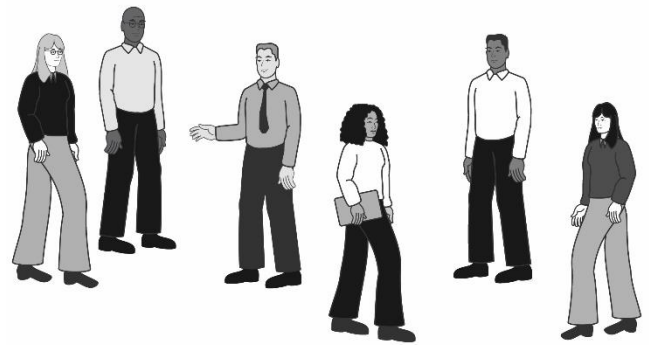


# CULTURAL TRANSFORMATION ROUNDTABLE BREAKFAST



This past week I did something that I have been doing consistently for the last two years – I hosted another breakfast roundtable event on **cultural transformation**.

However, for this one, I took this concept on the road, and did it at the wonderful private dining area at Sarabeths on Park Avenue in New York. I figured why not, I am spending almost half my time here, I have multiple clients in New York already, why wouldn't this concept translate across the ocean.



And like with all the others that have come before, I was truly fortunate to have a super compelling co-host for the event and this time I had **Micheline Lewis, the Chief People Officer at Mother** who provided all of us with a really unique perspective on industry agnostic skill sets at the 'C' suite level. Coming from banking before, now running the people side of this global creative digital agency, talent & people opportunities and challenges transcend industry sectors – so it seems.

As promised, at the beginning, to the group, and keeping to strict Chatham House Rules, no names or job titles or companies will be mentioned (other than Mich's)- to protect the integrity of the conversation. But what I can say is that industries such as footwear, media, apparel, luxury & food & beverages were all represented – as were the leaders of such – CEOs and Chief People Officers.

**I go the ball rolling by asking the group their thoughts on what culture actually means? Is it just a nice word, is a set of attributes defined by the company behaviour, or is even reasonable to define it?**



For me, having done many of these events before, combined with working with many different businesses, **it seems that culture is defined by how you act when things go wrong – not during the good times.**

What followed was a truly interesting 90-minute debate focussed on the roles and responsibilities at the leadership level to articulate, formulate and ultimately deliver the values of the business. It seems that culture is something lived by everyone, at all levels. You have to have a really honest platform to describe who you are and what you stand for.

GLOBAL LEADERSHIP REIMAGINED

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We talked about having **courageous empathy and having the ability to mess with the status quo** – to enable and create a mechanism to challenge an idea seemed really crucial to me.

We moved onto the generational ‘below us’ – and how all the key metrics that we got used to measuring have become massively disrupted. This new generation, who will be the next generation of leaders, have fundamentally disrupted the foundational systems that we all got used to – and nothing is going back to the same way as before. It seems that **2023 might be the first year, in the past 4, that we can actually rely on when forward planning for next year** – although the concept of 3- and 5-year strategic plans were largely discounted as not practical anymore.



For me, anyways, this was a great breakfast and validated that the concept I built over two years ago does cross the Atlantic – and I will be bringing it back with me next quarter when I return to NYC. As usual, the flow had to be stopped at 10am to ensure everyone got on their way – although I felt like we had only just scratched the surface....