

# GLOBAL LEADERSHIP

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**Leadership is making (good) things  
happen that on their own would not  
happen**

“The people who are crazy enough  
to think they can change the world  
are the ones who do.”



Apple's "Think Different" Commercial, 1997

# GLOBAL LEADERSHIP

## Agile Mind – Future Focus

Challenges of:

- Culture
- Social Norms
- Politics
- Competition
- Opportunity
- Changes



## THREE FATAL FAILURES

FAIL

Failure to Learn from the Past

FAIL

Failure to Adapt to the Present

FAIL

Failure to Anticipate the Future

## FAILURE IN SUCCESS?

FAIL

Failure to Change in **Good Time**

FAIL

Failure to Change in **Good Times**

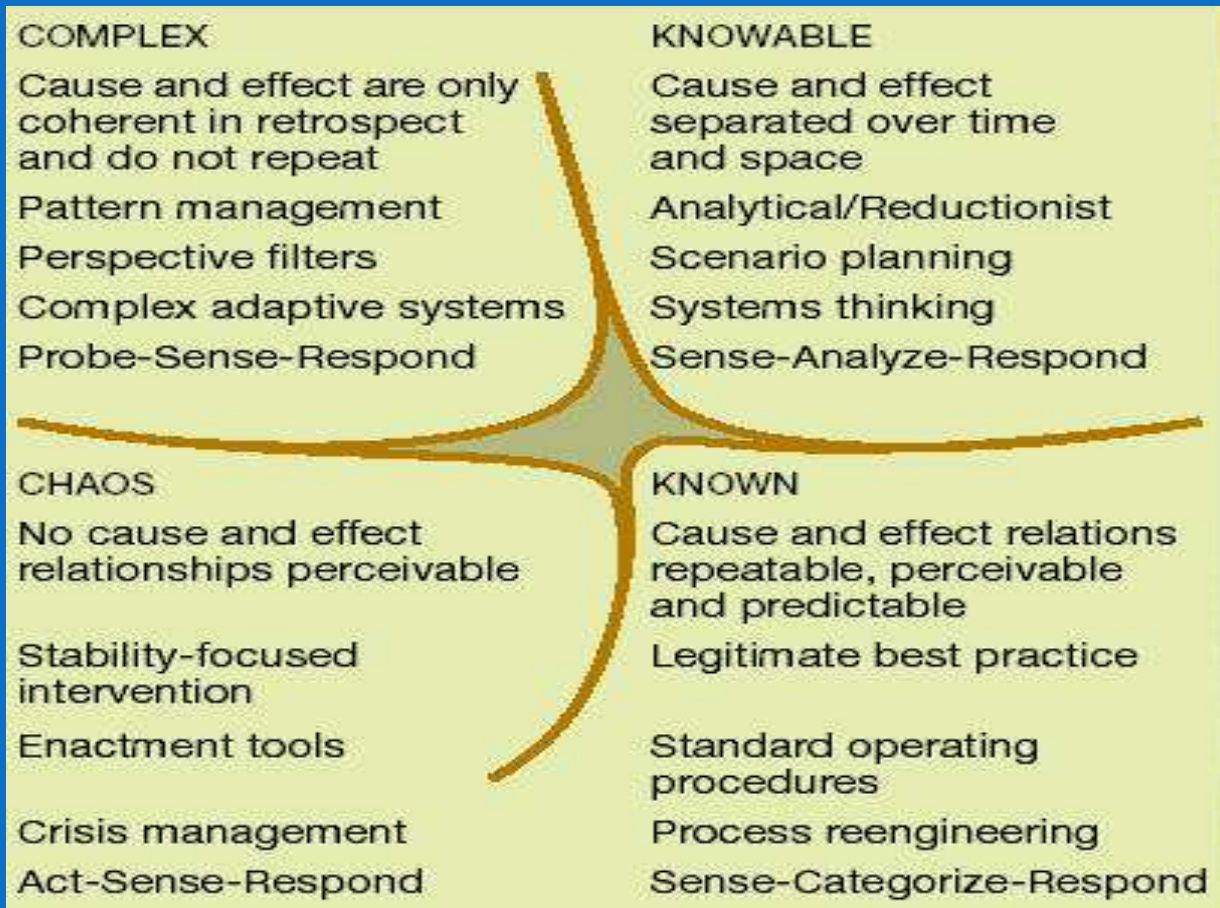
**BE IN TIME FOR THE FUTURE**



# WHAT THE FUTURE HOLDS



- **The VUCA World**
  - **Volatile**
  - **Uncertain**
  - **Complex**
  - **Ambiguous**
- **Technology moving very fast;  
Geopolitics greatest uncertainty**
- **Compass not Map**



