

Connected Health: Connected Leaders

Stepping Up to Courageous Leadership

Imaginal
Labs



Kilimanjaro means “difficult journey”



What?

How?

Who?

Why?

Agenda



The third place:
health care everywhere

Patients:
nudging patient behavior

Business models:
creative disruption

Be the change:
courageous leadership



Healthcare 3.0

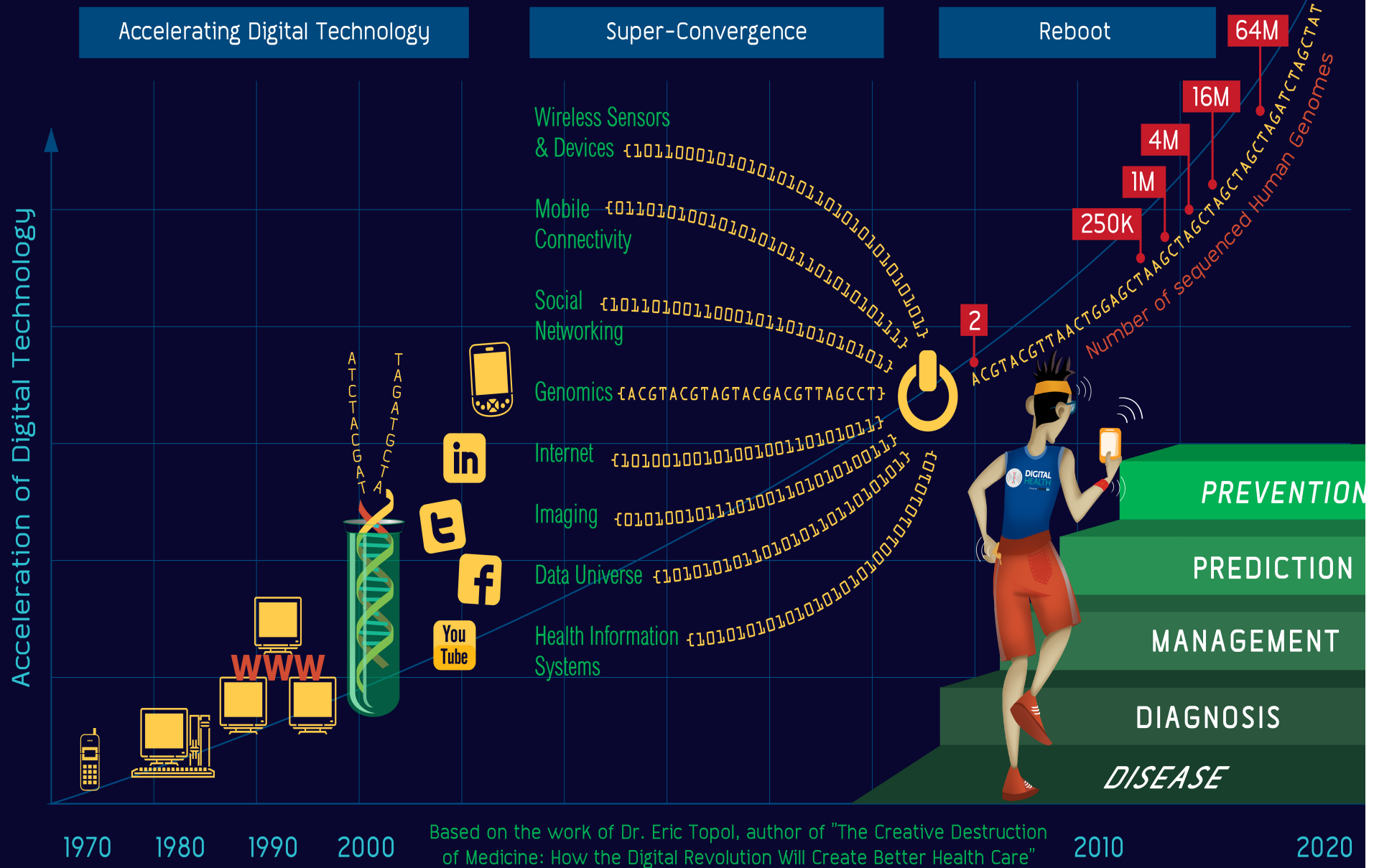


The shift from products to health outcomes

	Healthcare 2.0 Diversified product portfolio	Healthcare 3.0 Health outcomes
Business Model	Product-centric; B2B	Customer-centric; B2C
Value Drivers	Revenue/Margins	Health outcomes for patients
Brand Value	Product Efficacy	Customer Experience
Go-to-market strategy	Pitching	Listening and co-creating
Inorganic Growth	Acquisition of product Companies	Innovative partnerships
Innovation	Product Development	Development of new businesses and markets
Information	Approval based on clinical trial data	Reimbursement based on real market effectiveness

