



CUTTINGS...

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Welcome to this latest edition of Cuttings.

The Hay Group have published an important piece of futures research focused on the organisational world in 2030. In the first of two articles, I summarise the six megatrends that have identified. In a future article, in the next edition of Cuttings, I will discuss some of the implications and practical steps that emerge from this work and the organisation and leadership changes that we can predict.

Two shorter pieces make up this edition - some tips for rebuilding trust; and a tribute to Roger Harrison, who died recently at his home in the USA

Geof Cox

In this edition

Megatrends 2030 What is driving the organisational in the immediate future.

5 strategies to overcome distrust Some tips to rebuild relationships and trust in teams

Roger Harrison A tribute to one of the greats of organisation consulting who died recently.

Public Course course programme dates for 2015.

And **Snippets** to provoke your thinking and reflection.

Megatrends 2030

New futures research from the Hay Group has identified six megatrends that are driving the transformation the global business environment and fundamentally altering how people work together to get things done. In the new world, leadership is changing and the ability to influence others is becoming and even more critical. Megatrends - first made famous by John Naisbitt's groundbreaking book in 1984 - are lasting, deep-seated developments that have far-reaching effects on societies, economies and companies. We ignore them at our peril as they are pretty unstoppable, and it is best to treat them in the same way as riding a horse: it is much easier if you are facing in the direction of travel.

Megatrend 1: New globalisation

The trend is now showing a shift in the global balance of power to Asia and to the rise of a global middle class. Asian management practices and models are becoming more influential, and emerging nations are increasingly trading between themselves. The global business world is riskier with greater volatility making financial crises, pandemics, international organised crime and cyber-terrorism increasingly likely.

So companies will need to adapt their global strategies for local markets. This will mean fostering more local participation in decision-making, creating culturally-diverse leadership teams and encouraging cross-

Snippets

A collection of thought provokers and quotations...

"We don't see things as they are, we see things as we are."

Anais Nin

"Listen is an anagram of silent."

"Full attention cannot be given to receiving an incoming communication simultaneously with assessing it, or framing a reply."

Rachel Pinney

"The quality of our expectations determines the quality of our actions."

André Godin

"Great tranquility of heart is his

country and cross-functional collaboration. The best global companies operate like a flattened matrix, where information and authority flow in all directions rather than as a top-down cascade.

Leaders in this changing world need to be multilingual, flexible, internationally mobile and adaptable, and culturally sensitive. They will also need to be highly collaborative and have strong conceptual and contextual thinking skills. They may have no direct authority over the increasingly diverse teams they lead, and will need to find new ways of engendering personal loyalty. Leadership is likely to become a collaboration among a range of different people, not a single focus.

Megatrend 2: Environmental crisis

Rising CO2 emissions and temperatures will be aggravated by growing waste in emerging and developing countries. The growing scarcity of strategic resources such as water, minerals, metals and fuels will cause continued price volatility and could trigger regional and global conflicts. Greater environmental responsibility and accountability will be the inevitable corollary.

Organisations that reduce their environmental impact will see direct benefits to their performance, bottom line and competitiveness, so restructuring along sustainable lines is a strategic imperative, from an economic as well as a social responsibility perspective. Rising costs – both in terms of raw materials prices and as a result of introducing more environmentally sustainable processes – can be expected.

Leaders will need to get their companies onto a more sustainable footing and factoring environmental considerations into their planning. They must also act as change agents, advocating environmentally responsible business practice within and outside the organisation, and forging new levels of intra-and inter-company collaboration in order to encourage team, rather than individual, solutions.

Megatrend 3: Demographic change

The world population is growing and ageing, but with demographic imbalances. In the industrial countries of the West and China life expectancy is rising but populations are stagnating or declining, whereas populations in developing countries are booming. Industrial countries will suffer skills shortages and pressure on the welfare system. Migration will increase – not just from the more to the least populous countries, but also as a result of armed conflicts, disasters and environmental problems.

The 'war for talent' will continue to rage internationally for highly skilled workers, but migration and an ageing workforce means an unprecedentedly diverse pool of potential employees. This potential talent pool will demand family-friendly and age-appropriate employment models, along with educational and development programmes. Lifelong learning will become a fact, and companies will also have to provide some aspects of social security, especially where state provision is limited or reduced.

Fostering inter-generational and inter-cultural teamwork and

who cares for neither praise nor blame."

Thomas á Kempis

"There are two ways of spreading light: to be the candle or the mirror that reflects it."

Edith Wharton

"It is the eye which makes the horizon."

Ralph Waldo Emerson

"Time of stress and difficulty are seasons of opportunity when the seeds of progress are sown."

Thomas F. Woodlock

"Whether you think you can, or you think you can't - you're right."

Henry Ford

"We make a living by what we get, but we make a life by what we give."

Winston Churchill

"It is literally true that you can succeed best and quickest by helping others to succeed."

Napoleon Hill

"We will be known forever by the tracks we leave."

American Indian Proverb

"A dream you dream alone is only a dream. A dream you dream together is reality."

