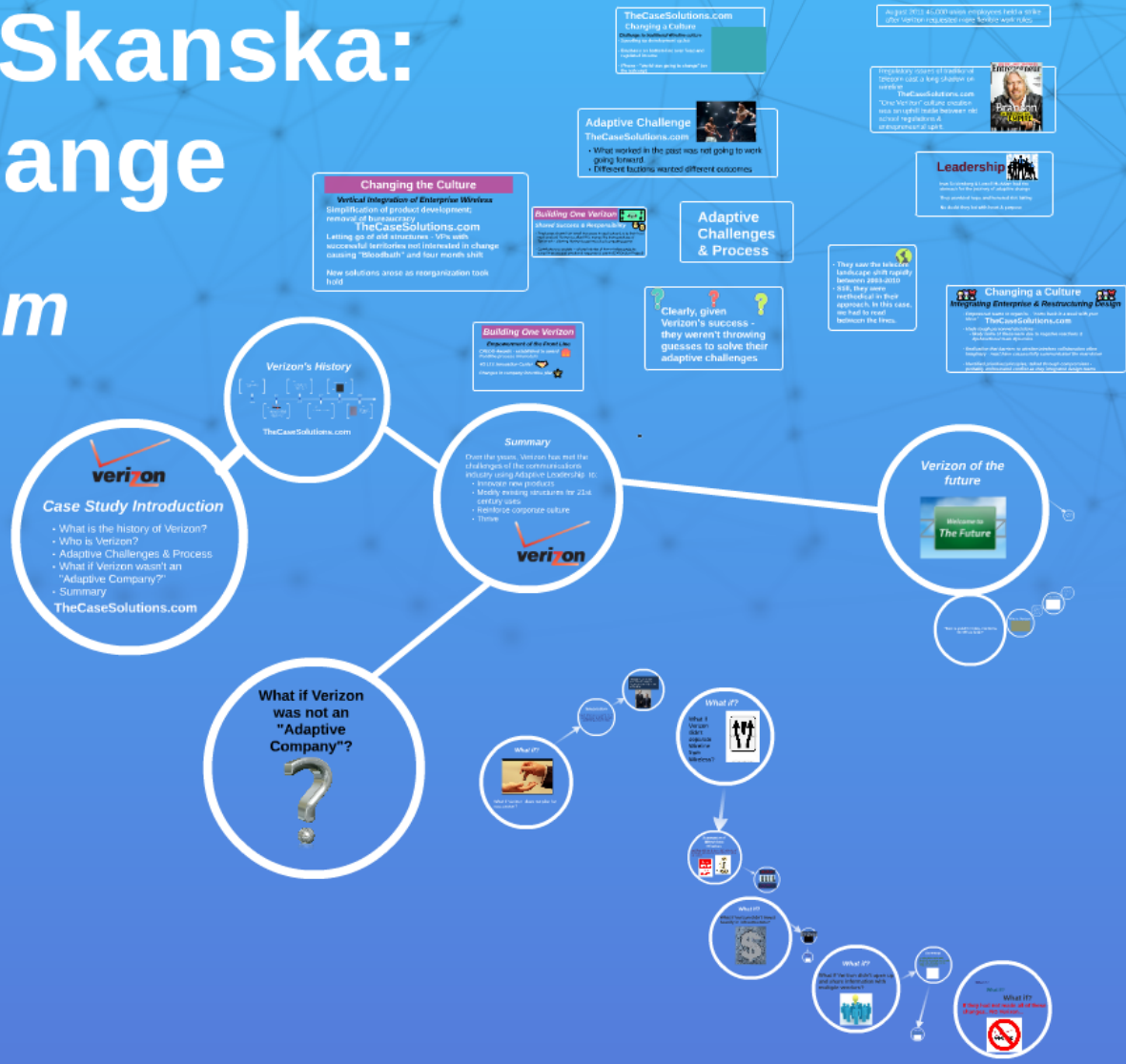

