

“Looking Ahead – Be Tomorrow’s Leader Today”

**Who can recall life before Google?
Before internet banking and other commercial transactions?
Before SMS? Before a computer on your desk? Before the fax machine?**

There are irrevocable implications for management not yet recognised let alone encapsulated.

The three screen world in which we live – PC, TV and mobile is only going to get bigger. Consumers see the internet as a routine and indispensable part of their work and home life, spending 23% of their time hooked up to the web. Then there is facebook, myspace etc which are empowering a generation to believe what the Blogs have to say.

The Future of Management

*The internet is the most innovative and engaging thing on our planet.
It has provided new business and operating models.
Now it will provide new management models.*

- * Everyone has a voice.
- * Commitment is voluntary.
- * Capability counts above credentials and titles.
- * The tools of creativity are widely distributed.
- * Power is granted from below.
- * Ideas compete on an equal footing.
- * Authority is fluid and contingent on value added.
- * It's easy for ideas and resources to find each other.
- * Most decisions are peer based.



The bureaucratic business models of the past are limiting in terms of fresh thoughts and initiatives. Today's businesses need to change their way of thinking and interacting with their people. They must recognise and respond to three 'new realities':

1. The marketplace is changing significantly quicker than organisations as a result of the internet.

2. Businesses operate in a highly competitive environment.

3. There is a commoditisation of knowledge.

New Reality #1

The Marketplace is Changing Significantly Quicker than Organisations as a Result of the Internet.

The internet has changed our lives significantly and permanently. The business landscape has changed rapidly with its introduction, yet management thinking hasn't developed significantly for the past 100 years.

- It is innovation in management that creates long term sustainable advantage, more than technology and product innovation.
- Management should encourage everyone to make suggestions which will equal huge positive Return On Investment (ROI).
- Change must be continuous, intrinsic and opportunity driven.
- To build companies that are flexible and as fast as change itself we must make them automatic, spontaneous and reflexive.

New Reality #2

Businesses Operate in a Highly Competitive Environment.

- The current competitive environment will continue to intensify due to falling entry barriers, low cost competitors and powerful customers.
- Encouraging innovation from all employees everyday is critical to meet and lead that competition – and business processes must support it.

New Reality #3

There is a Commoditisation of Knowledge

Intellectual Property doesn't stay protected for long as information can be shared more easily – quicker. A great idea or product doesn't stay unnoticed for long. The way we source information is also vastly quicker.

- Young people use the internet to obtain their news, as opposed to the newspaper.
- In the words of Rupert Murdoch "print media is dying a profitable death".
- It is all about new ability to create new knowledge.



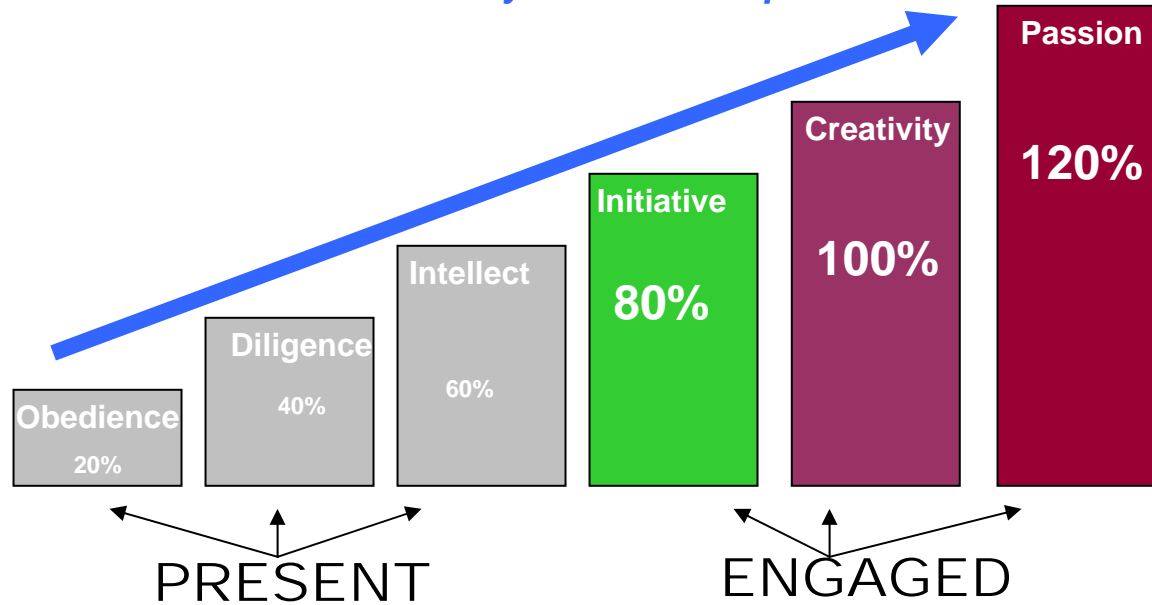
The Four Steps to Engrain in Your Business

