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BEHAVIORAL ANALYTICS

PERIOD: JUN 12 - SEP 17  
STATUS: SYSTEM OK  
MODE: STEADY  
CHANGE SETTINGS

# The Mindset of Winners

## A Journey to Above and Beyond

Moshe Ekroni  
VP Quality Management

Beyond Agile Israel 2019

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IDENTIFICATION

complex 741-981v

PROFILE  
7553-2V  
"NO PHOTO"

NAME: JOHN  
LAST NAME: SMITH  
CODE: 1732-23/1  
HISTORY: MISSING  
SPECIFIC FACTS: NONE

SETTINGS  
HISTORY  
LOG  
DOCUMENTS

# Verint Systems Inc.



## + Global presence

- Headquarter in Melville, NY
- ~6,000 employees worldwide

## + Innovation

- Global leader in Actionable Intelligence
- \$ 1B+ R&D Investment over the last 10 years
- 800+ Patents and patent applications worldwide

## + Financial Strength

- \$ 1.2B+ Revenue
- VRNT in the NASDAQ stock market

## + Blue-Chip Customers

- Large, diversified customer base
- 10,000+ organizations in more than 180 countries
- 85%+ of the Fortune 100





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# Mr. G. (VP R&D) Embodies a Growth Mindset



## His strategy

- + Challenges and failures are opportunities to grow
- + Face obstacles and invest efforts to succeed
- + Always be learning
- + Inspire others to learn, grow and strive for excellence
- + Demonstrate gratitude, openness, humility, patience, empathy and trust

Credit





# On Growth Mindset



# The Original Challenge



- + Verint decided to invest in Cyber Security
- + Created high expectations in the Market
- + As always, limited budget for investment
- + New market and strong competitors
- + Mr. G. took on the challenge to create a new 'start-up' within Verint





“

In a growth mindset, challenges are exciting rather than threatening.

So rather than thinking, oh, I'm going to reveal my weaknesses, you say, wow, here's a chance to grow.

”

**Carol S. Dweck**



# He Began to Build the Team



- + Young talented and ambitious people were recruited
- + Principles, processes and interfaces were defined
- + A shared vision was created
- + A team culture was formulated
- + A development infrastructure was established
- + New suitable technologies were evaluated

# And Faced New Challenges



- + Ambitious managers lacked management experience
- + Highly competitive team members
- + Leaders pushing in different directions – no harmony - no synergy
- + Lack of flexibility

**“Empowering the team is not just simply  
empowering its individuals”**

**Mr. G - VP R&D Cyber Security**



## And Here is What He Did



- + Hired external consultants to work with some of the managers
- + Went back to “White Belt” practice
- + Defined specific processes instead of principles
- + Initiated one-on-one meetings between managers
- + Showed appreciation and recognition between them “LIKE”

# Deep Assessment & Learning

Learning journey – true partnership with VP Quality Management



## Assessment

- + PLM Processes
- + Infrastructure
- + Culture
- + Interfaces
- + Relationship



## Outcome

- + Mutual objectives
- + Responsibilities
- + POC, Performance
- + Efforts, Changes
- + Visibility



# Walk the Talk

A Learning Spirit was Instilled Across The Team



- + Smart people demonstrated openness and transparency
- + Became highly motivated with a keen willingness to improve
- + Managers took ownership to lead changes with cross-teams
- + Value to the customer became a mutual goal
- + Trust in others to do their best
- + Strive for on-going learning

# A High-performance Unit was Created



## Enablement growth in Cyber Security Business segment

- + Good vibes - positive atmosphere
- + Improvements seen in parallel to assessment process
- + Higher productivity and efficiency (Time, Quality, Money, Value)
- + Engaged teams - motivation to achieve mutual objectives
- + Happier teams using internal strengths, values and meaning



# Learn from Success: Microsoft Growth is Amazing

גלובס 28.11.2018

## הענקית "המשעממת": מיקרוסופט עקפה את אפל, והיא יכולה לעשות זאת שוב

דינוק של 26% במחיר המניה בתוך שנה הציב את מיקרוסופט מרחק נגיעה  
מלחזור להיות החברה הגדולה בעולם • בזמן שגוגל, פייסבוק ואפל סובלות  
מכך שההכנסות שלהן מגיעות בעיקר ממקור אחד, מיקרוסופט מציגה מגוון  
פעילויות צומחות

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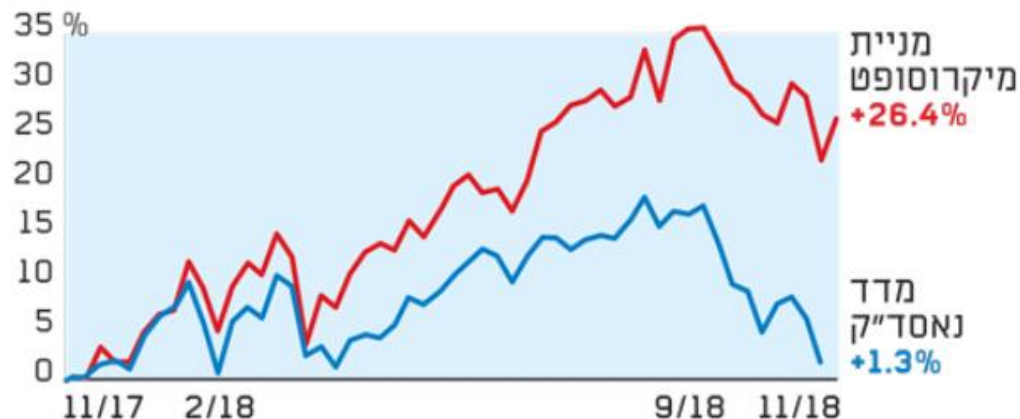
07:39, 28/11/2018 שרית גן-אל עמרי זרחוביץ

גלובס 04.11.2017

## המנכ"ל שהקפיץ את השווי של מיקרוסופט ב-250 מיליארד דולר

מנהלים לא צריכים לשלוט אלא להעצים ולעורר השראה; ואנשים, ממש  
כמו חברות, יכולים להשתנות - אפילו מיקרוסופט ■ כך החזיר סאטיה  
נאדלה את אמון השוק בענקית החבוטה

11:52, 04/11/2017 הארי מק'קראקן, פאסט קומפני



גלובס 28.11.2018

## מיקרוסופט השאירה את מניות הטכנולוגיה מאחור

# Microsoft Adopted a Growth Mindset (by Prof. Carol Dweck)



“

Don't be a know-it-all;  
be a learn-it-all

”



Harvard  
Business  
Review

DEVELOPING EMPLOYEES

## How Microsoft Uses a Growth Mindset to Develop Leaders

by Carol Dweck and Kathleen Hogan

OCTOBER 07, 2016



# Leading Organizations Encourage Positive Psychology / Mindfulness tools

## Books



## Courses



# What Can You Learn From Us?



- + Develop awareness in mind and behavior
- + Always question and challenge
- + Be optimistic and believe in your teams' ability
- + Empowering the team is not just simply empowering its individuals
- + Allow freedom to use strengths, values and meaning
- + Develop your teams on an on-going basis





מתוך התוכנית "ארץ נהדרת", הפינה של "ניר וגלי", פרק "קורות החיים של טיפטיפ"

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