

# > UNDERCOVER TRANSFORMATION



**Liliya Lund, Ph.D**

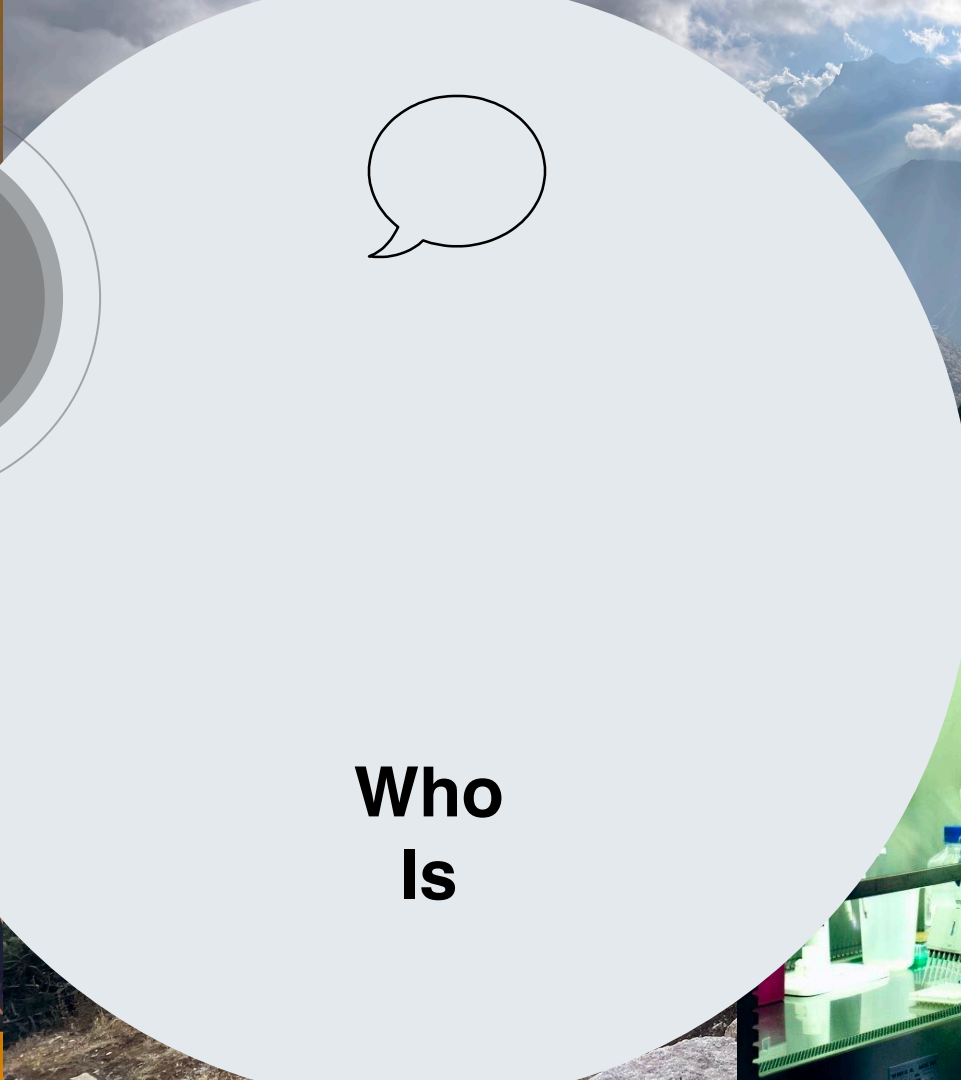
*Head of Transformational Culture and Change,  
VMware, Inc.*





