



MONASH  
BUSINESS  
SCHOOL

# LEADERSHIP IN THE NEW WORLD OF WORK

Marianne Roux  
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## OUR SESSION TODAY

- Leadership is in overheating crucible of reframed/ reframing world in throes of radical transformation: VICCASS World characterised by increasing Variety, Interdependency, Complexity, Change, Ambiguity, Seamlessness and Sustainability.
- These exponential challenge the established models of leadership. Leaders in an agile organisation must set the context and purpose, ensure alignment, and enable autonomy.

## OUR SESSION TODAY

- Leaders need to think differently, behave differently and react differently.
- We need to identify leaders early for their agility, creativity, ability to lead and connect people and teams, their thinking patterns and their systems thinking.
- Senior leaders should be measured on their ability to cut through bureaucracy to enable change, their ability to create counter-intuitive insights and their courage in challenging the norm.



## EXHIBIT 1 | Twelve Powerful Forces Will Revolutionize How Organizations Function

Changes in the demand for talent

Technological and Digital Productivity

Automation

1

Big Data and Advanced Analytics

2

Access to Information and Ideas

3

Shifts in Ways of Generating Business Value

Simplicity in Complexity

4

Agility and Innovation

5

New Customer Strategies

6

Changes in the supply of talent

Shifts in Resource Distribution

A New Demographic Mix

7

Skill Imbalances

8

Shifting Geopolitical and Economic Power

9

Changing Workforce Cultures and Values

Diversity and Inclusion

10

Individualism and Entrepreneurship

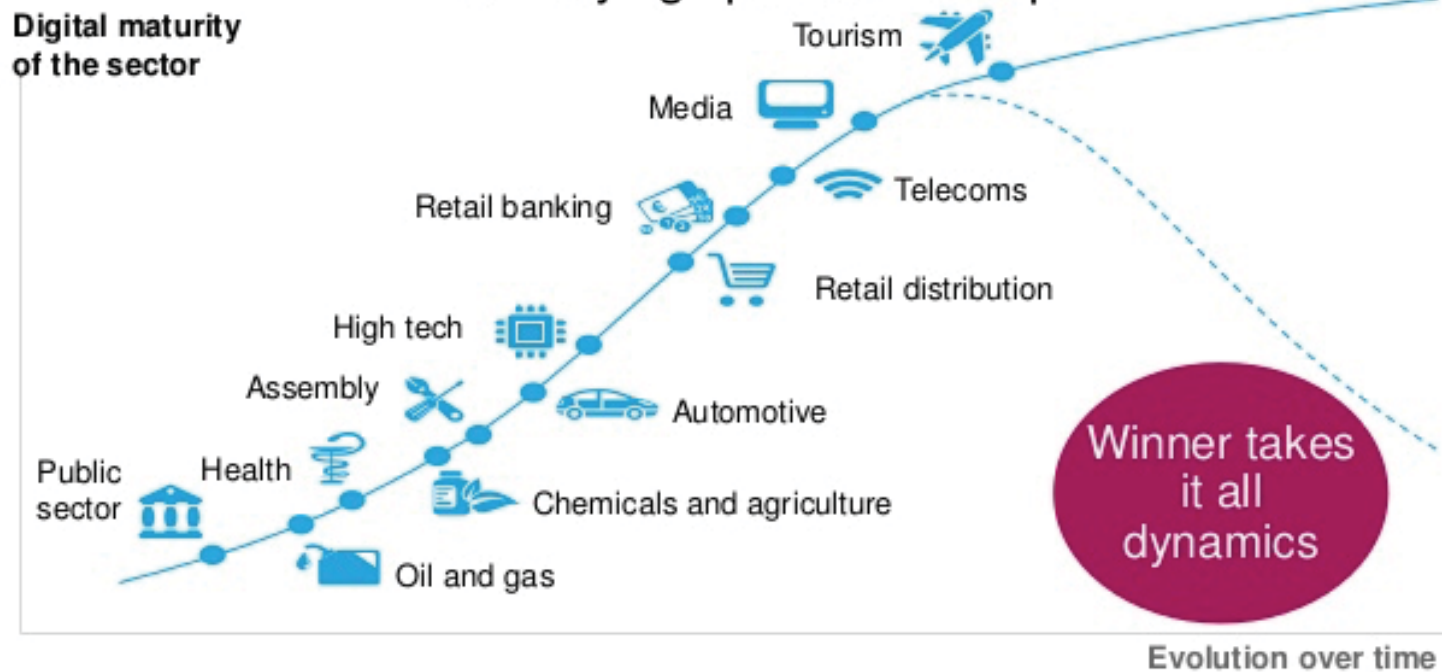
11

Well-Being and Purpose

12

Source: BCG research and analysis.