6 CHARACTERS REBOOTING MEDICINE AND HEALTH 0, 1, A, C, G, T

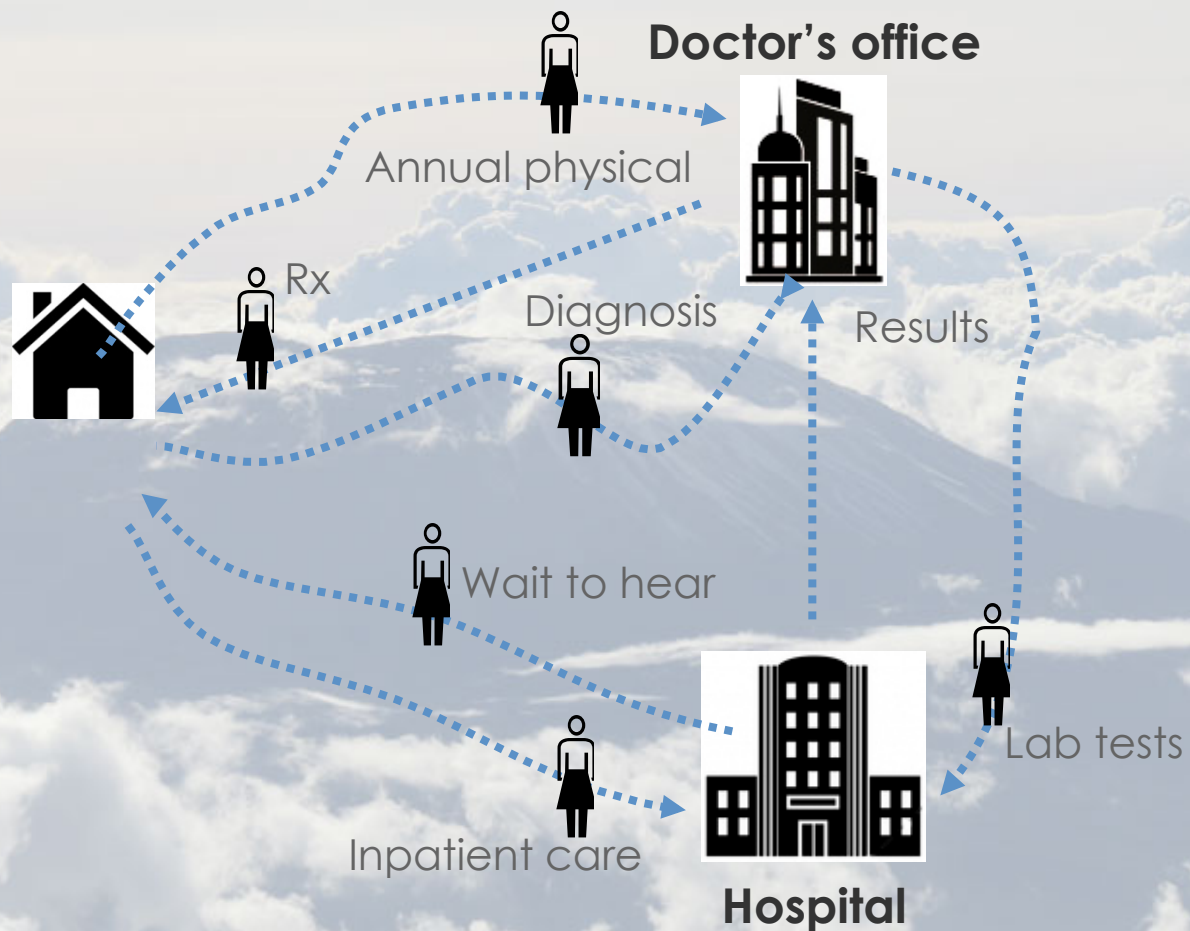
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Today, health care is delivered in two places



- ▶ **Periodic** measurement
- ▶ **Treatment** of disease
- ▶ **Opaque**
- ▶ **Providers** have control



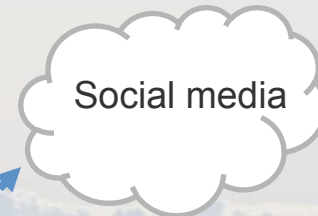
Welcome to the third place

The third place is the patient

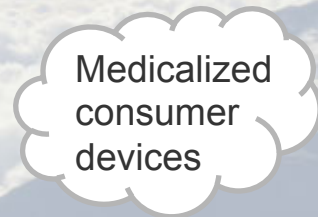
- ▶ **Periodic** measurement
- ▶ **Treatment** of disease
- ▶ **Opaque**
- ▶ **Providers** have control