# Undercover Transformation

**Liliya Lund, Ph. D.**  
Head of Transformational  
Culture & Change  
VMware, Inc.



**Who  
Is**

How the Customer Explained it



How the PM Understood it



How the Analyst Designed it



How the Programmer Wrote it



What the Beta Tested Received



How the Account Rep. Described it



How the Project was Documented



What Operations Installed



How the Customer was Billed



How it was Supported



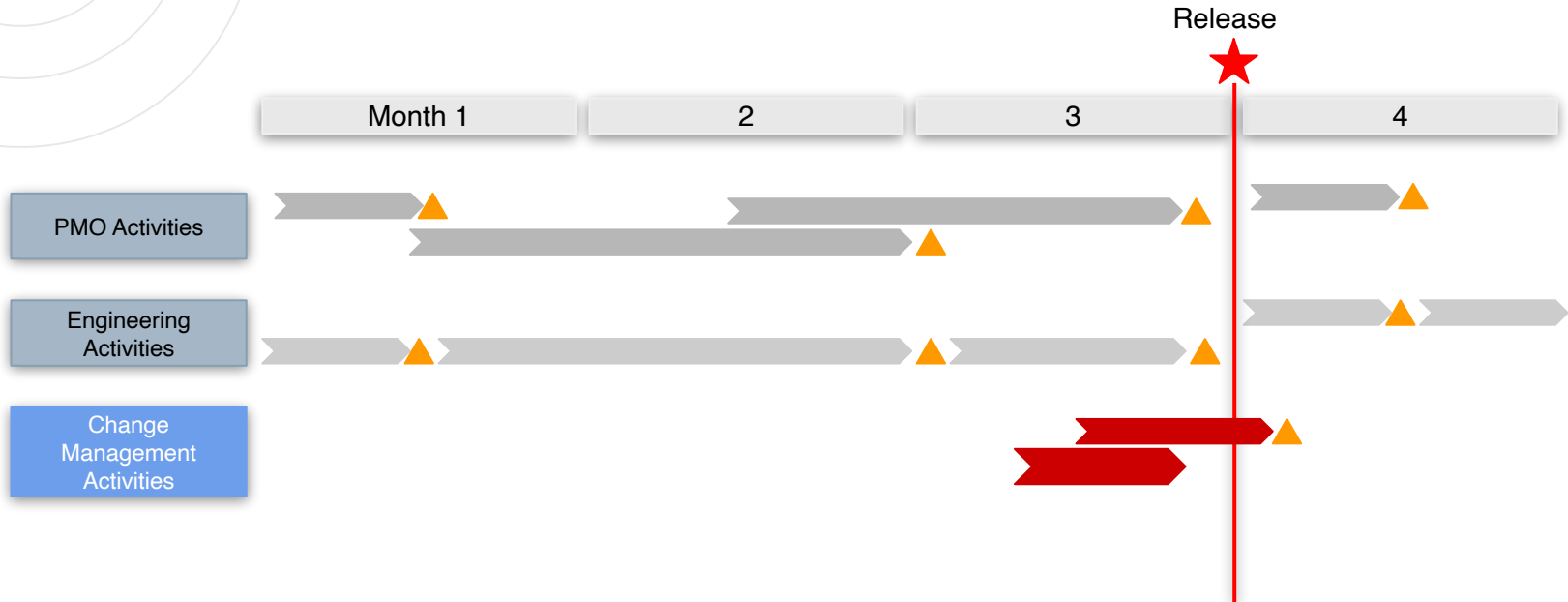
What Marketing Advertised



What the Customer really Needed!!!



# Engagement Then





# The Team



On the outside looking in...

**Internal  
Transformation**



**Bold  
Vision**

**Psychological  
Safety**



**Trust**



**Empathy**



**Internal  
Transformation**



**Bold  
Vision**


**Psychological  
Safety**



**Trust**



**Empathy**



We **break down silos** by  
working across our  
ecosystem and blaze the trail  
for **persona-based**,  
**experience-led** approach to  
change and **transformation.**