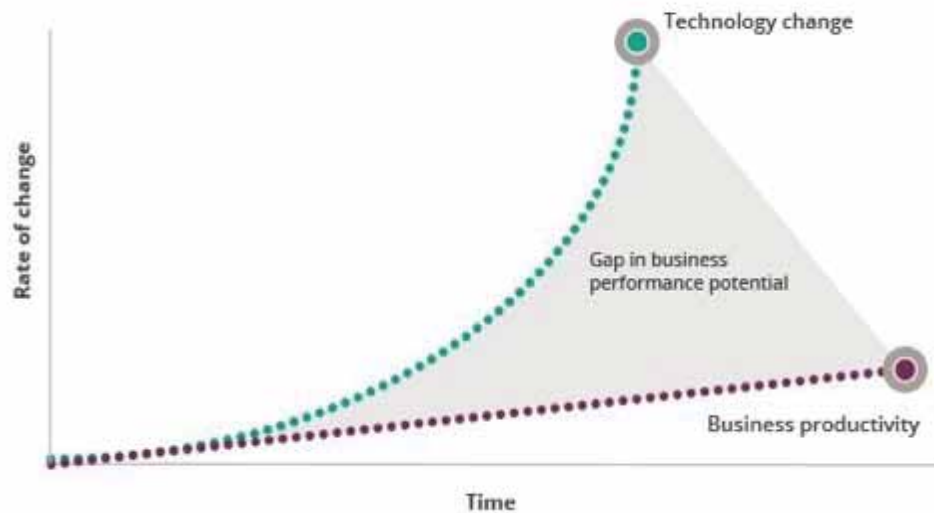
## Digital is fundamentally affecting all industries – with varying speed and scope



SOURCE: McKinsey

# WHAT APPEARS TO BE HAPPENING

- Mobile, sensors, AI, cognitive computing
- Access to technology by consumers globally
- Technology infiltrates home and political life



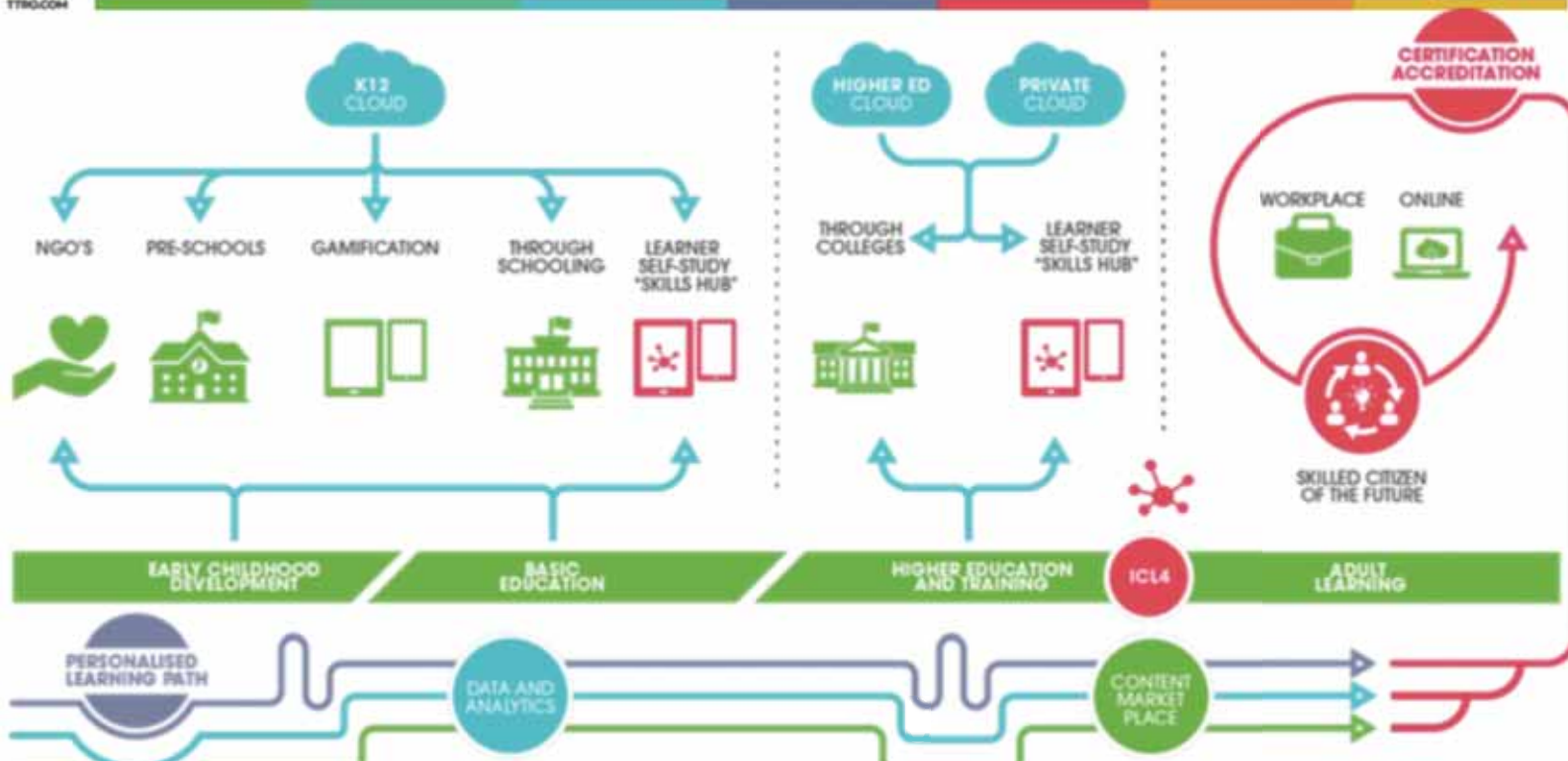
“Rewriting the rules  
for the digital age”,  
Deloitte

