



CUTTINGS...

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Compiled and edited by Geof Cox

Welcome to this latest edition of Cuttings, and a special welcome to new readers.

In the last edition I promised a follow up piece to The Hay Group research on Megatrends 2030, this time looking at some of the implications and practical steps that emerge from this work and the organisation and leadership changes that we can confidently predict will develop. This is an opportunity for individuals and organisations to start future proofing to respond to, and exploit, these trends.

Since the June edition I have also been attending and speaking at the World Appreciative Inquiry Conference in Johannesburg, South Africa, so I am also adding comments and highlights from that gathering.

Geof Cox

Leadership 2030

In the last edition of **Cuttings**, I summarised the research done by The Hay Group into the megatrends that are transforming the global business environment and are fundamentally altering how people work together to get things done. In this second article, I focus on the consequences of these megatrends.

The six megatrends identified by The Hay Group are:

- **New Globalisation** - a shift in the global balance of power to Asia and the growth of influence of Asian management practices and models
- **The environmental crisis** driving a more sustainable agenda for business strategy
- **Demographic change** - imbalances between the industrial countries of the West and China and the booming populations in developing countries driving the need for inter-generational and inter-cultural collaboration.
- **Individualism** - a growing freedom of choice demanded by individuals in a quest for self-fulfilment and self-expression, and a drive for greater convergence between personal and professional goals.
- **Digital lifestyle and work** - digital media will blur the boundaries between private and working lives, with more and more business conducted 'virtually', and power shifting to the growing

In this edition

Leadership 2030 Implications for leadership from the Megatrends 2030 research.

Highlights from WAIC 2015 Some of the key messages from some of the sessions that I attended.

Comments and quotes from WAIC 2015 Some quotes and thought provoking comments from the conference.

Public Course programme dates for 2015.

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

Snippets

A collection of thought provokers and quotations...

"To teach is to learn twice."

Joseph Joubert

"This time, like all times, is a very good one, if we know what to do with it."

Ralph Waldo Emerson

"There's a lot of difference between listening and hearing."

G.K. Chesterton

"The things you do for yourself are gone when you are gone, but the things you do for others remain as your legacy." -

Kalu Kalu

"The ability to simplify means to eliminate the unnecessary so that

group of networked knowledge workers.

- **Technological convergence** that is driving rapid advances many industries will grow in importance through increased miniaturisation and virtualisation.

Each of the megatrends is a potent force in itself. But taken together, they result in some consequences driven and strengthened by several megatrends at once. These consequences we can already identify as critical in organisations today, and will only become more important in the future.

Firstly we see a need that employees collaborate like never before – with colleagues from around the company, from other companies, and around the world. There will be a growing need to cooperate with an increasing number of internal and external stakeholders. At the same time, growing individualism will mean that people need to think carefully about how best to work with, and influence, each individual.

Secondly, there will be an increased power shift. Relationships in the workplace will look very different in the future. Leaders will see their authority diminished: in an individualistic and ethical world, in which work is frequently done remotely, more power will rest with employees and external stakeholders. Meanwhile, demographic change will see four or five generations working together, all with different outlooks on decision making and what constitutes authority.

And thirdly, not only will people have to work more closely together – but they'll need to do so in new ways. Remote working will increasingly become the norm, making cooperation more difficult. The rise in the use of instant access and social media blurs the boundaries between the personal and the professional.

When faced with growing complexity, organisations tend to adopt **matrix and project structures**, in which individuals have several reporting lines at the same time. Some reporting lines have clear responsibility for certain tasks and areas, but others represent less formal accountability. Whilst these structures help businesses manage the vast influx of data needed to make the right decisions, they also create the need for a different kind of leadership and set of working practices based on a range of influence strategies not based on authority:

1. Involving people more in decision-making.
2. Being able to identify, understand and address the growing needs of different stakeholders, cultures and individuals.
3. Establishing and maintaining positive relationships in order to guarantee long term support not short term gain
4. Negotiating mutually satisfactory outcomes in an environment of increased conflict
5. Building common purpose and vision in order to generate collaborative effort in a workforce with conflicting demands
6. Being able to present ideas in a range of compelling ways to account for the differing preferences of the audience

the necessary may speak."