**Internal  
Transformation**



Bold  
Vision

**Psychological  
Safety**



Trust



Empathy

**Internal  
Transformation**



Bold  
Vision

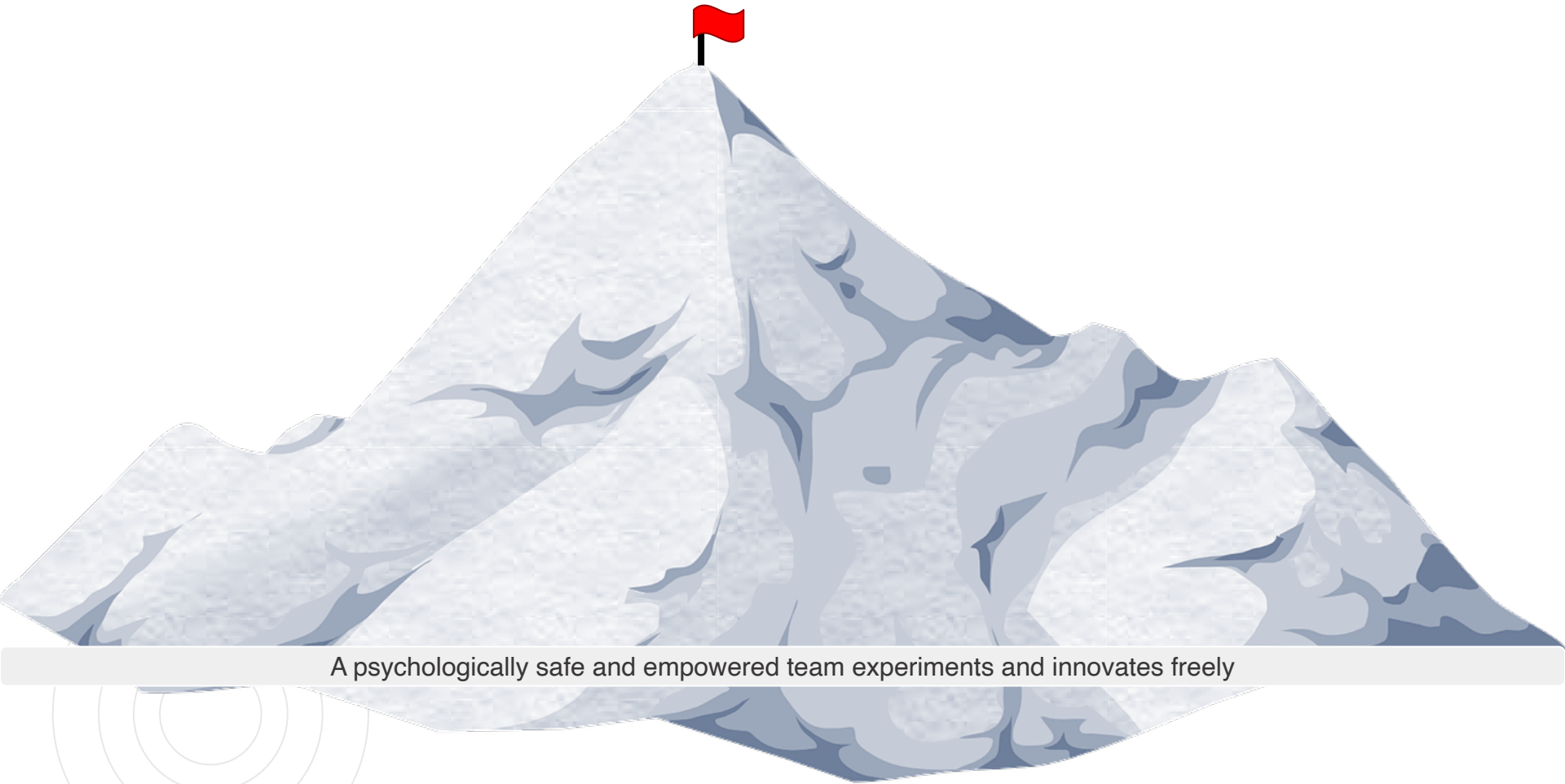
**Psychological  
Safety**



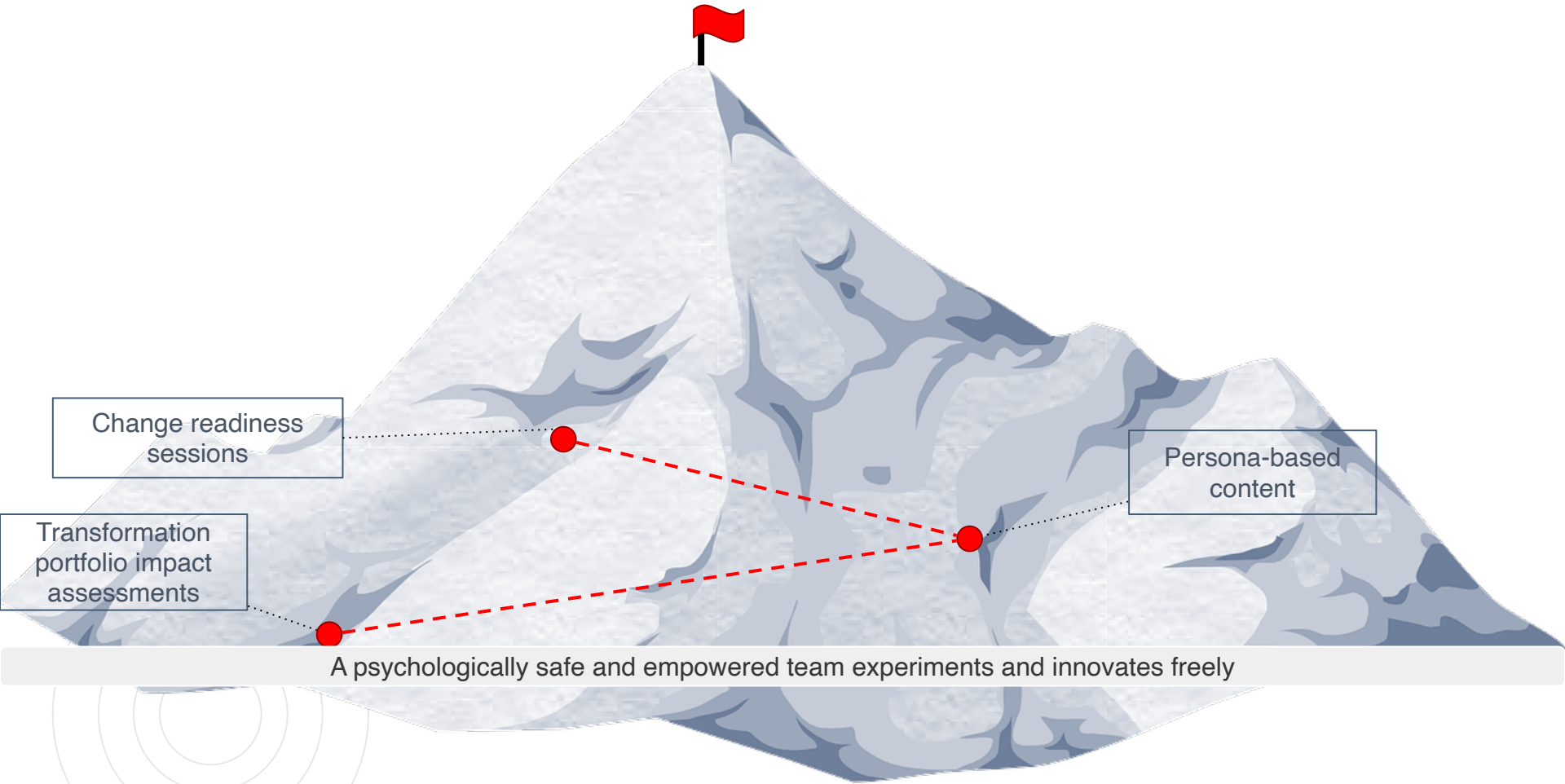
Trust

