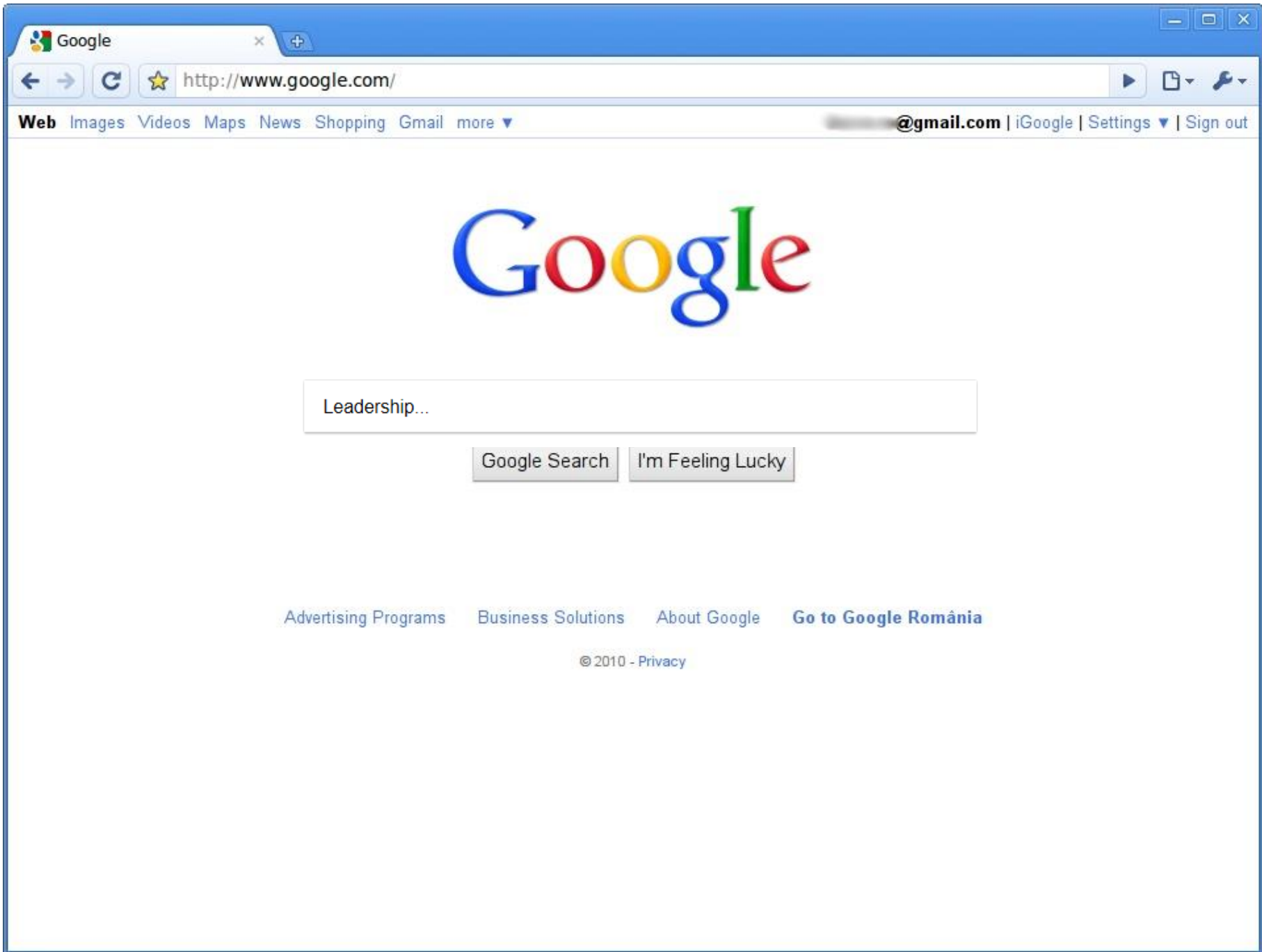




Leadership

**What
makes a difference?**



Leadership...