# EXAMPLE



## DRIVING LEARNING 4.0

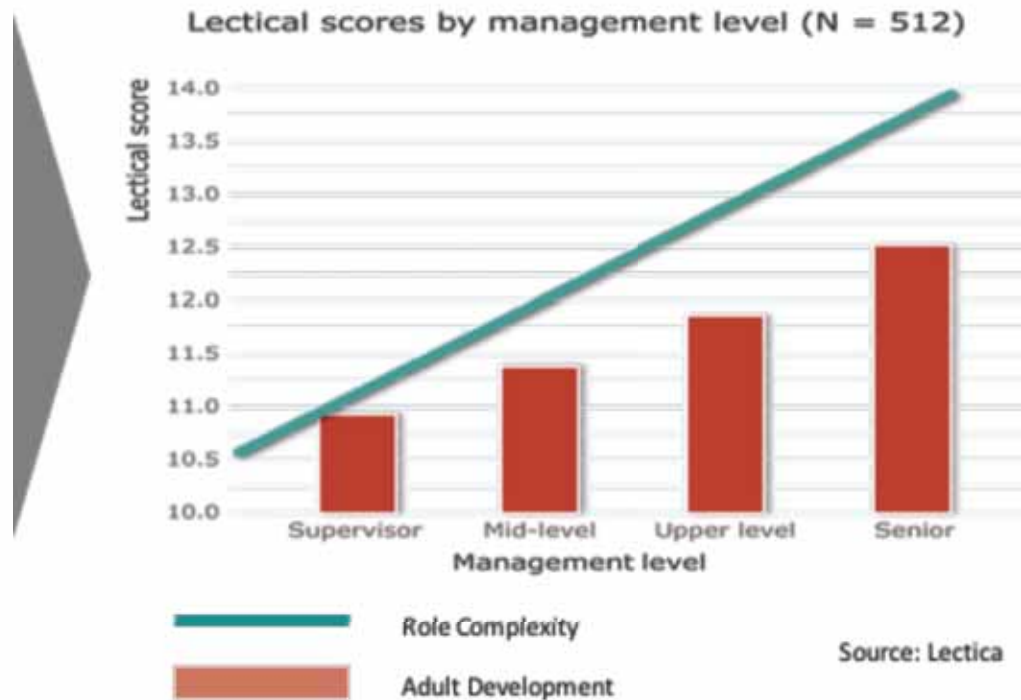
Our partnership with Governments to bring uncapped lifelong access to education





In the new world of work, only agile organisations will survive. Research conducted by the Massachusetts Institute of Technology (MIT) suggests that agile organisations grew revenue 37 percent faster and generate 30 percent higher profit than non-agile ones. (Glenn, 2009).