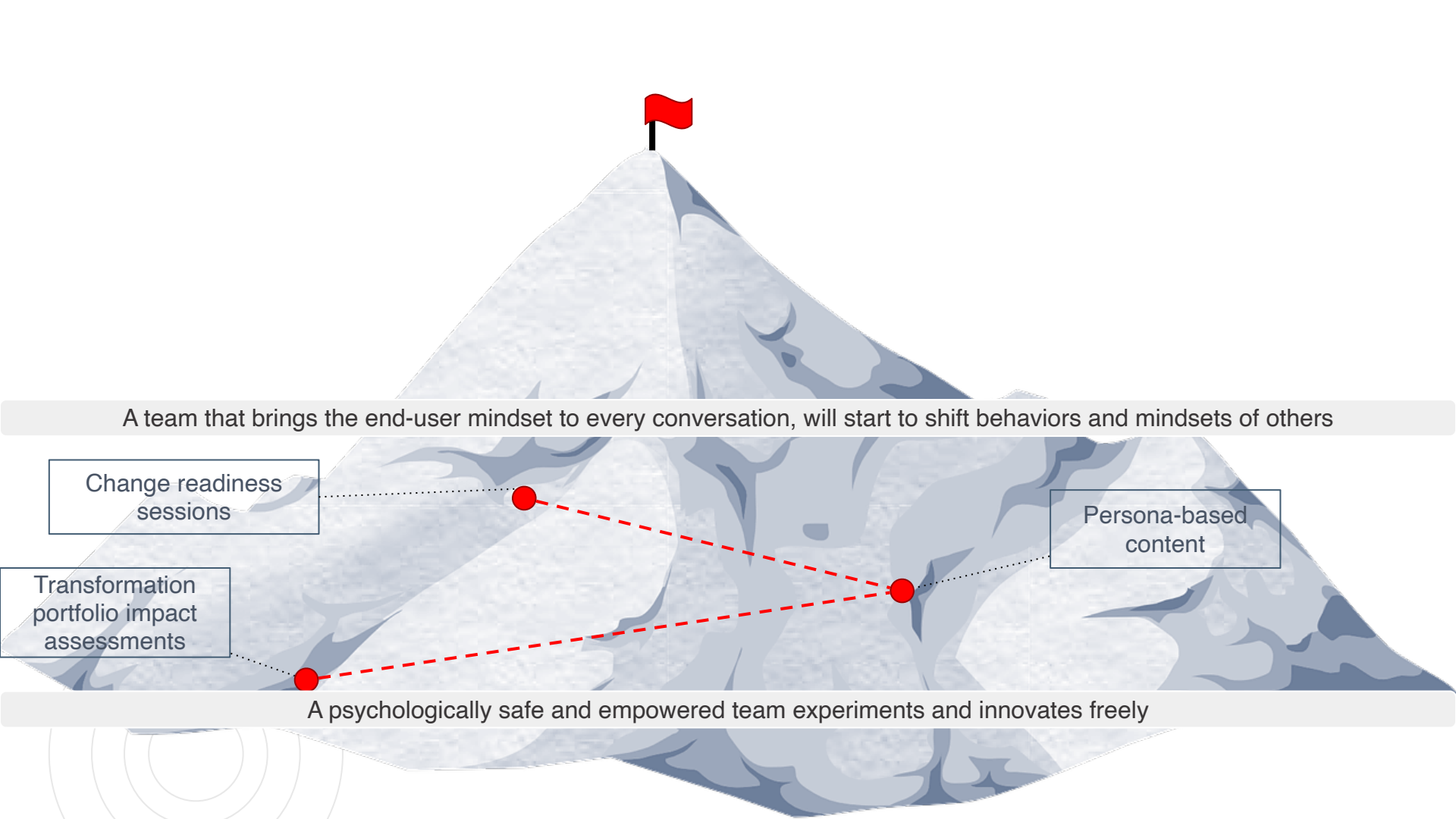


Empathy



A psychologically safe and empowered team experiments and innovates freely





