

# Leading Through Disruption - Planning for the Future

**Tiffany Zakszeski  
Stryker**

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# Leading through **disruption**

**Empathy:** What's the conversation we need to have?



**Accountability:** How do we provide a safe environment for our employees – physical & emotional?



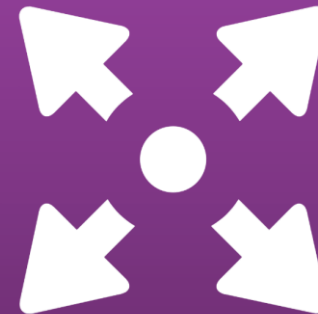
**Visibility:** What must look different about where & how we will work?



**Clarity:** What do our customers need from us? What is our new focus?



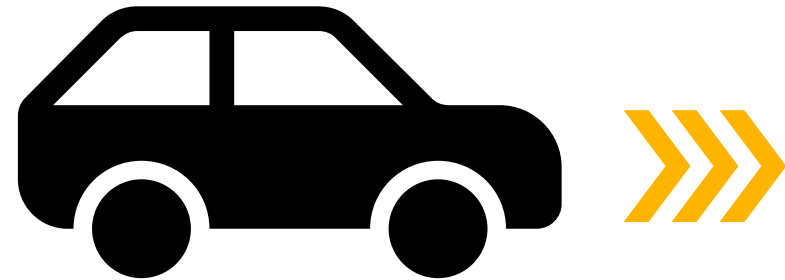
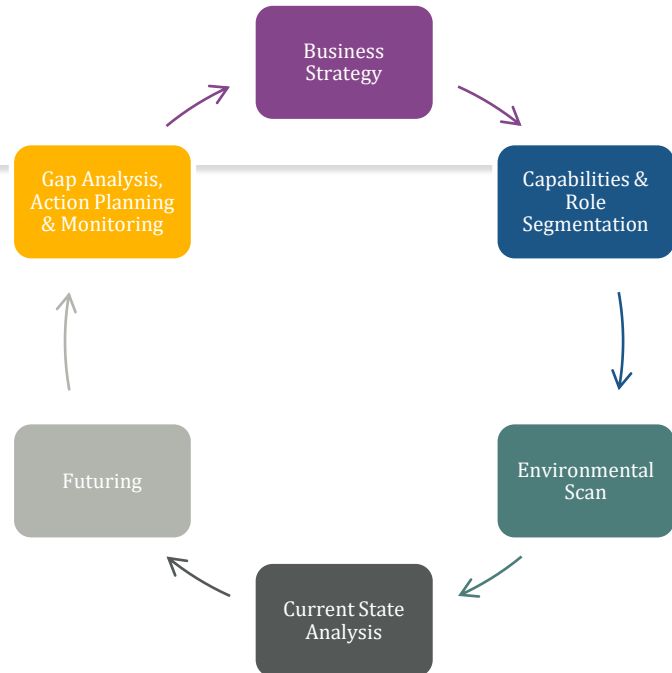
**Agility:** How can I learn, re-learn & adapt?



# It's time for SWP

Right people, right roles, right skills, right time, right place, right cost to **achieve the business strategy.**