Google Search

I'm Feeling Lucky

[Advertising Programs](#)

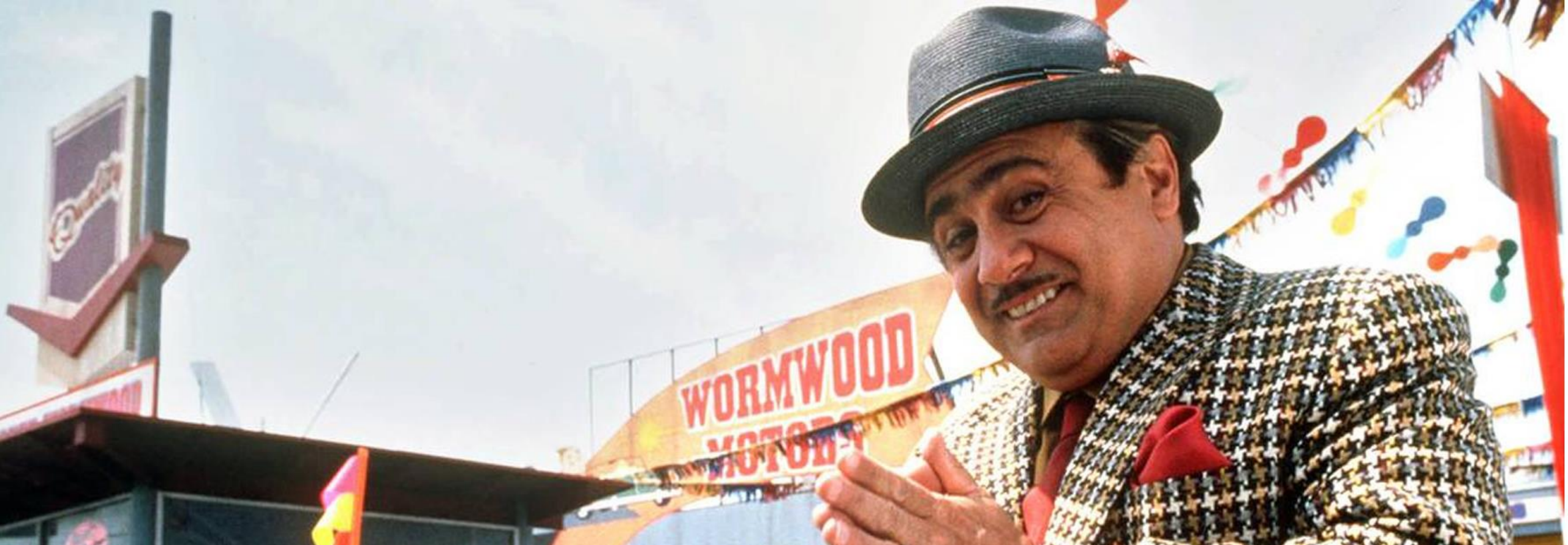
[Business Solutions](#)

[About Google](#)

[Go to Google România](#)



March 2018: Amazon.com has
How many books
relating to leadership?