John Lennon

"Never doubt that a small group of thoughtful, committed citizens can change the world. Indeed, it is the only thing that ever has."

Margaret Mead

"If you think you're too small to have an impact, try going to bed with a mosquito in the room." -

Anita Roddick

"In every walk with nature one receives far more than he seeks."

collaboration is essential, as is finding ways to engender commitment and loyalty among people of different ages, from different cultures and with different values. More women and other minorities will take leadership positions, meaning new, non-traditional leadership profiles and more flexible working practices. Different loyalty programmes will be needed to retain and engage the different workforce.

Megatrend 4: Individualism

A growing freedom of choice expected by and granted to individuals within societies and communities leads to a quest for self-fulfilment and self-expression, and a shift that is driving greater convergence between personal and professional goals. Non-standard CVs and careers are commonplace.

The nature of relationship networks is also changing. Individuals have fewer strong and more loose connections - so loyalties will be to social networks rather than an employer. Therefore the 'soft factors' such as recognition, self-development, self-direction, values-driven engagement and work-life balance will continue to build precedence over traditional factors like pay and promotion.

Organisations will have to establish conditions that promote independent work and time management, allowing employees time for their personal projects, to organise themselves, and redesign work processes to better suit their needs. Life long education, career breaks, frequent job changes, portfolio working and even periods of voluntary unemployment, will be the norm. Decentralised workplaces are characterised by flatter, more flexible, structures, cross-functional project teams and higher turnover.

Leaders will need to balance the roles of boss, mediator and coach, allowing teams more freedom and autonomy in return for securing their commitment and focus on objectives. They will need to build flexibility into formal structures and be skilled in conflict prevention and resolution. Their style will have to focus on generating personal loyalty, by enabling self-directed ways of working, and accommodating individual needs.

Megatrend 5: Digital lifestyle and work

New media will continue to blur the boundaries between private and working lives, accelerating as mobile internet access becomes all-pervasive. Individuals are 'always on'; more and more business is conducted 'virtually'. Power shifts to employees - particularly the rising class of knowledge workers. The increasingly digitised economy also means that customers become partners in the value chain, facilitated by increasingly open systems and networks.

Knowledge is the powerhouse of the global economy, facilitated by the internet. Workplaces are no longer bricks and mortar locations. Lifelong learning and networking are essential and will become engrained, and traditional hierarchies and career paths die out.

Leaders must be able to engage the creativity, curiosity and open minds of 'digital natives', whilst ensuring organisational objectives are

John Muir

"I am a lover of what is, not because I'm a spiritual person, but because it hurts when I argue with reality"

Byron Katie

"We must always change, renew, rejuvenate ourselves; otherwise, we harden."

Goethe

"And in the end, it's not the years in your life that count. It's the life in your years."

Abraham Lincoln

"Sometimes your joy is the source of your smile, but sometimes your smile can be the source of your joy."

Thich Nhat Hanh

"Obstacles are those frightful things you see when you take your mind off your goals."

Henry Ford

"Happiness is not a matter of events; it depends upon the tides of the mind."

Alice Meynell

"There is nothing like a dream to create the future."

Victor Hugo

"It doesn't make sense to hire smart people and then tell them what to do; we hire smart people so that they tell us what to do."

Steve Jobs

"I truly believe that if you take care of your employees, they will take care of your business."

Richard Branson

"Celebrate what you want to see more of."

Thomas J. Peters

"Don't go through life, grow through life."

Eric Butterworth

achieved. They must foster collaboration and knowledge exchange between digital natives and traditional workers: traditional workers need to learn to integrate new technologies, whilst digital natives need help with their lack of social skills created by an over-reliance on technology.

Leaders will have to lead remotely, and in an increasingly complex matrix structure. Combining virtual and face-to-face contact will be important for both effective decision making and fostering motivation and loyalty. Integrity and sincerity will emerge to be of paramount importance, and leaders will have to role model and foster this in order to preserve corporate reputation.

Megatrend 6: Technology convergence

'NBIC' technologies (the convergence between nano-, bio- and information technologies and cognitive sciences) are already driving rapid advances in medicine, energy, environmental protection and production processes, and they will grow in importance through increased miniaturisation and virtualisation.

Applying complex technologies will become a key business competence, even in non-technological fields. NBIC makes inter-corporate knowledge exchange vital, and 'business mashups' (collaborations and cross-sector partnerships) will become more common. Companies will have to adapt to survive, and their readiness to integrate other players in corporate endeavours will lead to more open structures – and, ultimately, converging markets.

Leaders must be open to – and advocates of – visionary ideas, encourage innovation and collaboration from within and outside the organisation in order to harness the potential of converging technologies. They must be open to value-adding partnerships on all levels, and the decision to build or buy expertise will become a key issue. In doing so, they will have to work through informal influence across functional and organisational boundaries. This requires them to collaborate, to welcome different points of view, to tolerate ambiguity and to create and role-model trust and openness.

