

Leadership Beyond 2008

The global financial crisis (or 'Credit Crunch') has opened up a crack that is "letting the light shine through". Looked at in this light, management and leadership clearly require new ways of thinking, new business models, new business practices, new foci, and new methods of communicating. Gen X and Gen Y, in particular, need to radically change their conceptual models. Here are some of the paradigm shifts already underway:



What was Hot ~ Pre-2008

What is Hot ~ Beyond 2008

PEOPLE, THEIR STYLE & CAREERS

Managers	Leaders
Charismatic leaders	Authentic leaders
MBA ~ mostly business analysts	MTH ~ makes things happen
Technical, functional, operational	Movers & shakers who drive revenue
Hard work	Getting results
What's in it for me?	How can I contribute?
Full-time job	Portfolio of assignments
Facebook & Linked-In	Personal relationships
Close or distant	Friendly but boundaried
Company brand	Personal brand
Fast track, narrow career	Depth & breadth of experiences
"Not rocking the boat"	"Making tough calls"
Cooperation	Trust
Golf	White water rafting
Spin	Plain talk
Work, work, work	Get a life!
John Wayne ~ Competent Performer "My way or the highway!"	George Clooney ¹ ~ Leader of Change "Thinking beyond oneself"

STRATEGY & ADVISERS

Five year strategic plan	Plan A; Plan B; Plan C
Business plans	Business models
Logic	Systems thinking
Vision	What will success look like
Mission	Purpose
Big picture vs. detail	Helicopter view with realistic plans
Business process improvement	Business re-creation
Consultants	Collaborators
Theoretical	Pragmatic
Certainty	Trial & error
Gurus	Mentors & coaches
"All-or-nothing"	Phased exit strategies

¹ George Clooney was awarded the Summit Peace Award by the Nobel Peace Prize Laureates and was named one of Time magazine's 100 Most Influential People in the World for "using star power to illuminate the crisis in Darfur".

Leadership Beyond 2008 *cont'd*

What was Hot ~ Pre-2008

What is Hot ~ Beyond 2008

MARKETING

Consumers	Value seekers
Customer engagement	Referrals and repeat sales
"Fishing in favourite spots" (for customers)	"Finding where the fish are"
Competing	Creating uncontested market space

HR AND LEARNING & DEVELOPMENT

Attract, engage, retain	Attitudes, behaviours, values
On-boarding	Preparing for take-off
Operational focus	Client & expertise focus
CV / resumé ~ looking back	First 100 day plan ~ looking forward
Engagement	Relationships
Train	Develop
Managing value chains	Integrating and leading in-house & outsourced people resources
Experts	Institutionalising expertise
Functional specialists operating in silos	Specialists having a broad business context
Knowledge	Application of concepts
Talk-and-chalk	Experiential learning
Employment contract from day one	Trial period

FINANCIAL

Growth	Sustainability & continuity
Growth through debt leveraging	Growth using retained earnings
Profit	Cash flow
Creating shareholder value	Creating free cash flows
Numbers and costs	Dealing with volatile exchange rates & commodity prices
Debt / Equity	Retained earnings & equity
Fixed cost & cost plus pricing	Variable cost & fixed pricing
Return-on-Equity	Return on Capital-at-Risk
Owners of fixed assets	Using others' spare capacity
Sixty days credit	Payment up-front

ORIENTATION

Write a paper	Prepare and action plan
Brand new	Near new
Porsche	Passat
"Across-the-ditch" (divisive)	"Across-the-lake" (inclusive)

Not all of the concepts in the pre-2008 era need to be ditched; the point is that the focus needs to change. The fast and furious, short-cut, big deal approach epitomised by Enron and Madoff that infected business people around the world has been exposed as phony, having created unfortunate and unintended consequences. The challenge for us all is to keep dreaming big dreams, while remaining authentic and keeping our feet on the ground.