Hans Hofmann

"Sometimes the heart sees what is invisible to the eye."

H. Jackson Brown, Jr.

"It's not stress that kills us, it is our reaction to it."

Hans Selye

"If things go wrong, don't go with them."

Roger Babson

"He that does good to another does good also to himself."

Seneca

"Friendship makes prosperity more brilliant, and lightens adversity by dividing and sharing it."

Cicero

"You get good at what you do everyday."

Merce Cunningham

"We may affirm absolutely that nothing great in the world has been accomplished without passion."

Georg Wilhelm Friedrich Hegel

"Judge not by the eye but by the heart."

Native American Saying

"Leadership is a contact sport"

Marshall Goldsmith

"The way is not in the sky. The way is in the heart."

Buddha

"For myself, I am an optimist - it does not seem to be much use being anything else."

Winston Churchill

"Be like the fountain that overflows, not like the cistern that merely contains."

Paulo Coelho

These require us to invest more in training leaders and employees in the skills of influence and working practices in this developing environment that is being driven by the megatrends.

USEFUL LINKS

[Click here](#) to go to the Hay Group webpages

New Directions is directly concerned with helping individuals and organisations to develop the skills to excel in this future. Our Getting Results Without Authority™ workshop delivers the skills needed to work in matrix structures and engage stakeholders. We also offer other workshops that harness highly participative and rapid strategic change technologies. For more information on these workshops and our services follow the specific links or [Click here](#).

Highlights from WAIC 2015

Barbara Fredericson's latest research (shared in a Skye conversation) has focused on the impact of micro-moments of positive emotions - appreciating, acknowledging, gratitude, curiosity, love, respect... - and has found them to be 'a reset button for negative emotions that are no longer useful'. Negative emotions cause harmful reactions in the nervous system, and whilst positive emotions don't have a similar positive effect, they undo the impact and speed up the cardiovascular recovery from negative emotional states.

She further added that positive psychology study has identified that flourishing people are different from non-flourishing (neutral) or depressive groups. They get an even bigger boost from positive emotions, and have proportionally more positive than negative emotions (they create a 3:1 – 5:1 ratio in their own lives every day.)

Two great examples of the use of SOAR (the strengths based approach to strategic planning) - one helping the finance function of a company reorganise on the basis of strengths and become more proactive as a business partner; and a second example being used by a teenager to create a positive life strategy.

Lyell Clarke transforming his family business from a mosquito control to a sustainable public health company in order to provide a better purpose and be more meaningful to his employees - 'making the company ours not mine'. His company has grown and become far more financially successful as a result.

Look out for the book *Stan and The Four Fantastic Powers* by Max and Sarah Schiller (Marge Schiller's grandchildren) introducing AI for elementary school children.

USEFUL LINKS

New Directions provides workshops, facilitation and strategic consultancy services that utilise Appreciative Inquiry and other strength based and participative methodologies. [Click here](#) for more information.

"A leader is a dealer in hope."

Napoleon Bonaparte

"A good listener is not only popular, but after a while he gets to know something."

Wilson Mizner

Comments and quotes - WAIC 2015

"Positive emotions are a reset button for negative emotions that are no longer useful"

Barbara Fredericson

"A problem is nothing more than a frustrated dream"

Joep de Jong

"I don't know where we're going - I just know we have to go"

Lyell Clarke

"Don't tell my story for me. Don't blame me for being where I am. Appreciate me as a brave and courageous child. Don't push me off - attract me off the streets."

Lessons from working with street children - Chris Mulenga, Zambia

"A young Nepalese girl stops crying despite her hand being stitched by the doctor without anaesthetic. Why? It is the hope of healing."

Ram Chandra Lamichhane

"Don't do anything about me without me."

Marge Schiller

"Don't fix us. Don't dump your old stuff on us. Don't teach us, learn with us and learn from us as well."

Lessons for businesses partnering with schools, Louise van Rhyn

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.

Human Competency and Capability Development

A 4 day course in strategic human resource management for the oil and gas sector.

Kuala Lumpur 20-23 October

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

Focus on Influence

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](#)

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Ready-Aim-Fire Problem Solving is priced at **£7.00**

Bundle both titles for £15.00

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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 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*.

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