## BUT LEADERS ARE IN OVER THEIR HEADS: LEADER DEVELOPMENT BY MANAGEMENT LEVEL (N=512)

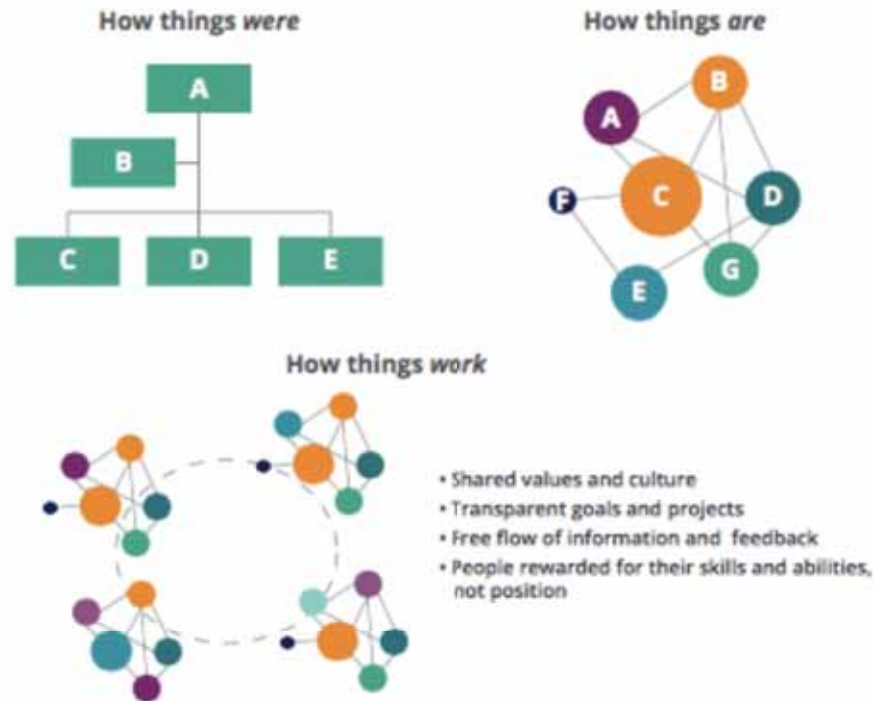


## AND WE NEED TO ACCELERATE OUR LEADER CAPABILITIES

*Future Trends in Leadership*, a 2014 report from the Center for Creative Leadership, says “*more complex and adaptive thinking abilities are needed*” and “*leaders are no longer developing fast enough or in the right ways to match the new environment.*”

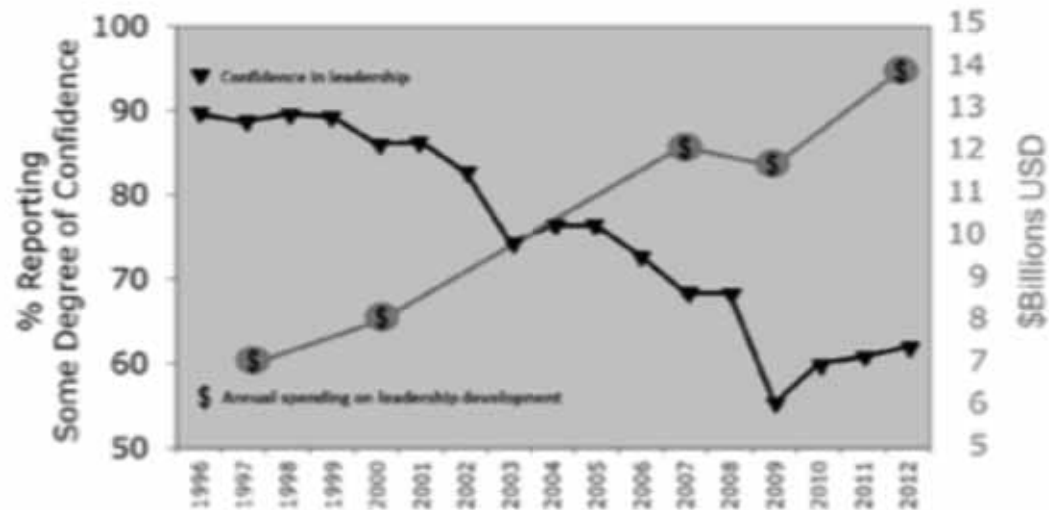
It's time to change our thinking on who is a leader, how they are trained, and in what ways they are rewarded and supported. Let's rethink, reexamine, and redesign leadership development, and get the right people into leadership roles now, while we still can.