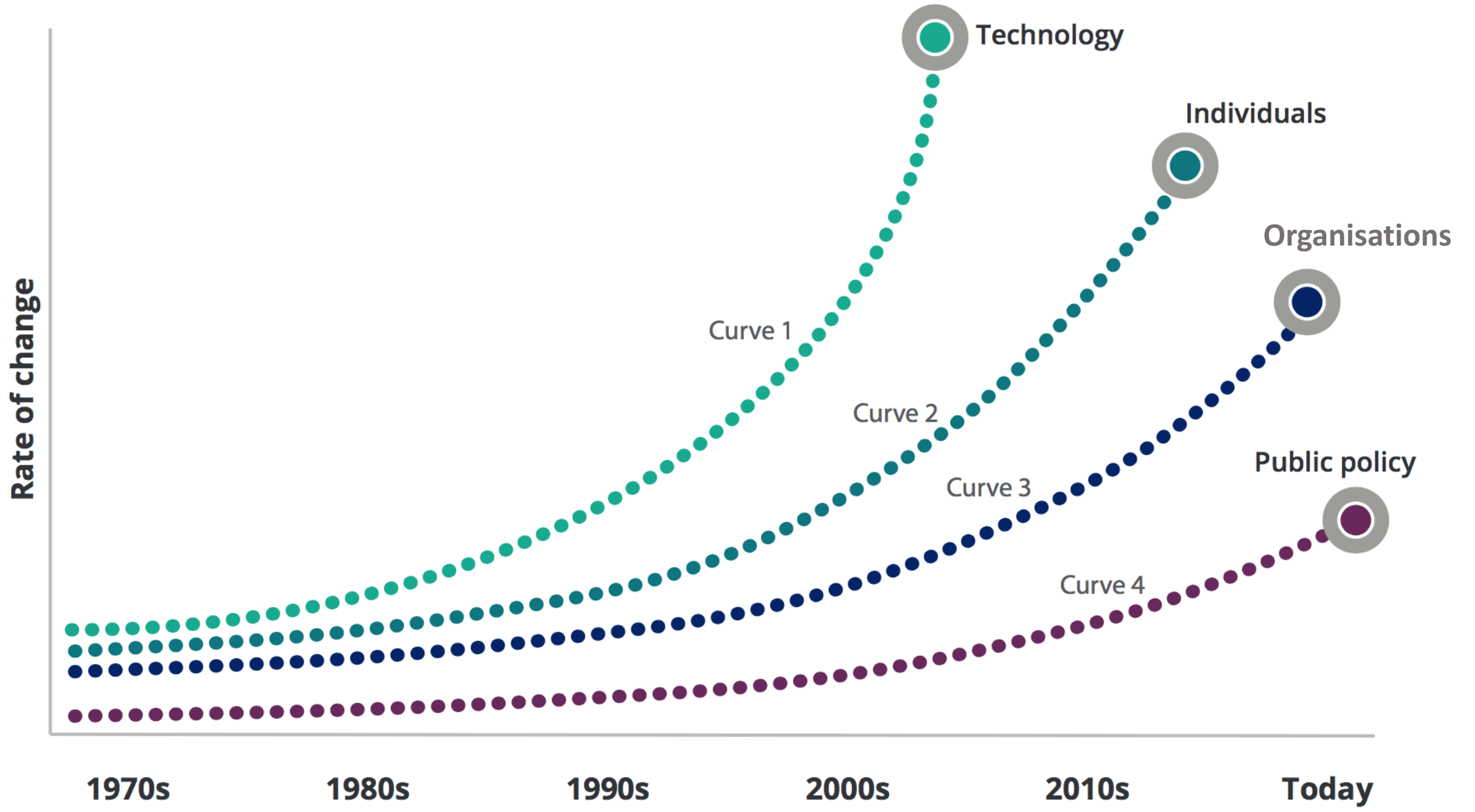


“Nothing brings such a rush of clichés to the head as leadership... One of those words which mean whatever we want them to mean. Leadership is one of those elusive priorities, an area in which there is no absolute, no guaranteed model”.