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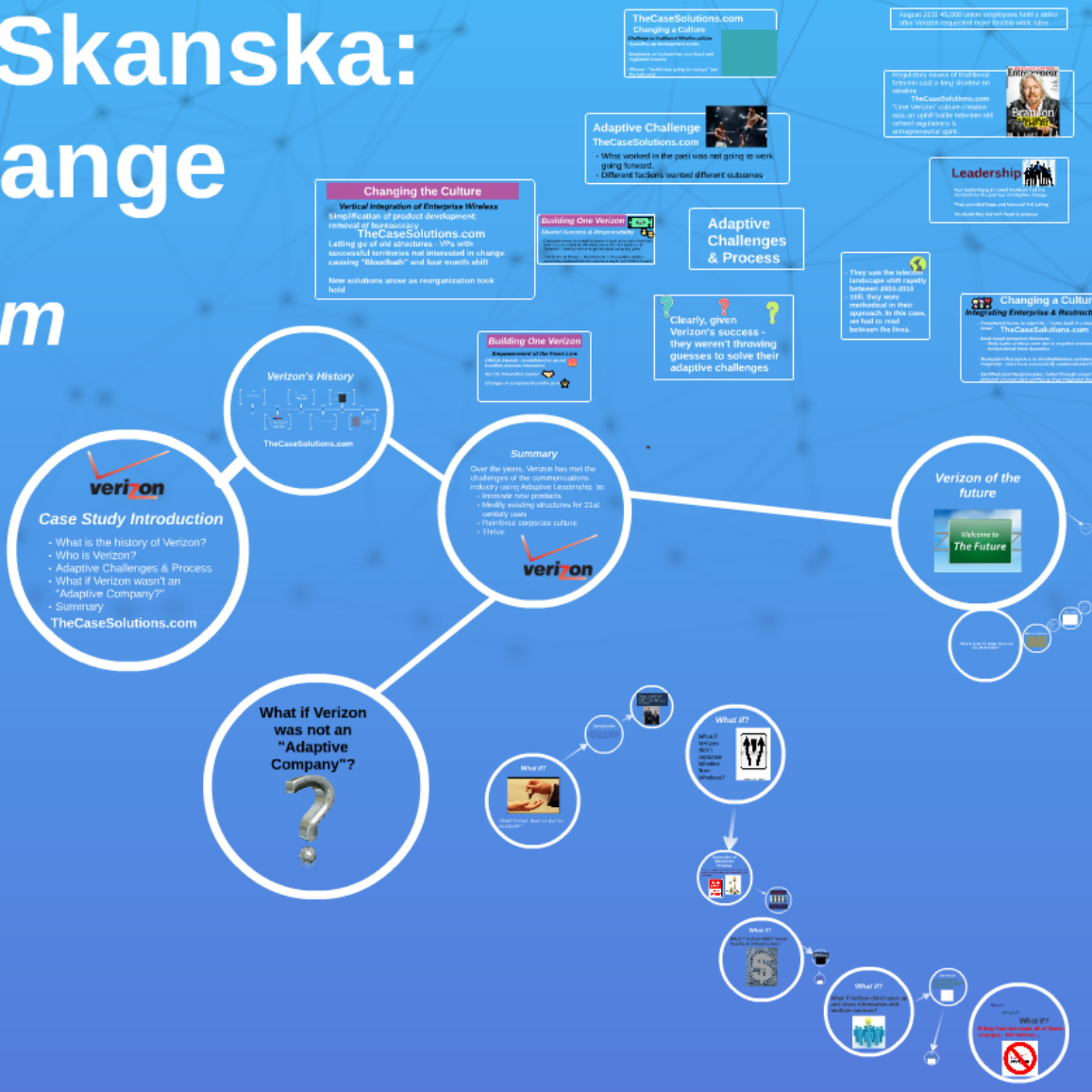