The Importance of being influential, Hay Group 2014

USEFUL LINKS

Click here to go to the Hay Group webpages associated with this research for more detailed information.

New Directions helps organisations to respond strategically to the future through the utilisation of highly participative and rapid strategic change technologies. For more information on these technologies and our services **Click here**.

"I am always doing that which I cannot do, in order that I may learn how to do it."

Pablo Picasso

"Words are plentiful; deeds are precious."

Lech Walesa

"The really happy person is one who can enjoy the scenery when on a detour."

Unknown

"It is astonishing how short a time it takes for very wonderful things to happen."

Frances Burnett

"The greatest homage to truth is to use it."

Ralph Waldo Emerson

"Preconceived notions are the locks on the door to wisdom."

Merry Brown

"From adversity we can learn the value of patience."

HH Dalai Lama

"Thousands of candles can be lit from a single candle, and the life of the candle will not be shortened. Happiness never decreases by being shared."

Buddha

"To exist is to change, to change is to mature, to mature is to go on creating oneself endlessly."

Henri Bergson

"Our thinking depends upon the quality of our attention for each other".

Nancy Kline

"Most people do not listen with the intent to understand; they listen with the intent to reply."

Stephen Covey

5 Strategies to Overcome Distrust

1. Face up to the issue. Project teams with low trust and higher destructive conflict made poorer quality decisions and exhibited less commitment, which leads to not meeting deadlines and project goals. Leaders need to be aware of any sign of lack of trust and work to restore or build it. The best time to deal with symptoms is at the early stages, not when conflict is open and rampant.

2. Take the time to listen. Individuals usually have legitimate reasons for not giving their all, taking the time to listen enables you to uncover the real barriers to trust. Often you are dealing with the aftermath of a historic issue or misunderstanding.

3. Create low-risk quick wins. Don't try to tackle the most challenging causes of distrust head on. Choose a task with clear payoffs and not too much baggage, and encourage collaboration and create a foundation for rebuilding relationships.

4. Actions not words. People are fed up with words. They trust only commitments demonstrated by action. Ask for a list of small steps you could take to show you are serious about turning over a new leaf. Then you give a similar list to others. As actions reciprocate, trust begins to grow.

5. Reward others' efforts to change. Distrusting team members see one another through their built-up negative history. Look for any sign of others' efforts to make a difference and reward it. Catch people doing things right

From an Elizabeth Doty blog: Five Ways to Reverse the Downward Spiral of Distrust

USEFUL LINKS

[Click here](#) to read the original article from *strategy+business*.

New Directions provides workshops and group facilitation services that build relationships and teams. [Click here](#) for information about our services.

Roger Harrison

Roger Harrison has died at his home on Whidbey Island, offshore from Seattle in the USA. I am deeply grateful to Roger for being one of the inspirations of my flagship programme, *Getting Results Without Authority*. He was also a friend, mentor, consultant and coach to me. So everyone who has been helped in their interpersonal communication by me, or by one of my designs or books, is likely to have received some wisdom which originated in Roger's pioneering work.

Roger is recognised as one of the pioneers of Organisation Development, which all of us use in our professional life and has become a stable formula for organisation change. I first came aware of him through the Positive Power and Influence Program, which he created with David Berlew, which inspired me in my work and to follow a career working with managers to create positive working relationships as well as task success at work.

As well as the debt I owe to Roger's original work, I am also inspired by his later work on organisation culture and love in organisations. Ever modest, he willingly shared his research and work with a wide community so that it could be used to enhance organisational wellbeing. I am truly standing on the shoulders of a giant.

Public Courses 2015

New Directions runs a number of public training courses in association with partners. Click on the date to reserve a place or get more information direct from our partners' websites.

Getting Results Without Authority (2 day)

A 2 day course in positive influencing skills for those working in matrix and project organisations.

Cuttings

Cuttings is free to subscribers, and has been published continuously for more than 20 years by *New Directions*, an international network of consultants and trainers who work together to learn, research, design and provide consulting and

London **7-8 December**

Getting Results Without Authority (5 day)

An extended version offering more practice and application.

London **27-31 July**

Developing Internal Consultancy Skills

A 5 day course for professionals wanting to leverage their skills on internal projects.

London **3-7 August**

Results Through People

A 5 day course on performance management and employee engagement.

London **7-11 September**

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A 5 day course on the people side of project management .

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International Oil & Gas Executive Development Programme

An intensive 5 day workshop in strategic management for the Oil and Gas industry.

Kuala Lumpur **26-30 October**

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A 3.5 day development course in interpersonal skills run in English or Dutch

Netherlands **5-8 October (in English)**

Netherlands **19-22 October (in Dutch)**

USEFUL LINKS

New Directions consultancy and training services

training in individual, management, and organisation development.

New Directions is also a partner in the European consulting organisation *Learning Consortium* who are the providers of one of the leading personal development courses in interpersonal skills, *Focus on Influence*.

USEFUL LINKS

Past issues of Cuttings

New Directions website

Getting Results Without Authority

Learning Consortium website

Focus on Influence

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