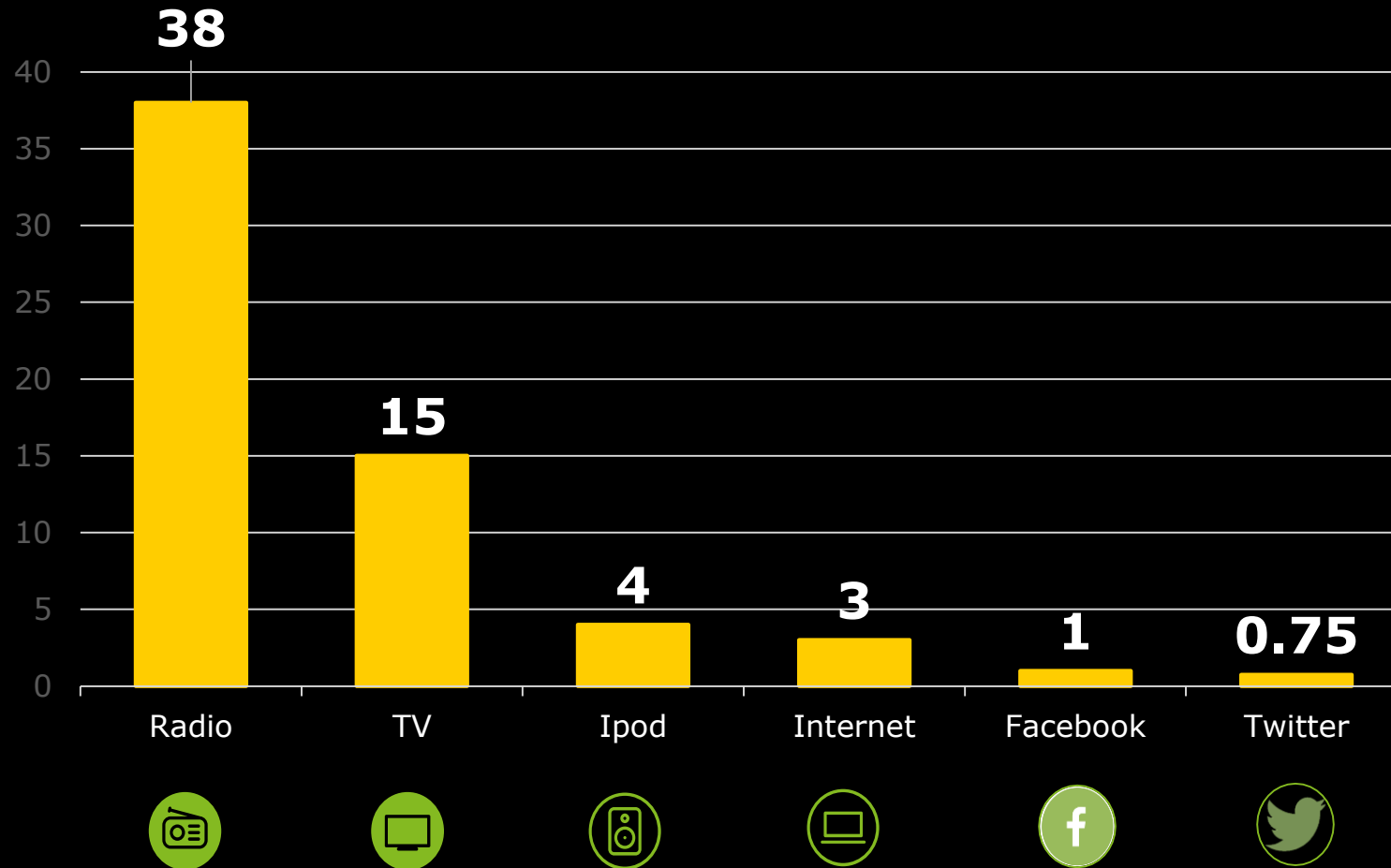
WUCA

Volatile, uncertain, complex and ambiguous



Adoption of new technology is accelerating

Time to reach 50m users in years



150...

The number of times a day
we check our mobile device

That's once every

6.8

waking
minutes



Deloitte 2014 Human Capital Report

Rescuing the overwhelmed employee

- **10th** ranked issue globally
- **9th** ranked issue in EMEA
- **1st** ranked issue in Ireland





VUCA

Volatile, **uncertain**, complex and ambiguous

FAKE NEWS





ANGLO IRISH BANK

P

NO PARKING
MON - FRI 9.00 - 6.00
SAT 9.00 - 5.00
SUN 10.00 - 5.00

UNEMPLOYED & UNDEREMPLOYED
AREN'T CHOOSING BANKS

WORLD CLASS BANKS
NEED TO MEET
A NEED FOR

CUTS FOR
UNEMPLOYED &
UNDEREMPLOYED
AS BANKERS
ENJOY BILLIONS

SOCIALIST
PARTY

cutbacks. To

...employment

NO TO NAMA

69% of people
believe they can trust their
supermarket...