RT monitoring, prevention



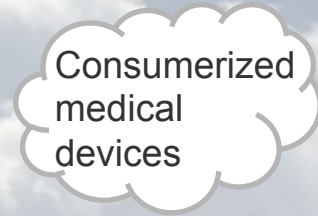
Insights, feedback



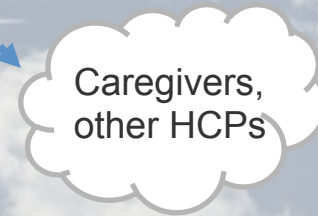
Sensor data



Tele-health



Data, control



Remote care

- ▶ **Continuous** monitoring
- ▶ **Prevention, behavior**
- ▶ **Transparent**
- ▶ **Patients** have control

The Next Emerging Market – The Forth Space



Hospitals

Clinics

Homes

**Digital:
The fourth
space**

Digital channel for health

Led by payers and providers
Within traditional healthcare system

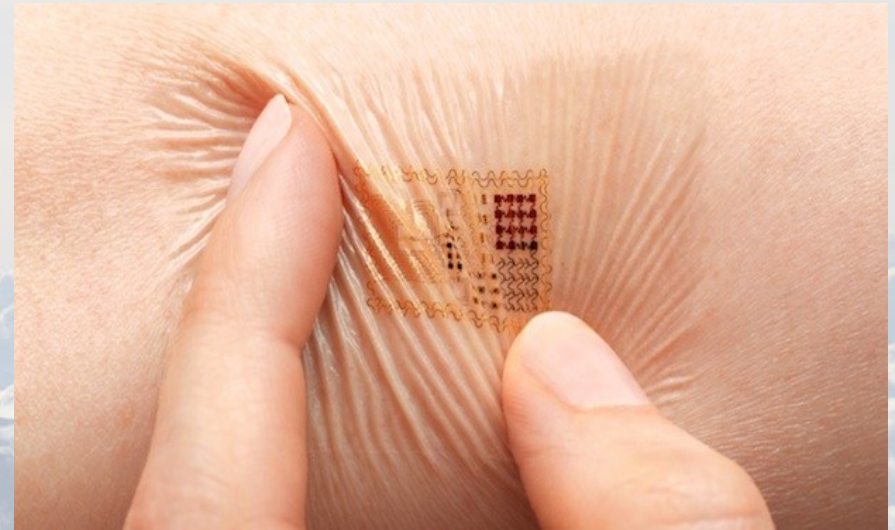
Digital innovation for consumers

Led by emerging players in consumer segments
Outside traditional healthcare system

Digital initiatives for social impact

Led by NGOs, governments, and foundations
Broad behavioural change agendas

Back to the Future



E39

**HOW GOOD ARE YOU?
JUST ASK THE SHIRT.**

- HEART & BREATHING RATE MONITOR
- CORE ACCELERATION GAUGE
- SPATIAL POSITIONING INTERFACE





**Patients:
nudging patient behavior**

We are irrational but predictably so...

- ▶ Opt-out organ donation
- ▶ A donut today
- ▶ Displeasure from losing \$100



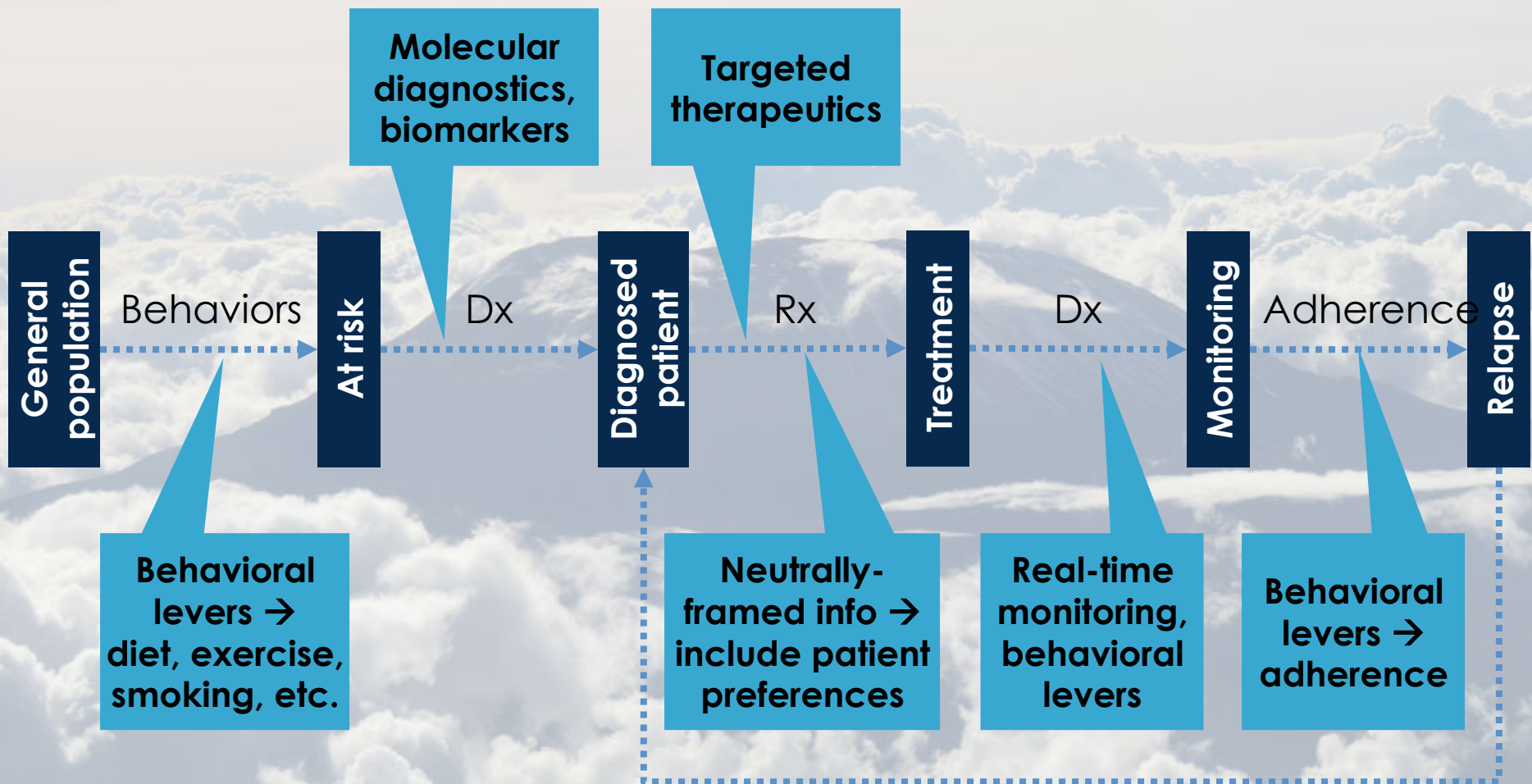
- ▶ Opt-in organ donation
- ▶ A longer, healthier life
- ▶ Pleasure from gaining \$100