-HCI-



# Agenda

## 01

Disruptor's Dilemma – A Case Study

## 02

Re-visit Strategy

## 03

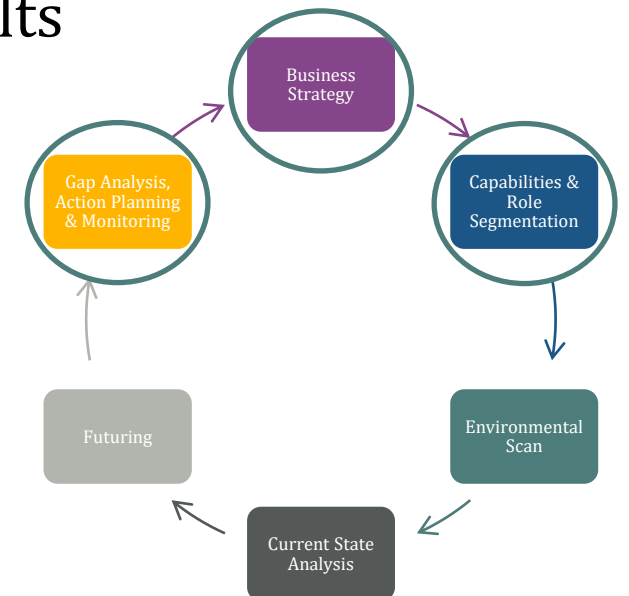
Prioritize Capabilities

## 03

Share Accountability

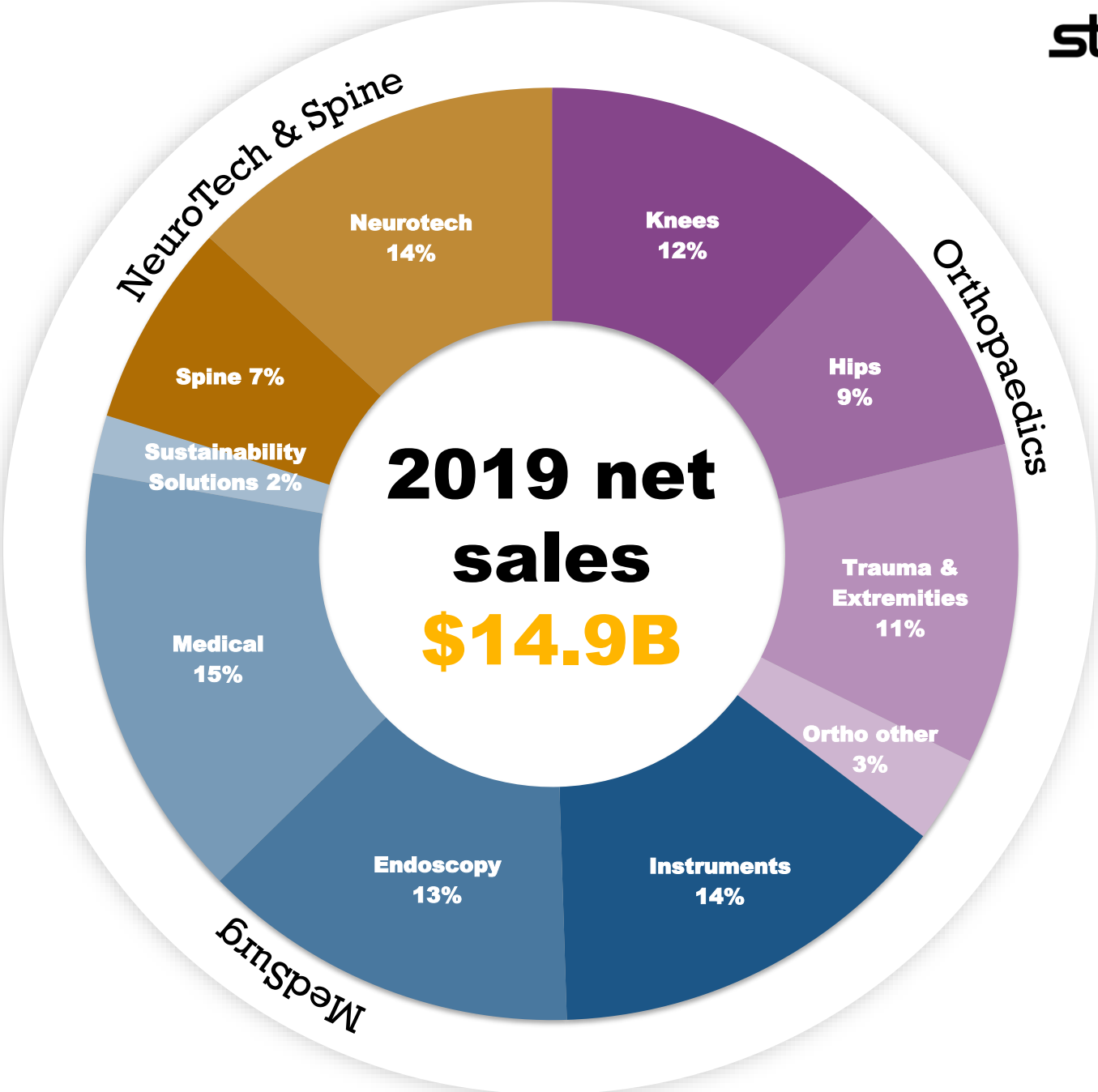
## 04

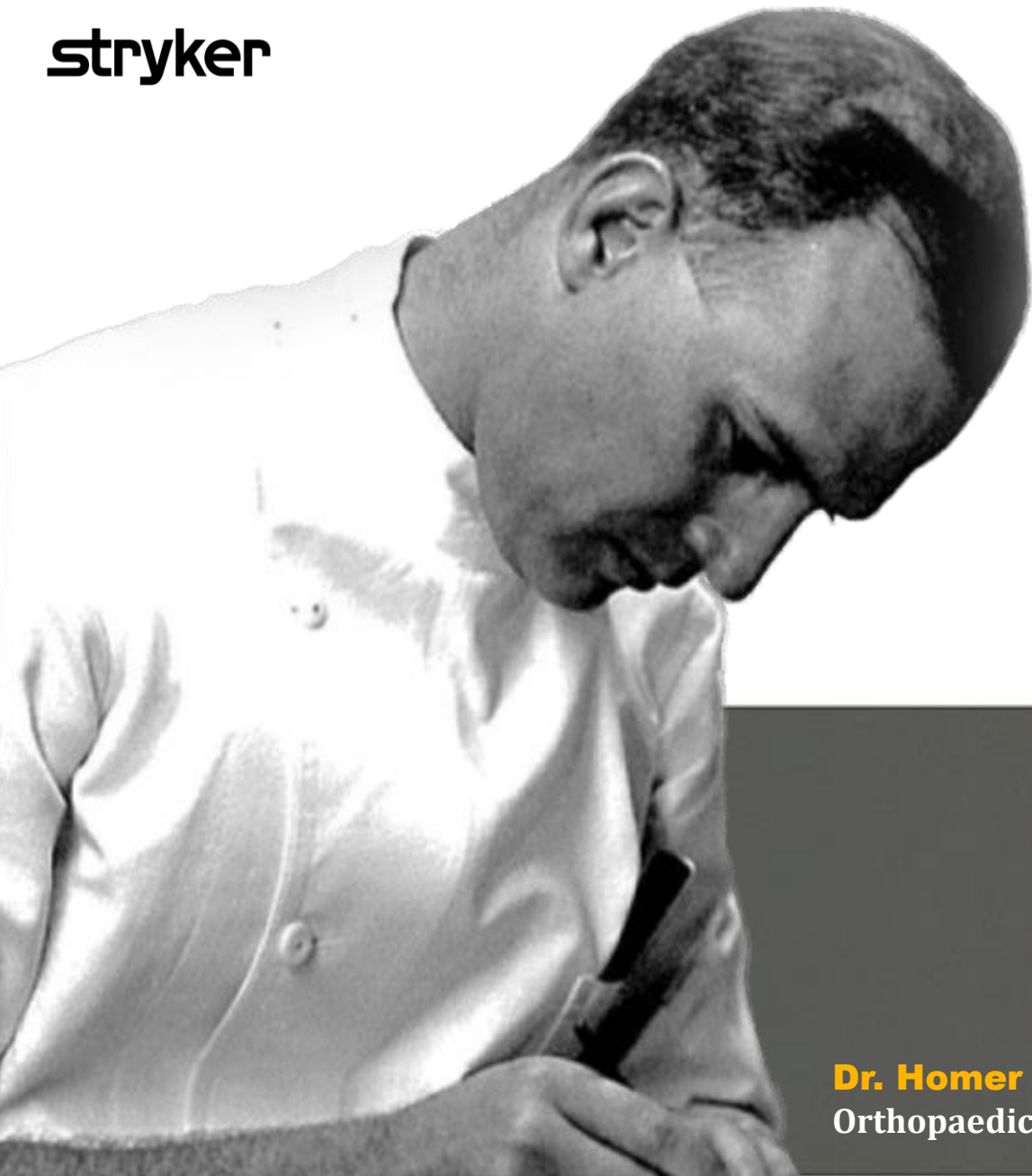
Deliver Results



# Global MedTech leader

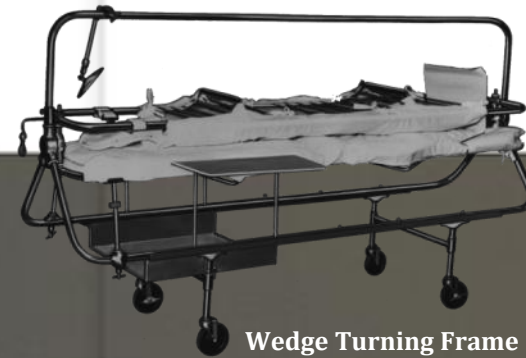
Pursuing global market leadership in three segments





# 75+ years of **innovation**

*Orthopedic Frame Company*



Wedge Turning Frame  
1937



Cast Cutter  
1946

**Dr. Homer H. Stryker**  
Orthopaedic Surgeon and Inventor

## Mission

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Together with our customers,  
we are driven  
to make healthcare better.

## Values

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**Integrity**  
We do what's right

**Accountability**  
We do what we say

**People**  
We grow talent

**Performance**  
We deliver



# At a **glance**



**\$14.9**

billion in annual  
