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## 2020 Working Group Statement

We propose a framework to tackle the opportunities of collaboration—and the challenges that no one of us can solve alone—in order to create unprecedented impact and systemic change.

### **VISION. *What do we want to achieve?***

The new digital present demands that we rebuild our companies, organizations—and, ultimately, ourselves—to be more resilient and successful.

With a common purpose, we commit to convene our strengths and capabilities to find novel collaborations across business, government, and nonprofits, led by a set of principles founded in transparency and trust. We commit to build a framework that tackles the most difficult challenges—those that no one of us could solve alone—to create unprecedented impact and systemic change.

### **VALUES. *What's important to us?***

**Trust:** We believe in each other's intention and capability, establishing a culture of transparency and candor. We maintain our competitive spirit in the midst of genuine partnership.

**Shared Success:** We rally around tangible outcomes, shared metrics, and common goals to multiply our global impact. We align independently with our companies' reputations, and we act as a new collective to deliver significant change.

**Entrepreneurial Mindset:** We are not afraid of change. We leverage our experience and combine bravery, fresh perspective, and deep expertise to fuel innovation. Our optimism and purpose lead us to discover new ways of working together.

**Innovation with Speed:** We collaborate with focus and intention, working to fail fast, learn, and grow.

### **METHODS/PRINCIPLES. *How will we achieve it?***

**Begin with Bold, Scalable Ambition:** We start with an audacious goal to serve a mission for the greater good. We take collective responsibility for an outcome at scale that no one entity could individually accomplish.

**Foster Inclusiveness, Diversity, and Equity:** We seek out diverse and unexpected partners who can shed new light on the challenge at hand. We create an environment of collaboration and equality to empower people at every level.

**Build for Speed to Value:** We work openly, sharing data and knowledge and focusing on tangible outcomes and speed to value. Competition comes second.

**Operationalize for Continued Impact:** We begin with scale and longevity in mind to guide participation and investment. We establish continuity through institutional support.

**Develop a Common Language:** We develop a shared language around operating principles, missions, goals, and case studies to bring everyone together. We establish clear criteria for shared data, swift decision making, and project timelines.

PRESENTED WITH OUR FOUNDING PARTNER



## **OBSTACLES. *What will get in our way?***

**Old Models of Success:** Many are still focused on the possibility of returning to the pre-pandemic processes, relationships, and models.

**Redundancy:** We will inevitably overlap in our strengths, capabilities, and even our intentions.

**Recognition and Control:** No clear path for credibility or recognition. Our competitive nature and internal motivations may fuel possessiveness over collaboration.

**Prioritization:** Each of us (and our companies) have other important priorities, endangering our ability to prioritize this effort.

**Ability to execute:** We anticipate gaps in capabilities and resources that may be difficult to overcome.

**Inertia:** We gain and maintain consistent energy around each initiative.

**Alignment:** Even with common intent, we may be unable to align on time horizons and other vital factors (company reputation, cultures, skills).

## **MEASURES. *How will we know when we get there?***

### **Bold, Scalable Ambition**

- Shared declaration of purpose and impact with accountability
- Community impact
- Roadmap for scale and measurement (not profit-based)

### **Foster Inclusiveness, Diversity, and Equity**

- Participation metrics
  - Profile of participants (government, institutions, educators, private sector)
  - Participation of beneficiaries
- Diversity, Equity, and Inclusion nuance metrics
  - Diversity asks, “How many more of [pick any minoritized identity] group do we have this year than last?” Equity responds, “What conditions have we created that maintain certain groups as the perpetual majority here?”
  - Inclusion asks, “Is this environment safe for everyone to feel like they belong?” Justice challenges, “Whose safety is being sacrificed and minimized to allow others to be comfortable maintaining dehumanizing views?” –Dafina-Lazarus Stewart

### **Build for Speed to Value**

- Sprint-driven pilots (with scale in mind)
  - Listening engine to fuel impact and innovation
  - Measure outcomes every step of the way
  - Track time to progress
  - Shared success

### **Operationalize for Continued Impact**

- Short, mid-term, and long-term milestones
  - Commit resources for scale
  - Cadence (communication, governance, etc.)

### **Develop a Common Language**

- Shared case studies
- Celebration of progress and small wins

### **Shared Accountability and Responsibility**

- Inspire a movement!