...and the predictability of our biases means that we can correct for them

Personalized Medicine



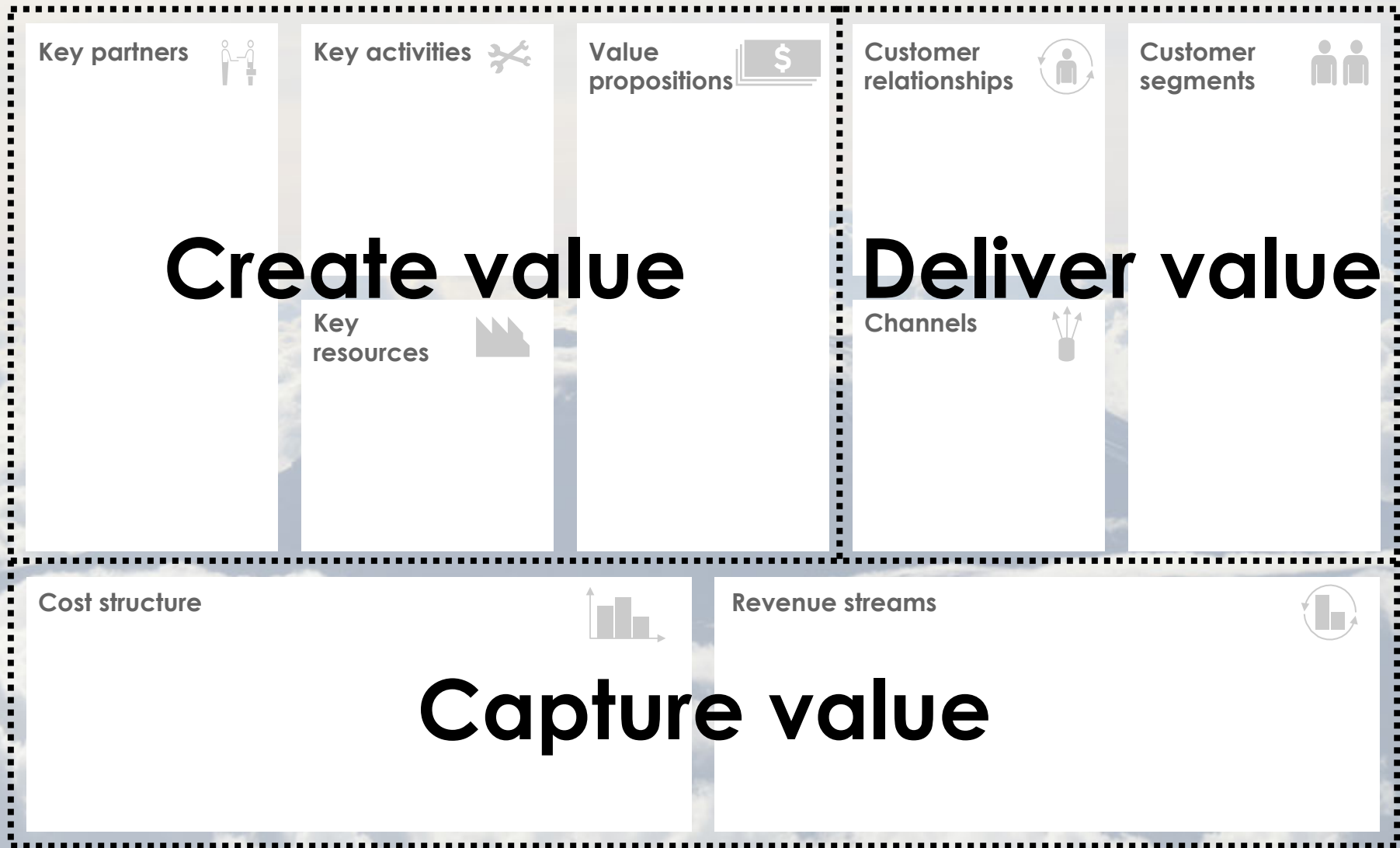
Sciences of medicine and behavioral economics