# AS WELL AS CHANGE HOW WE WORK



Deloitte University Press | [dupress.deloitte.com](http://dupress.deloitte.com)

# UP TO NOW WE HAVE NOT DONE A GREAT JOB WITH LEADERSHIP DEVELOPMENT



We are spending more and more to develop leaders with whom we are less and less satisfied (Kaiser & Curphy, 2013).

### Deloitte's employee experience framework



Meaningful work	Supportive management	Positive Work environment	Growth opportunity	Trust in leadership
Autonomy	Clear and transparent goals	Flexible work environment	Training and support on the job	Mission and purpose
Selection to fit	Coaching	Humanistic workplace	Facilitated talent mobility	Continuous investment in people
Small, empowered teams	Investment in development of managers	Culture of recognition	Self-directed, dynamic learning	Transparency and honesty
Time for slack	Agile performance management	Fair, inclusive, diverse work environment	High-impact learning culture	Inspiration
<b>Collaboration and connection</b>				

Source: Deloitte Consulting LLP

# Agile leadership

- The goal of agile leadership is to **delegate as much power as possible to employees**. Communication flows freely to everyone and **radical transparency** is practiced. Decision making is collaborative.
- Agile thinking uses systems thinking – focusing on the whole picture.
- Frederic Laloux in his book *Reinventing Organisations* says the future is teal. Patagonia is following the principles of teal. The key question is: **“How can we find a purpose that changes and develops us?”** Life and work are integrated – how can we make this work?
- Agile leadership is **brain-friendly leadership**. It creates **an environment in which people can learn and grow**.

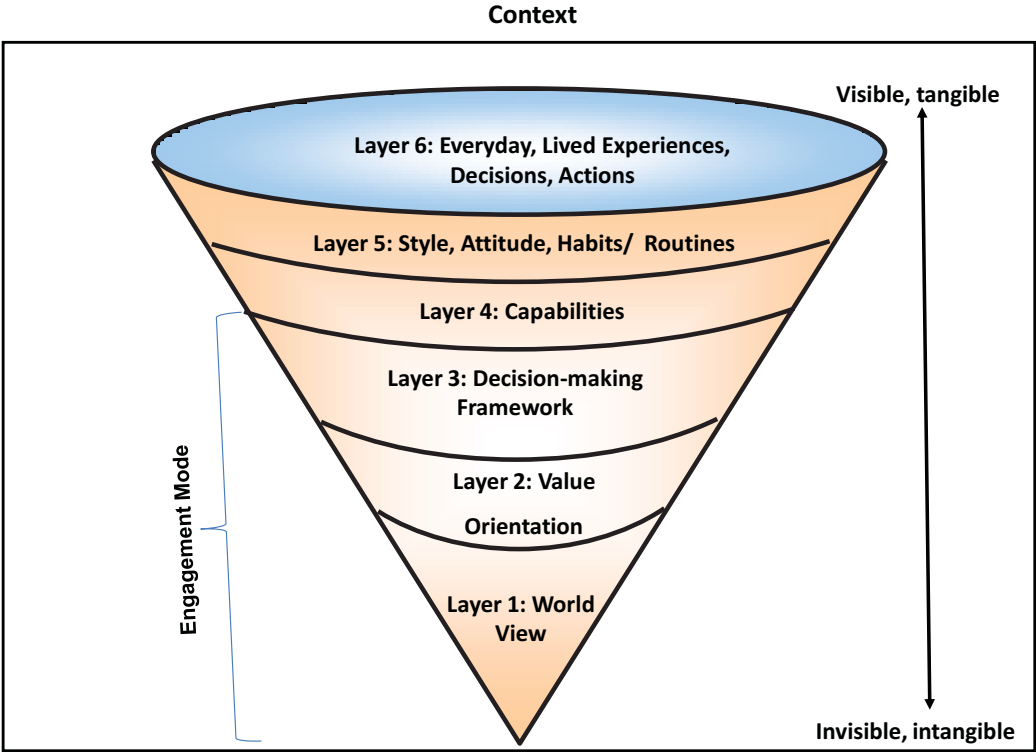
Deloitte published this set of cognitive, behavioural and emotional capabilities for leaders in the digital world as part of their annual global HR study. (Walsh, B, & Volini, E., 2017).