global sales in 2019



**8,883**

patents owned  
globally in 2019



**\$971**

million spent on  
R&D in 2019



**~40,000**

employees worldwide  
in 2019



**40**

straight years of  
sales growth



**S&P**

**500**

included in the  
Standard & Poor's  
500 Index

# Global recognition

## A few of our most recent honors



2020  
**Fortune**  
World's Most  
Admired  
Companies



### Great Place to Work

- › Best Workplaces in Australia
- › Best Workplaces in Brazil
- › Best Workplaces in Canada
- › Best Workplaces in Finland
- › Best Workplaces in France
- › Best Workplaces in Greater China
- › Best Workplaces in Hong Kong
- › Best Workplaces in Italy
- › Best Workplaces in Japan
- › Best Workplaces in Korea
- › Best Workplaces in Mexico
- › Best Workplaces in Spain
- › Best Workplaces in the U.K.



(in the U.S.)



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**18 years**  
**3 functions; 4 businesses**  
**Marketing, Sales, HR**  
**1 company**

**Vice President, HR**  
**HCI SWP Certified**

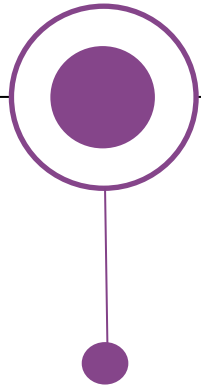


# Disruptor's Dilemma: A Case Study

# The Case Study

## Mid 1990s – early 2000's

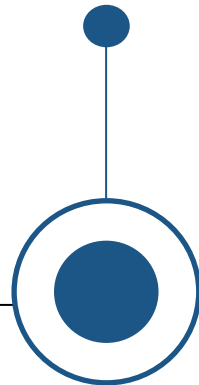
- Market expansion
- Rapid reimbursement growth
- Friendly regulatory environment
- Focused product line
- Technology leadership



### Rapid growth

## Mid 2000's – Mid 2010's

- Increasing regulations
- Economic recession
- Healthcare reform
- Product diversification
- Competitive pressures



### Growth stalls

## 2015

- Case for change
- Cultural foundation



### SWP Kick-Off

# The path forward



## Re-Visit Strategy

What do our customers need from us and how are we uniquely positioned to deliver value?



## Prioritize Capabilities

What are the leadership capabilities, technical competencies and organizational behaviors required to deliver this value to our customers?



## Share Accountability

How will we set talent goals and monitor our progress in order to deliver on our strategy?