Business models: creative disruption

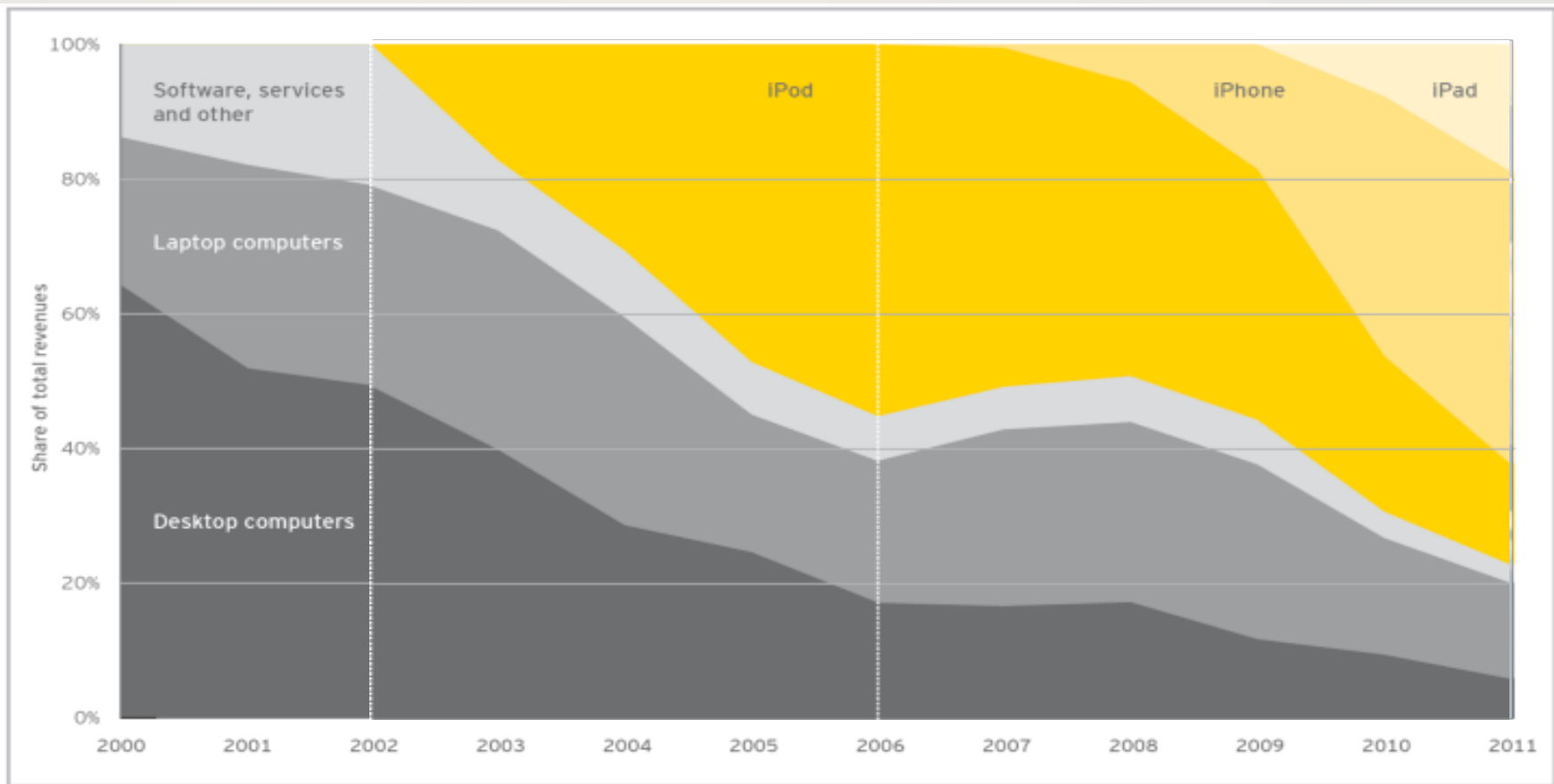
The business model canvas



Creative disruption



Apple's revenue over time



Source: *Financial Statements, Ernst & Young.*

Note: data for iPod, iPhone, and iPad include related products and services.