Case Study Introduction

- What is the history of Verizon?
- Who is Verizon?
- Adaptive Challenges & Process
- What if Verizon wasn't an "Adaptive Company?"
- Summary

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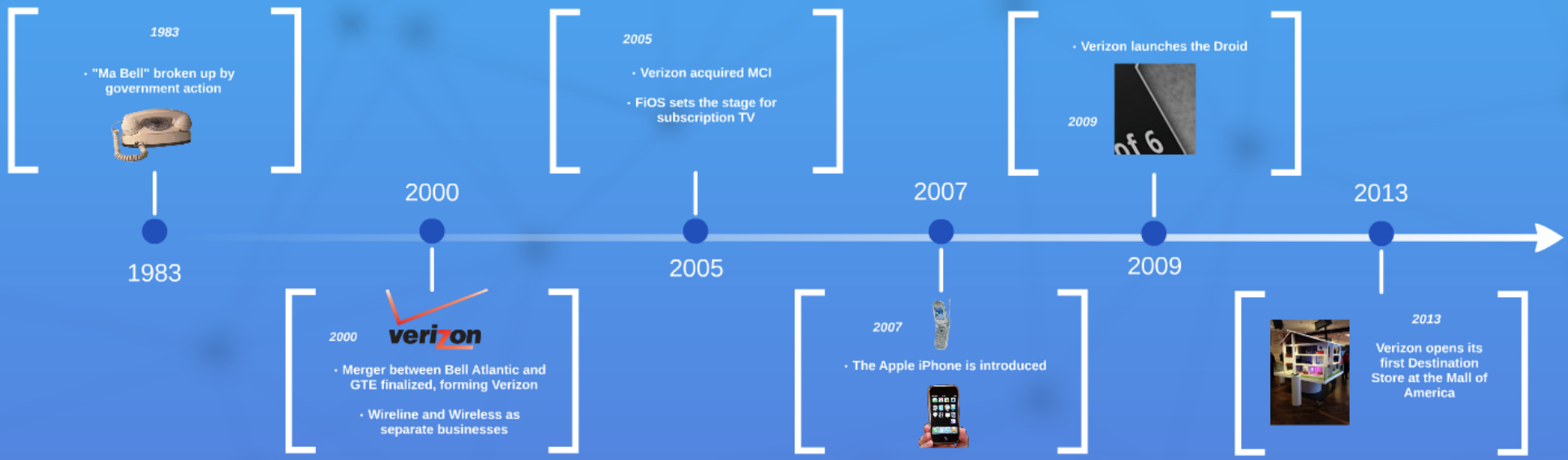
Verizon's History



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Regulatory issues of traditional telecom cast a long shadow on wireline

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"One Verizon" culture creation was an uphill battle between old school regulations & entrepreneurial spirit.

Leadership

the balcony)

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Adaptive Challenge

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- What worked in the past was not going to work going forward.
- Different factions wanted different outcomes.

ne Verizon

Adaptive

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Changing a Culture

Challenge to traditional Wireline culture

- **Speeding up development cycles**
- **Emphasis on bottom-line over fixed and regulated income**
- **iPhone - "world was going to change" (on the balcony)**

Changing a Culture

Integrating Enterprise & Restructuring Design

- *Empowered teams to organize - "come back in a week with your ideas"*

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- *Made tough personnel decisions -*
  - *likely some of these were due to negative reactions & dysfunctional team dynamics*
- *Realization that barriers to wireline/wireless collaboration often imaginary - must have successfully communicated the new vision*
- *Identified priorities/principles; talked through compromises - probably orchestrated conflict as they integrated design teams*

Changing the Culture

Vertical Integration of Enterprise Wireless

Simplification of product development; removal of bureaucracy

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Letting go of old structures - VPs with successful territories not interested in change causing "Bloodbath" and four month shift

New solutions arose as reorganization took hold