# Re-Visit Strategy



# Re-Visit Strategy



## Customer Decision Drivers

### 1.) Business strategy

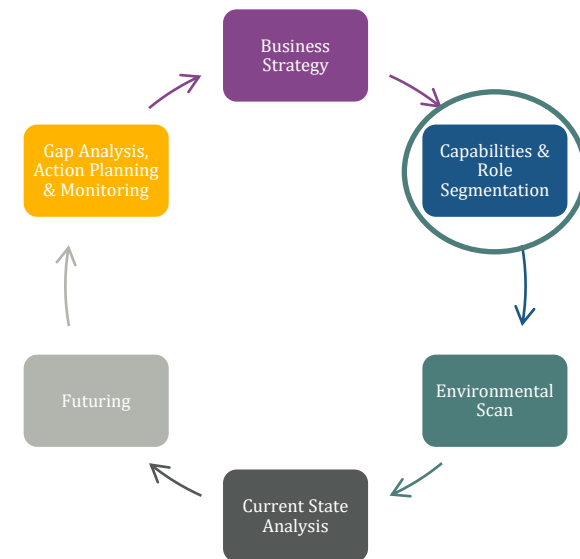
- What do our customers look to buy from us? Market segments?
- Why do our customers buy from us? Unique value?
- How do our customers buy/use our products/services? Business model?
- What is our objective?

### 2.) Tactics

- What are the top priorities to deliver on the strategy?
- What is our roadmap to create customer value?



# Prioritize Capabilities



# Prioritize **capabilities**

What would have to be true about our talent & culture to deliver on our strategy?

Consider both individual competencies & desired organizational behaviors



Use tactics to define capabilities



Establish rules of engagement before role segmentation



Ensure understanding of all organizational roles

Strategic  
10-15%

Core  
15-20%

Supporting  
60-75%

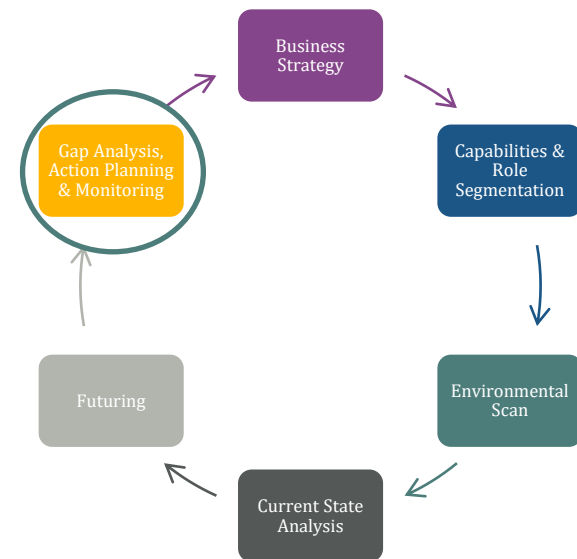
Misaligned  
?



The move to future state: consider the following ways to close your capability gaps:

- Buy** Talent
- Build** Talent
- Borrow** Talent
- Bounce** Talent
- Bind** Talent
- Org** Design
- Culture** Renovation

# Share Accountability



# Share **accountability**

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## **Strategic**

Plan Process

**Talent priorities** are born from strategy

## **Goal**

Setting

Talent priorities become aligned **SMART goals**

## **Talent**

Conversations

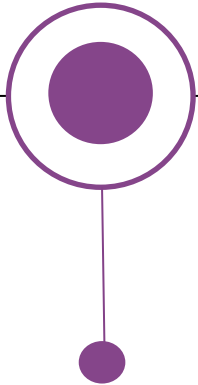
**Talent conversations** accelerate talent goals

# The Business Case for SWP

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Mid 1990s – early  
2000's

- Market expansion
- Rapid reimbursement growth
- Friendly regulatory environment
- Focused product line
- Technology leadership



**Rapid growth**

Mid 2000's –  
Mid 2010's

- Increasing regulations
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**Growth stalls**

2014 - 2015

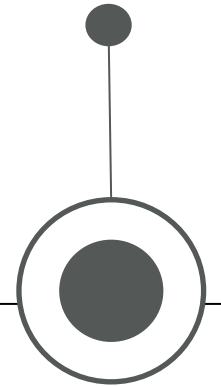
- Case for change
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**SWP Kick-Off**

2016 – 2019

- Right people
- Right roles
- Right skills
- Right cost



**Market Leading  
Results &  
Engagement**

# Ask for 1 meeting

“Vulnerability is not winning or losing.  
It’s having the **courage to show up** when you  
can’t control the outcome.”

-Brene Brown-

Thank you

# Questions

