

From: LDO Communications
Sent: Thursday, April 30, 2015 8:18 AM
To: LDO Communications
Subject: ACTION: Bring discussion of Technology Disruption into your Business

Follow Up Flag: Send Team's Technology Disruption Insights
Due By: Friday, June 19, 2015 9:00 AM
Flag Status: Flagged



“Over the next five to ten years, **somebody in most of your business lines is going to offer your customers a significant improvement in the goods and services you’re currently offering,**” predicted Andrew McAfee, an MIT professor who studies how information technology affects business. He is also co-author of *The Second Machine Age: Work, Progress and Prosperity in a Time of Brilliant Technologies*. “Not a marginal improvement. A significant improvement,” McAfee said, kicking off a conversation with Alcoa Chairman and CEO Klaus Kleinfeld and participants at the Alcoa Leadership Conference (ALC).

This is a conversation we need to be having within every business team across Alcoa. See below for instructions on how to bring the conversation alive within your team.

Earlier in the day in his [ALC Keynote](#), Kleinfeld urged Alcoans to tap into our “disruptive DNA” and be a rebel like our founder rebel Charles Martin Hall. Hall took on the mighty steel barons during the Industrial Revolution through a combination of innovation, speed and determination. Today’s Technological Revolution presents similar challenges, as technology and automation disrupt the status quo.

“This is one of those weird times in history where a wave of technology sweeps over the business world and doesn’t stay confined to one sector, to one industry,” said McAfee. “It has these really pervasive effects. And I think we are in the early stages of that wave right now.”

How we respond determines whether we’ll be disrupted, or be the disrupters.
What will make the difference? How can YOU shape our future? Listen in on the ALC conversation and use it to spark a similar one with your business team.

- What:** The world is changing rapidly—technology and automation are disrupting the status quo and exponentially increasing our opportunities and threats. How do we make this a business advantage?
- **Watch the video with your team** ([Click here to play or download](#))
 - **Actively discuss** what the technological revolution means to us... and take actions on the possibilities. Suggested questions to get your discussion started appear below.
 - **Share your team’s insights and ideas by sending a summary** of what you heard/ what surprised you / what your team is doing next. Send these reflections to Natalie Gillespie (Corporate Communications) **by July 15, 2015** to be collected into a corporate summary to be discussed at the Executive Council.
- Who:** **Appropriate for plant, department, and BU managers and their teams**, and is likely to be of interest to all salaried employees on your team. There are no restrictions on how or with whom you share this. Have interns on board for the summer? Include them too!
- When:** Please share this information with your teams **by the end of Q2 and send a summary of what you heard by July 15** to [Natalie Gillespie](#) (Corporate Communications) to be collected into a corporate summary to be discussed at the Executive Council.
- How:** **Show the video to your team, and then discuss.** Choose the approach that works best for your team (three options listed below).

Proposed approach	Time needed	Considerations
Option 1. Play the full conversation (60 mins) at your team meeting followed by discussion	90 mins to 2 hours	<ul style="list-style-type: none">• Allows for uninterrupted focus; ensures entire team participates.• Finding such a long block of time can be difficult
Option 2. Play the video in segments over multiple meetings , followed by discussion	First segment = 30 mins plus 15-30 mins of discussion (total of 60 mins recommended) Remaining segments could be shown individually as part of existing meetings (allow ~15 mins for each) or in a second 60-minute session	<ul style="list-style-type: none">• Ensures entire team watches the videos and discusses while it’s fresh in their minds.• Shorter bursts may be more feasible for schedule.• Discussion could be enriched by “think time” between sessions• May be difficult to get full team to each session
Option 3. Watch, then Discuss. Ask participants to watch the videos at their convenience, followed by a group discussion Give team members this link.	Individual watch time could be one 60-minute session or multiple shorter sessions Recommend at least 30 mins of team time for discussion	<ul style="list-style-type: none">• Gap between watching the video and discussing could hinder discussion (don’t remember what heard) or enhance (time to think about it)• How likely is team to watch the videos individually? Discussion is hampered if they haven’t watched

Questions to get the conversation started:

- Looking for Disruptions
- What disruptions have you seen in our industry/markets?
 - What disruptions do you see coming or worry about?

- Why are these changes possible? [Potential things to discuss: technological capabilities today vs. five years ago; what would you like to be able to do that's probably hardly out of reach?]

The Benefits

- What do our customers want most? How could our competitors – or others – provide it? What do we need to do to deliver it?
- How can we turn potential disruptions into an advantage for Alcoa? What would that mean to our future?

How We Get There

- There's a saying "What got you here won't get you to the next step." What mindset do you need for the new future? What are some things we should stop [and start] doing/saying?
- What new skills or technology do you need to adopt? What of our current skills and approaches should we keep... and discard?
- How do we integrate existing expertise with new technology/skills? How do we combine new skills (geeks) with existing expertise?
- What does it mean to be open to new talent..new methods.. outsiders' views? What does that look like? How do we do it successfully?
- McAfee talks about "noncredentialism"—not caring where you are on the org chart or job title or years on the job—just, "Do you have the right stuff?" How can a traditional company like ours make sure we are listening to everybody, welcoming their insights?

Questions? Ideas? Contact Natalie Gillespie, Corporate Communications at Natalie.gillespie@alcoa.com or 412.553.3844.