Leaders need to think, act, and react differently to make their organizations succeed in a digital world		
Cognitive transformation (THINK differently)	Behavioral transformation (ACT differently)	Emotional transformation (REACT differently)
Conceptualizing possibilities in a virtual world	Adapting to constantly shifting power and influence	Tolerating an environment of risk and ambiguity
Handling ever-increasing cognitive complexity	Collaborating with ease across many different teams	Showing resilience in the face of constant change
Thinking divergently about new ways of doing things	Valuing the contribution of new work partners and different interest groups	Being brave in challenging how things are being done
Making decisions quickly without all of the information	Investing huge amounts of energy into getting things right; try, fail, try again	Having the confidence to take the lead in driving change

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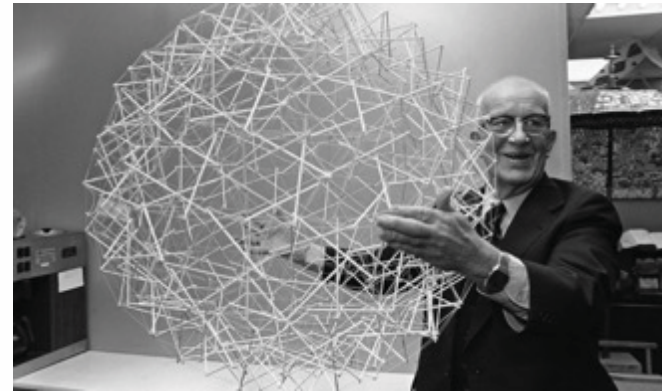
# WE NEED TO GO DEEPER AND MORE ALIGNED



### Leaders IN The System



### Leaders ON The System



## MINDSET AND BEHAVIOUR

Becoming a more effective leader often *requires changing behaviour*. But although most companies recognize that this also means *adjusting underlying mind-sets*, too often these organizations are reluctant to address the root causes of why leaders act the way they do. Doing so can be uncomfortable for participants, program trainers, mentors, and bosses—but if there isn't a significant degree of discomfort, the chances are that the behavior won't change.

McKinsey Quarterly: Why leadership development programs fail

# GROWTH MINDSET

A growth mindset embraces the idea that basic qualities can be developed through hard work, good strategies and input from others. Intelligence and talent are the starting points, supplemented by continual learning. Those who embrace this mindset see challenges as opportunities to grow and learn, and they are resilient, even when faced with failure.

In contrast, a fixed mindset is one of absolutes. People with a fixed mindset believe their basic qualities like character, intelligence and creative ability are fixed traits, and these innate talents are the reasons for their success, not effort. This mindset can support a risk-averse culture.

Failure is a necessary condition for success. As Henry Ford said, **“The only real mistake is one from which we learn nothing.”** Creativity and innovation will increase when the stigma of failure and appointing blame is banished.

GARTNER

## ADULT PHASES



### Advanced Linear Thinking

(10.5-10.9)

#### “Simplistic”

What's in focus?  
individuals with  
personalities, skills,  
attitudes, habits, and  
points-of-view

60%



### Early Systems Thinking

(11.0-11.4)

#### “Complex”

What's in focus?  
integrated groups of  
individuals with  
different roles and  
relationships

30%



### Advanced Systems Thinking

(11.5-11.9)

#### “Highly Complex”

What's in focus?  
multiple integrated  
groups interacting with  
dynamic organizational  
systems

9%



### Early Principled Thinking

(12.0-12.4)

#### “Elegantly Simple”

What's in focus?  
multiple dynamic  
organizational systems that  
form marketplaces,  
economies, & societies

1%

## CONTEXT IS CRITICAL

The biggest issue in McKinsey research is that **context is overlooked**. A brilliant leader in one situation does not necessarily perform well in another.

McKinsey also found the issue of **decoupling reflection from real work**, which leads to a struggle to transfer even their most powerful off-site experiences into changed behaviour on the front line.