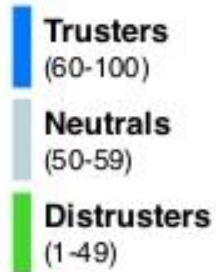
...but only **36%**
of people trust their
government

...and 63%
of people say their manager
“does not relate to people like me”

Trust Index

A World of Distrust

Average trust in institutions, General Population, 2016 vs. 2017



3-point decrease in the global Trust Index

Trust declines in 21 of 28 countries — the broadest declines since beginning General Population tracking in 2012

2 in 3 countries are now distrusters

2016:
23rd of 28 countries

41 Ireland

2017:
25th of 28 countries

36 Ireland

Source: 2017 Edelman Trust Barometer. The Trust Index is an average of a country's trust in the institutions of government, business, media and NGOs. General Population, 28-country global total.



WUCA

Volatile, uncertain, **complex** and ambiguous



More data has been
created in the last

24 months

than in the rest of **human history**



x8

**The amount of information you process daily
vs the person who did your job 10 years ago**



VUCA

Volatile, uncertain, complex and **ambiguous**

60%

of tasks done at work in 2017
could be handed over to a

robot tomorrow...





By 2025, **47%**
of all jobs globally will be
threatened by
automation

50%

**of the jobs available in 2025
haven't been invented yet**





IN A VUCA WORLD...

...WHAT KIND OF

LEADERSHIP

DO WE NEED?





There's no one **“right”** leadership style..





VUCA Leadership?

- The story teller
- The architect
- The coach

Number 1
reason
a person
leaves
their job?



Their
relationship
with **their**
Manager.

THE HAWTHORNE EFFECT

A black and white photograph of a factory floor. In the foreground, a worker is seated at a workstation, focused on their task. In the background, several other workers are visible, some standing and some working at their stations. The environment appears to be a busy industrial setting with various pieces of machinery and equipment.

Worker productivity was increased by the psychological stimulus of being singled out, involved and made to feel important.



ENGAGEMENT:

“Being emotionally invested in your work”.

Engaged?

**Not
engaged?**

**ACTIVELY
disengaged?**



Attendance

Productivity

Commitment

Satisfaction

Turnover

Purposeful

**organisations outperform
their peers by**

42%



**I have a
dream.**



**I'm putting a
man on the
moon
Mr President.**

Chief Storytelling Officer



What is your school's distinctive "**higher vision**"?

How **vividly** can you bring it to life when describing it?

How often can you talk about it? In what fora? Through what media?

Can you connect the day-to-day activity of **every person and group** to the vision?

How can you make that connection **visceral** for them?



VUCA Leadership?

- The story teller
- The architect
- The coach

A close-up portrait of Edgar Schein, an elderly man with a grey beard and mustache, wearing glasses, a brown flat cap, and a blue scarf. He is looking slightly to the right with a gentle smile. The background is a plain, light-colored wall.

**Unless
you lead
your
culture
it will
lead you.**

Edgar Schein

**I used to think
culture was an
important part
of the game.
Now I realise
it's the whole
game.**



Lou Gerstner

Peter Drucker



**Culture
eats
strategy
for
breakfast.**



FORMAL (OVERT)

Rules

Roles

Structure

Policies & Procedures

INFORMAL (COVERT)