# CYNEFIN DIAGRAM



- Rosabeth M. Kanter, Professor in the Harvard Business School, was recently quoted as saying that **financial results are a “lagging indicator” of a company’s health.**
- “They tell you what you’ve just done. They don’t predict the future. **Culture is a leading indicator. Culture predicts the future.**”
- She further said that “**culture...(is) more important in some ways than strategy.**”
- “If you’re not thinking about **building your culture for survivability and sustainability**, then you’re not leading.”

## LOOKING INTO THE FUTURE



**Future Clear – Strategic Plan**



**Future Not So Clear – Scenario Planning**



**Future Unclear – Culture Drives Strategy**

**EFFECTIVE RESULTS =**

**GOOD IDEAS x**

**GOOD EXECUTION**

**INFLECTION POWER =  
POSITION POWER x KNOWLEDGE POWER**

“Only The Paranoid Survive” by Andrew Grove

# THINK PEOPLE

“太上，不知有之；  
其次，亲而誉之；  
其次，畏之；  
其次，侮之；  
信不足焉，有不信焉。  
悠兮其贵言。  
功成、事遂，  
百姓皆谓：我自然。”

老子

“As for the best leaders,  
the people do not notice their existence.  
The next best,  
the people honour and praise.  
The next, the people fear;  
and the next, the people hate.  
When the best leader's work is done,  
his aim fulfilled,  
the people will say,  
'We did it ourselves!'"

Laozi

# **THINK EXCELLENCE**

- **Best effort from everyone**
- **Best capacity in everyone**
- **Best synergies for everyone**



# THINK FUTURE

“ Every day the gazelle wakes up knowing that if it can't outrun the fastest lion, it's going to be somebody's breakfast.

Every day the lion wakes up knowing that if it can't outrun the slowest gazelle it will go hungry. ”

Old African Proverb

“ It doesn't matter whether you're a lion or a gazelle – when the sun comes up, you'd better be running. ”

Richard Hodgetts

# THINK FUTURE - CHANGE

**“ It must be considered that there is nothing more difficult to carry out, nor more doubtful of success, nor more dangerous to handle, than to initiate a new order of things.**

**For the reformer has enemies in all those who profit by the old order, and only lukewarm defenders in all those who would profit by the new order. ”**

Niccolò Machiavelli

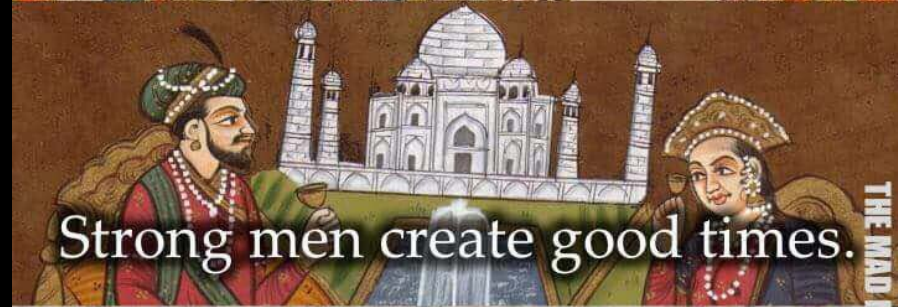
# 50 REASONS NOT TO CHANGE



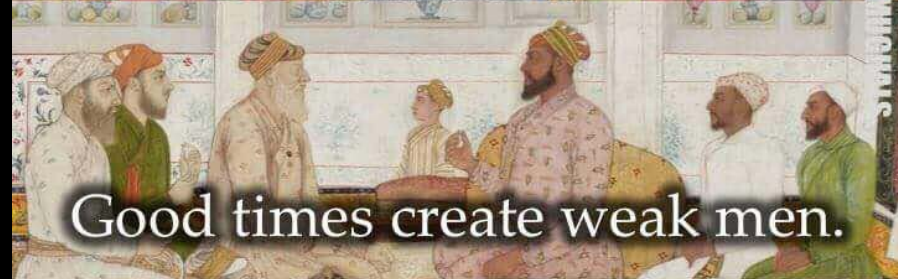
# LESSONS FROM THE OTTOMAN



Hard times create strong men.



Strong men create good times.



Good times create weak men.



Weak men create hard times.

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