#1 - Engagement of ALL Employees

In a changing environment the most valuable people to a business may in fact be the ones that are different or unique from the 'everyday' employee.

- Businesses create a stifled environment focusing only on the day to day work. They need to engage their employees to ensure they are contributing to the success of the team.
- If you don't encourage and embrace creativity, employees will move on to an employer that will.
- Less than 20% of employees are engaged in the business - 25% are positively disengaged.

Hierarchy of Human Capabilities



- Intellect, diligence and obedience can be bought cheaply - your 'everyday' employee has these qualities.
- Businesses today need to look for employees who also have the first three qualities—passion, creativity and initiative.
- Leaders must look for how they can get ROI from their human capital.

#2 - A Willingness to Challenge the 20th Century Business Model

The commitment of staff to a business is voluntary.

- Businesses need to constantly change their operating model to keep their workforce engaged. Whether this is through strategies or tools, or incentives etc.
- Most companies are less adaptable than their employees which leaches creativity – and often it takes a crisis to realise this.

#3 - Implementation of New Management Principles

Businesses must keep pace with change and be innovative to remain competitive.

- You cannot solve the new challenges of the 21st century using 20th century business practices – where do you get a new set of principles?
- How can we build organisations that can thrive even when leadership is poor?

#4 - Lessons from Positive Deviants

If you want to see the future you need to get to the fringe – today this equates to the internet.

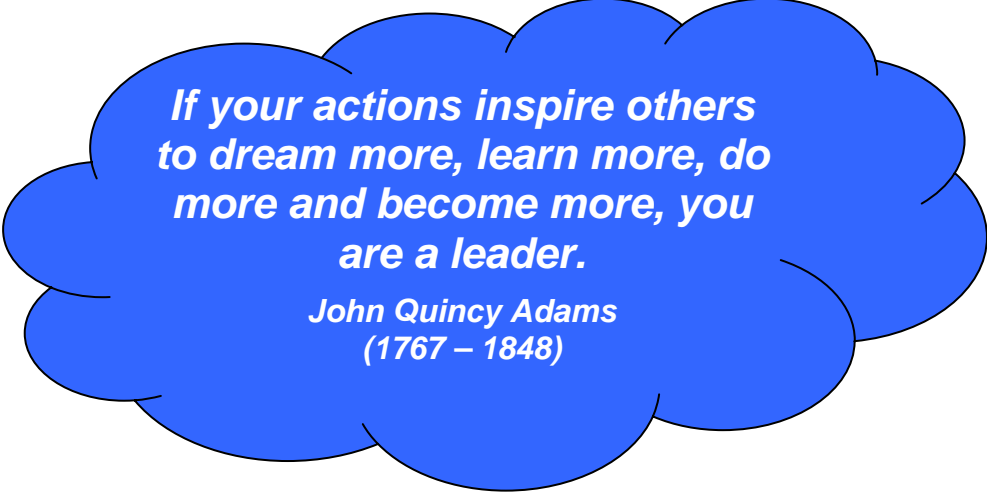
- Capturing the passion of your employees in a fully supportive team environment enhances creativity and commitment in the workplace.
- Generation Y employees value quality of ideas over everything else.

Summary

- Innovation in management is **THE** challenge of the next decade.
- Today's business leaders must create their business around the internet and its commercial culture to capture the thinking and innovation of everyone within their organisation.
- Up to date management processes are required to manage, motivate and enthuse human capital.
- Businesses need to invest more in their human capital by motivating and encouraging employees to be creative, passionate and innovative.
- Fresh thinking is required in order to remain competitive and to maintain the rapid pace of change that the internet demands.

Source:

Keynote Speaker 2007 APRG Local Business Leaders Forum – Robert Quinn, CEO and Co-Founder, Entrepreneur's Success Programme



***If your actions inspire others
to dream more, learn more, do
more and become more, you
are a leader.***

***John Quincy Adams
(1767 – 1848)***