**Be the change:
new competencies for
courageous leaders**

New Competencies for Courageous Leaders



- ◆ **Digital Strategist**
- ◆ **Trust Builder**
- ◆ **Talent Developer**
- ◆ **Brand Designer**
- ◆ **Business Model Architect**

Trust Builder - Edelman Survey



2013



An essential role of transformational leadership is the ability to shift from the

LICENSE TO OPERATE



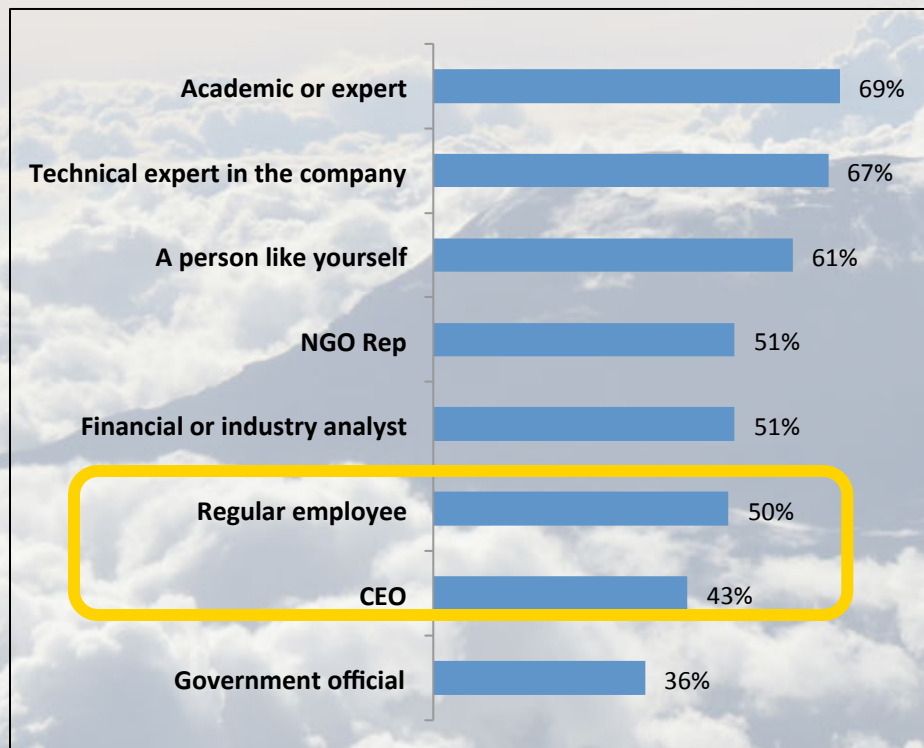
THE LICENSE TO LEAD

Trust Builder - - requires building a new coalition “before you need it”



Credible Spokespeople

2013



The future KOLs and Influencers will include voices that are considered objective, independent and authentic.

Source: Edelman Trust Barometer 2013 Annual Global Study

Trust Builder: Winning the Why as well as the How and the What



Why

How

What

ENGAGEMENT

- ▶ Listens to customers needs and feedback
- ▶ Treats employees well
- ▶ Places customers ahead of profits
- ▶ Communicates frequently and honestly on state of business

INTEGRITY

- ▶ Has ethical business practices
- ▶ Takes responsible actions to address an issue or crisis
- ▶ Has transparent and open business practices

PRODUCTS & SERVICES

- ▶ Offers high quality products or services
- ▶ Is an innovator of new products, services or ideas

PURPOSE

- ▶ Addresses society's needs in it's everyday business
- ▶ Creates programs that positively impact the local community
- ▶ Partners w/ NGOs, government.3rd

OPERATIONS

- ▶ Has highly regarded and widely admired top leadership
- ▶ Ranks on global list of top companies
- ▶ Delivers consistent financial returns to investors

Edelman Trust Barometer research reveals **16 specific attributes** which build trust and are listed here in rank order of importance

Source: Edelman Trust Barometer 2013 Annual Global Study

Talent Developer – the secret recipe for innovation and transformation



- Business model built around discovery, development and life cycle management of the talent , not the product
- Performance management goals on full engagement of customers and employees with shared mission and values around the WHY
- As leaders be “devoted” to these two principles as opposed to just “committed”



Brand Designer



Real artists ship!



