

## Peter Sheahan Biography

My expertise is Accelerating Growth through Transformation. I have partnered with the leadership teams of the following companies to accelerate their transformation. Mondelez, DeBeers, Brookfield, HNI Workplace Furnishings, Microsoft, Howard Hughes, Vonco, RSM, AmericanFidelity, Cardinal Health, Cisco, and Equinix. I am currently working on strategic clarity and executive alignment with Cone Health and Zayo, and likely starting another project for a very large hospital system in Q2. After partnering on 45 large and complex transformations, I have come to observe that all executive teams believe they are aligned, and almost none ever actually are. My work is to create the safe space and proven process to surface and resolve the underlying issues that prevent true alignment.

I have founded, led, and since sold 3 global companies.

1. ChangeLabs: Large scale behavior change company delivering community investment programs in schools and universities for companies that included Apple and IBM. My old firm now forms the Community Investment Practice at Ernst & Young.
2. Karrikins Group: Professional services firm focused on organizational wide change and leadership development.
3. EI: AI powered survey instrument used to predict suicide risk in youth, responsible for thousands of early intervention for at-risk kids. Now wholly owned by Family Zone.

## Point-of-View

My point-of-view on accelerating a transformation journey is built on the following foundational observations:

1. Companies don't transform, leaders do! Humans change first!
2. The leadership journey is a psychological journey first, strategic second!
3. And there is no transformation without behavior change!

Assuming you have the right strategy (because it doesn't matter how well you execute the wrong idea), successful transformation comes down to two things:

- Clarity.
- Alignment.

Clarity.

- The last 10%: Leadership teams tend to clarify to about 90% and fail to realize that substantial capacity is lost in the org due to misinterpretation of the strategy. A lack of capacity is the silent killer of transformation, so it is critical to close the "last 10%" clarity gap.

- Clarity is not alignment: The process of getting to clarity is as important as clarity itself. The outcome needs to not just be clarity, but alignment. Alignment requires commitment, courage, confidence, and personal ownership for the transformation.

Alignment:

- The C?O Dilemma: Leaders tend to think someone other than them is responsible for transformation. As such, they are all in favor of change, until they have to personally change.

- Agreement is not Alignment: Leadership teams confuse agreement with alignment. Agreement simply means something is clear and makes sense. You only have alignment when people are acting, investing, and deciding in new ways.
- The Future State Fallacy: Alignment is less about a shared vision of the future and more about an accurate understanding of the present and the distance to that desired future.
- True Teams: High performing organizations are led by a group of individuals who team, not a group of individuals who report together.
- Leadership Impact: There is no transformation without behavior change – you are the most powerful symbol. Leaders must be visibly aligned for the organization to follow.

Transformation is not an event, it's a journey that will likely never end. And will repeatedly require the following shifts from those leaders:

1. Moving from awareness of change to taking ownership for leading change.
2. Moving from a burning platform to a burning ambition. Fear will create urgency, but in time it will burn people out. We need to escape the gravity of our past success and create sustained transformation from a place of a burning ambition focused on the customer and leading them to the future.

3. Moving from agreement to alignment. Agreement is not alignment. Clarity is not alignment. Alignment exists when we change the ways we make decisions, invest, and behave.

**Successful transformation is not a byproduct of ambition, it is a result of alignment.**