Perceptions

Attitudes

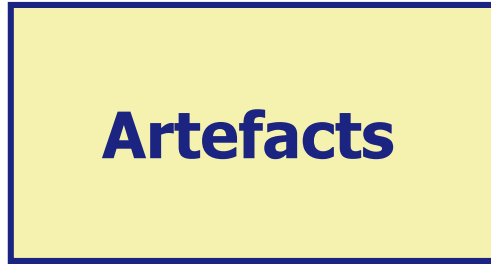
Feelings

Values

Group Norms

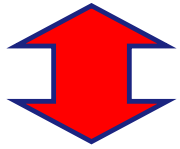
Power, Politics & Conflict

LEVEL 1



Visible symbols of culture. Eg ceremonies, physical artefacts & environment

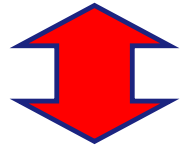
**VISIBLE,
SHAPABLE**



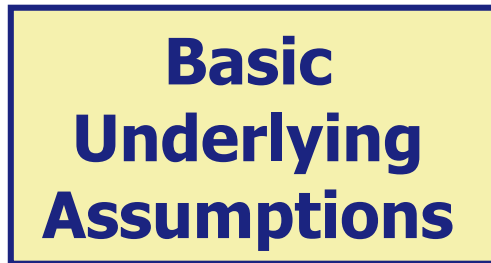
LEVEL 2



Values & attitudes held by group members that are consciously understood

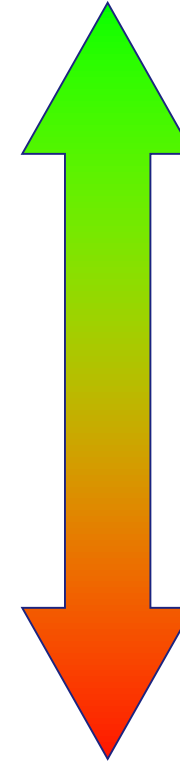


LEVEL 3



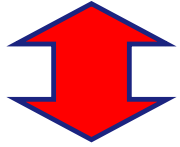
Unconscious, taken-for-granted perceptions, thoughts & feelings