Your Authentic Personal Brand



Honing Executive Presence



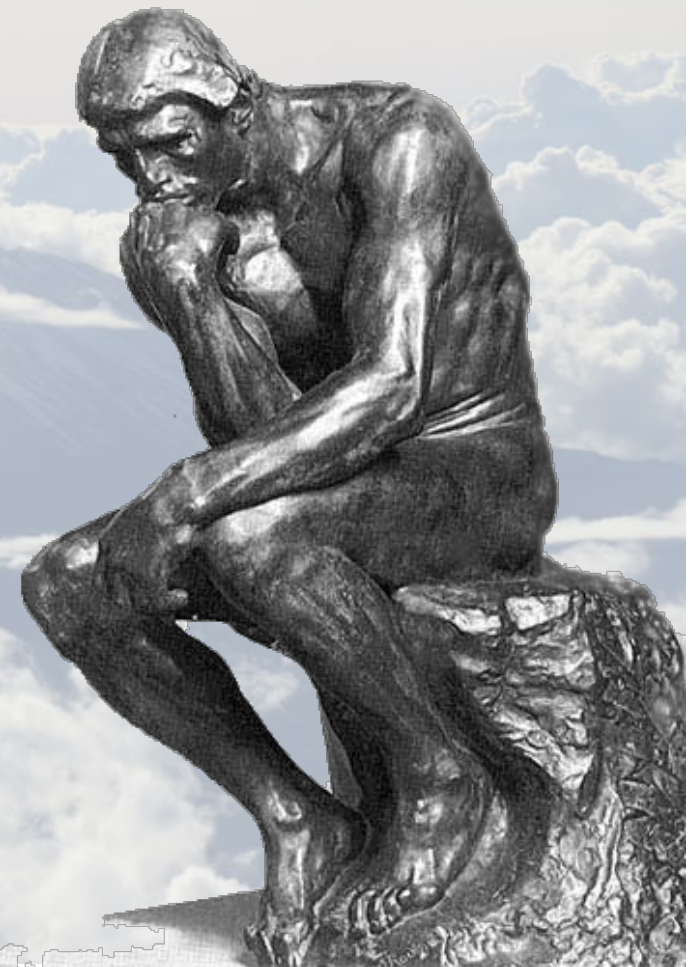
- **Appearance**
- **Communication**
- **Gravitas**