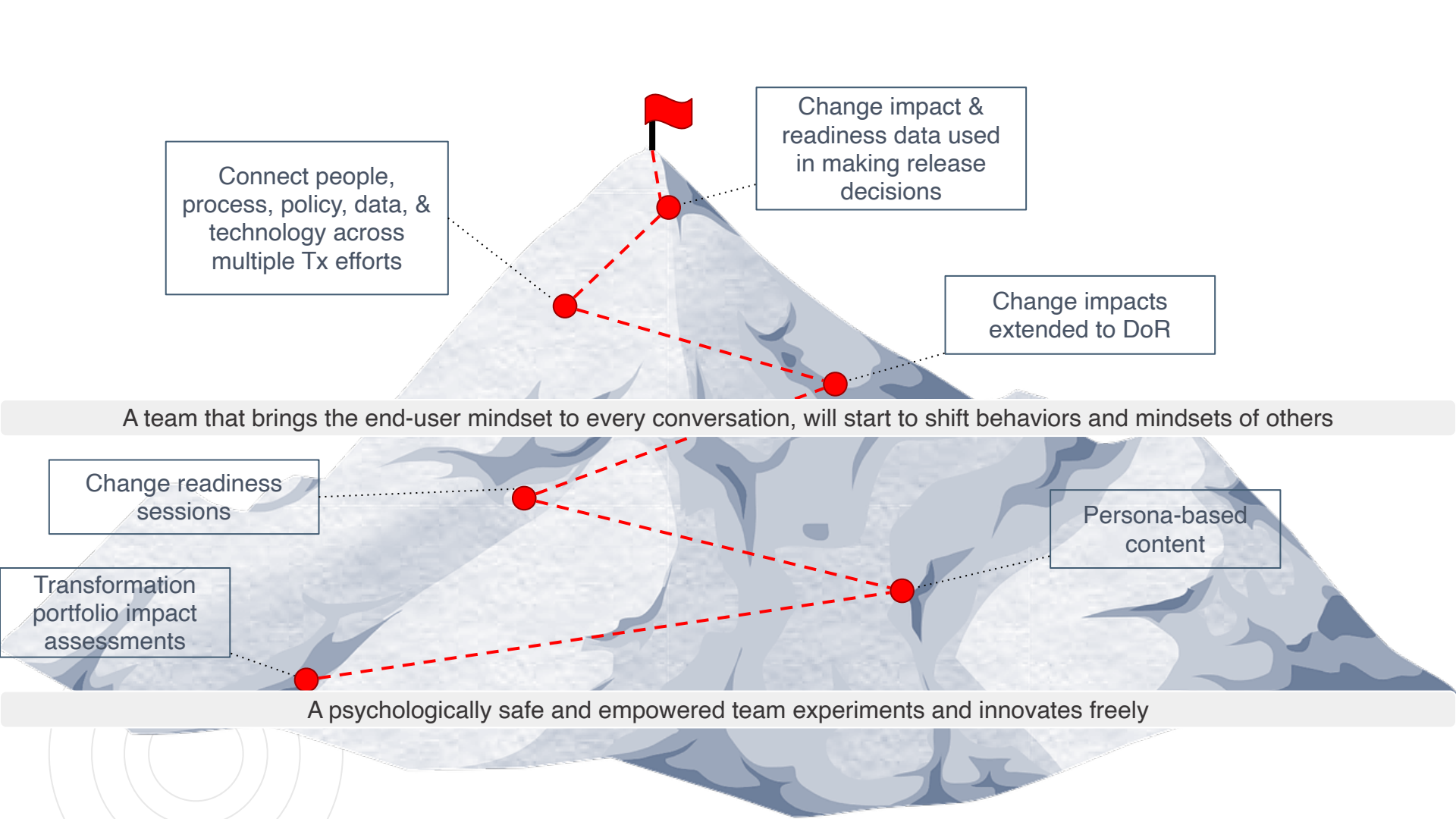
A team that brings the end-user mindset to every conversation, will start to shift behaviors and mindsets of others