# CONTEXTUAL INTELLIGENCE



# Have you got learnt ADHD?

Dr Edward Hallowell is an expert in ADHD and used to work mainly with children. Today he mostly counsels business leaders who have lost their ability to focus. They exhibit what he calls “attention deficit traits,” such as:

- A persistent feeling of being rushed or a constant sense of urgency
- An inability to sustain full attention to a thought or conversation
- A tendency toward impatience, frustration or irritability
- A tendency to jump from task to task, idea to idea or place to place
- A tendency to make decisions impulsively, rather than think them through

Dr. Hallowell says that the smart phone is keeping people continually connected, never really off work. As a result, corporations expect employees to do more, better, faster with fewer resources. “Never in history has the human brain been asked to track so many data points”.



# FOCUS

"I build my days around a core of carefully chosen deep work, with the shallow activities I absolutely cannot avoid batched into smaller bursts at the peripheries of my schedule. My goal, of course, is not to make a rigid plan I must follow no matter what. Like most people, my schedule often shifts as the day unfolds. The key, instead, is to make sure that I am intentional about what I do with my time, and don't allow myself to drift along in a haze of reactive, inbox-driven busyness." Cal Newport

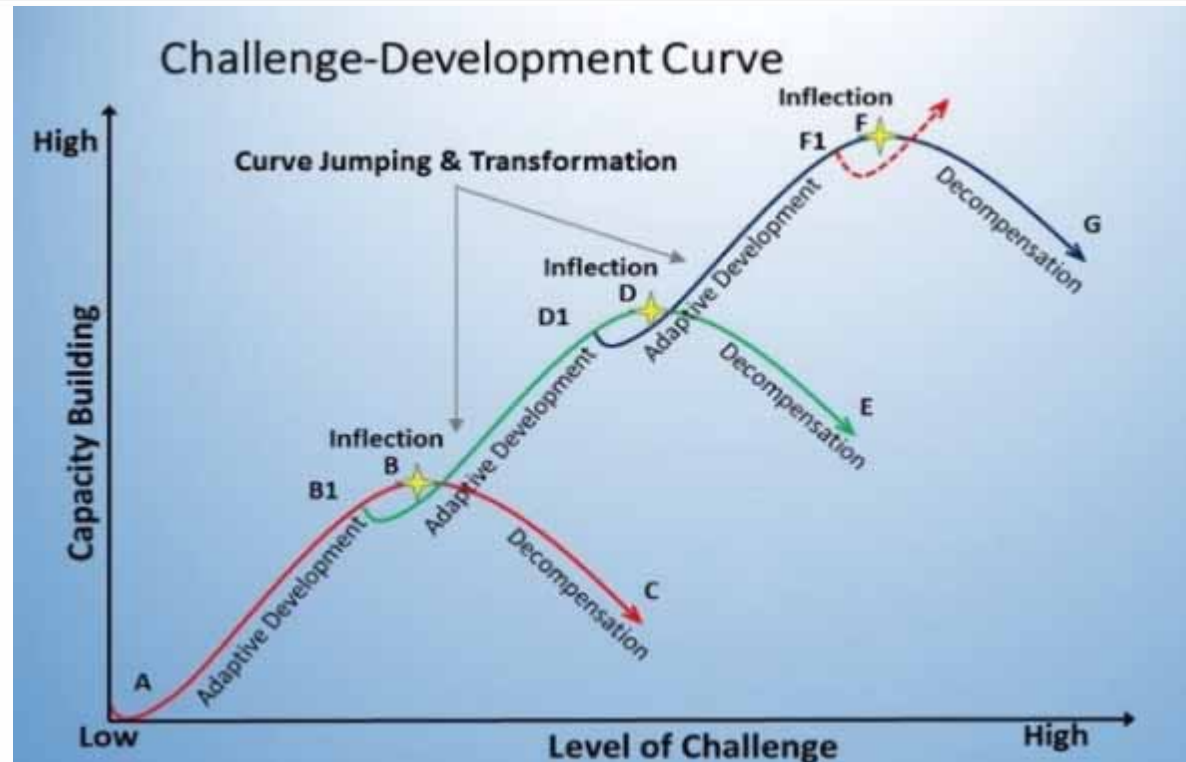


Instead of taking breaks from shallow work to focus on deep work, take breaks from deep work to focus on shallow.

How much of your work is shallow?

How distracted are you?

# IN THE END IT IS ABOUT IDENTITY – WILLIAM MACAUX



Have you shifted your identity?