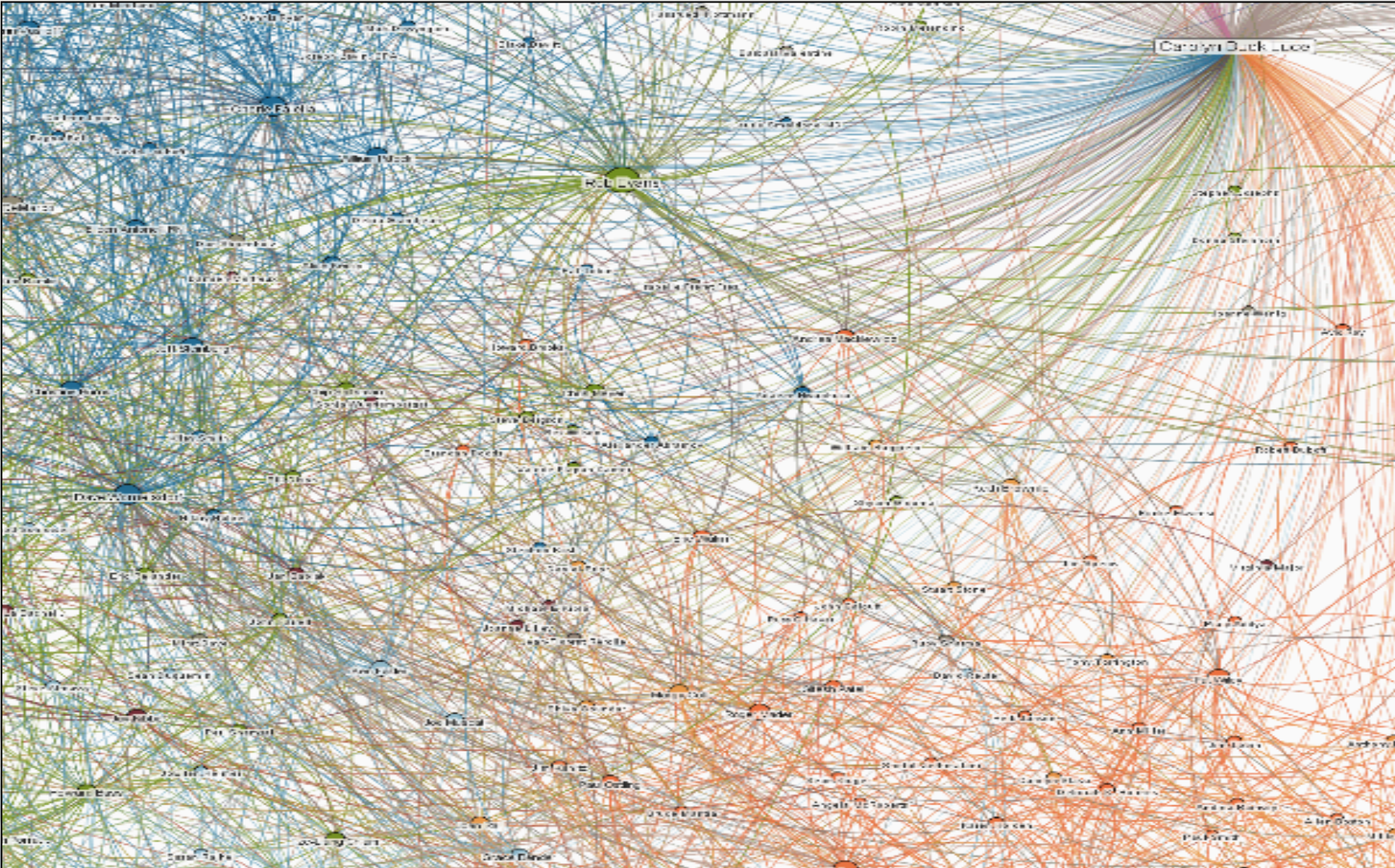
Gravitas



- **Grace under fire**
- **Decisiveness**
- **Ability to read/command a room**
- **Integrity/authenticity**
- **Ability to inspire others**
- **Stellar reputation**



Multichannel brand distribution



Business Model Architect



From 50 to 60



A decade of meaning



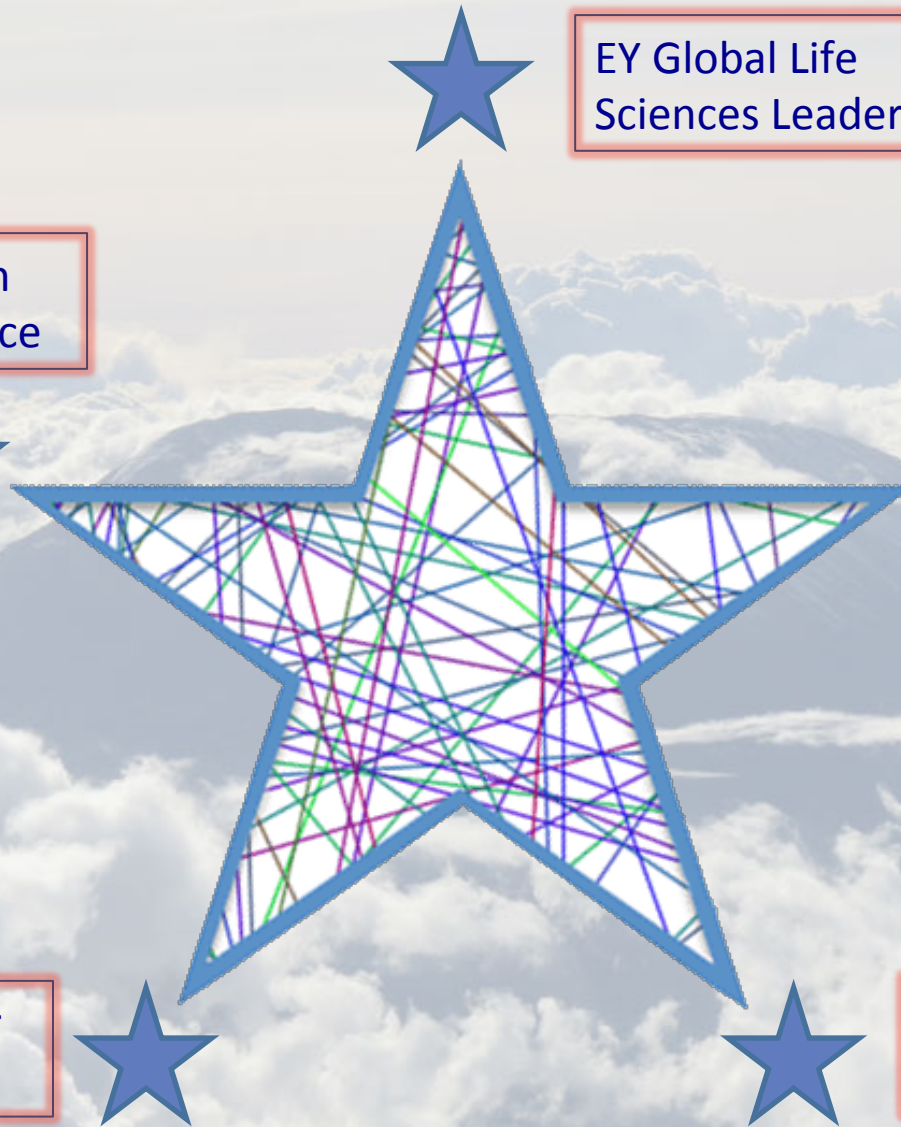
EY Global Life
Sciences Leader

Co-founder Hidden
Brain Drain Task Force

Chair NYWF

Published Professor
at Columbia

Democratic Party
Activist



Connecting the dots:



Winning at home, at work, and in the world





Imaginal
Labs _