Change readiness sessions

Persona-based content

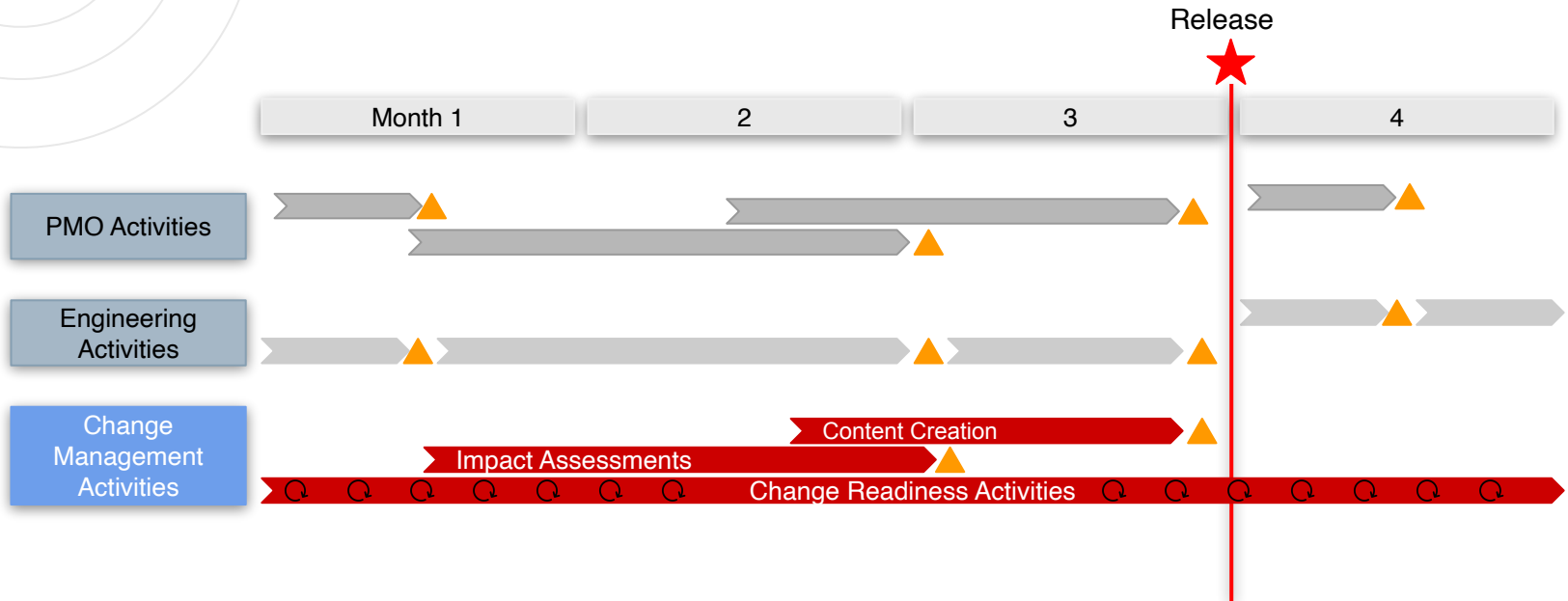
Transformation portfolio impact assessments

A psychologically safe and empowered team experiments and innovates freely





# Engagement Now



# Where are we now?

- The team has transcended the original vision is forging ahead
- Advocate on behalf of what's the right thing to do for our end-users
- We are a trusted partner to all of our internal teams



The image features a large white circle centered on a black background. To the left of the white circle, there are two overlapping circles: a larger, semi-transparent dark gray one and a smaller, semi-transparent light gray one. To the right of the white circle, there are four concentric white circles of varying diameters, all semi-transparent. The text "Thank You!" is centered within the white circle.

**Thank You!**