**INVISIBLE,
DURABLE**



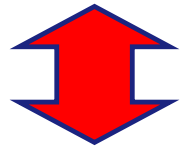
LEVEL 1

Artefacts



LEVEL 2

Beliefs



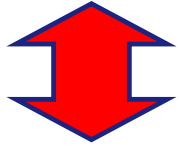
LEVEL 3

**Basic
Underlying
Assumptions**

**The leadership
challenge?
Become a **conscious**
cultural architect.**

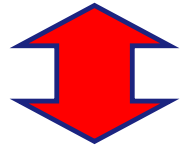
LEVEL 1

Artefacts



LEVEL 2

Beliefs



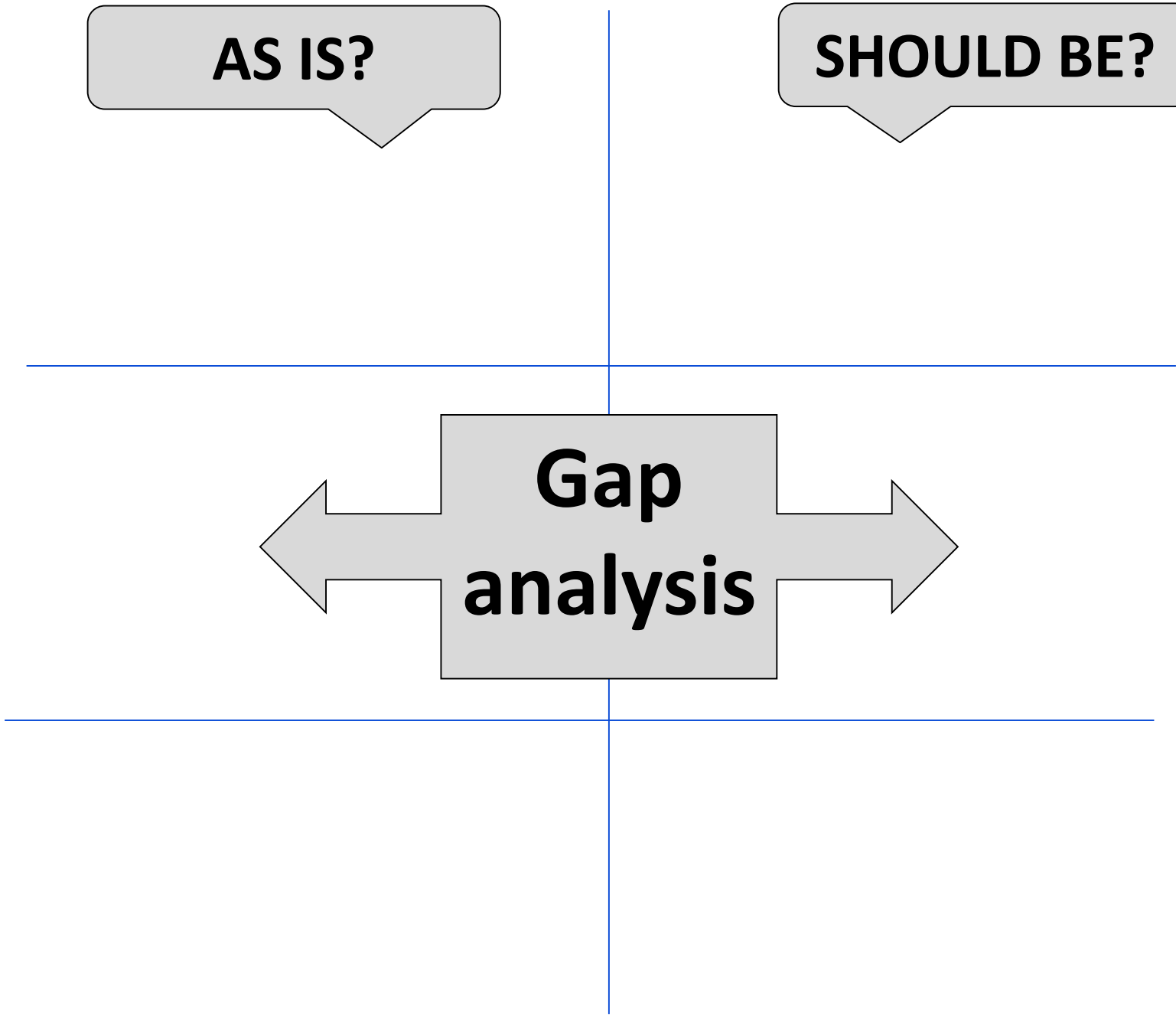
LEVEL 3

**Basic
Underlying
Assumptions**

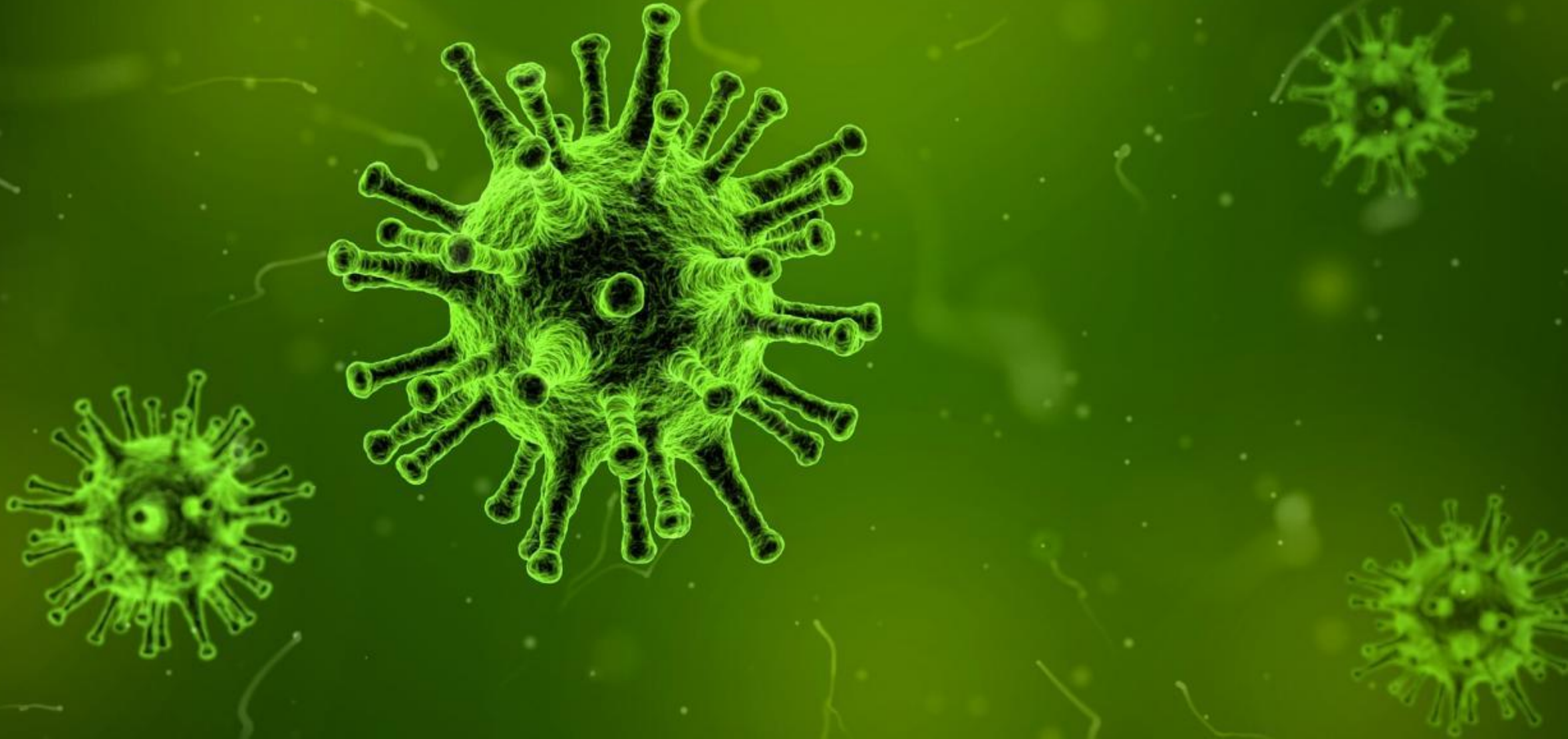
AS IS?

SHOULD BE?

**Gap
analysis**



Your number one cultural lever?





What you **pay attention** to

How you **react** to setbacks

The behaviour
you **reward**

The behaviour
you **tolerate**

Your **throw-away** comments

Your **body language**





VUCA Leadership?

- The story teller
- The architect
- The coach

In a world of automation, what do employees want most from managers?



93% of respondents:

Be a better coach.

**Coaches empower
their team...**



**...by distributing
leadership.**



RWC2015



RUGBY
WORLD CUP
2015





←\$→ Buddy Hire UK



Who's the captain?



“Historically, school systems have not focused on developing strong leadership teams...



...They're still waiting for Superman”

Transforming Schools Report, Bain (2015)


```
graph TD; A[Engage your stakeholders] --> B[Make a bet on a leadership model]; B --> C[Set very clear objectives]; C --> D[Invest in your team's leadership capacity]; D --> E[Create regular coordination and communication mechanisms]; E --> F[Delegate, stand back and support]; F --> A;
```

Engage your **stakeholders**

Delegate, **stand back** and support

Make a bet on a **leadership model**

Create regular **coordination** and **communication** mechanisms

Set very clear **objectives**

Invest in your team's **leadership capacity**



WUCA

Volatile, uncertain, complex and ambiguous



VUCA Leadership?

- The story teller
- The architect
- The coach

**A
final
thought....**



x8

**The amount of information we each process daily
vs the person who did our job 10 years ago**



**When information is plentiful,
your attention is a scarce resource**

Invest in
your
support
network



Invest
in rest



What worked?

What didn't?

What to do differently?



Thank You