SHAW ACADEMY

Lesson 7 Course Notes

Diploma in Leadership and Management

SHAW ACADEMY

Leadership, culture and the changing nature of work

Introduction

Some managers struggle with how work is constantly changing. In this lesson, we look at the millennial generation and provide insights to help you lead in a global, social, diverse and multi-cultural environment. You will learn to appreciate how the changing nature of work demands new leadership and transformational roles. Roles that you, as aspiring managers and leaders, can fill.

Lesson Pillars

Future leadership and transformational roles.
Leading in a multi-generational environment.
Acquiring a multi-cultural mindset.
Leading virtually.

Key Readings

Future Trends in Leadership Development – Nick Petrie
www.ccl.org/wp-content/uploads/2015/04/futureTrends.pdf

Networks: How Collective Leadership Really Works http://www.ccl.org/wp-content/uploads/2015/04/networksHowCollective.pdf

https://www.forbes.com/sites/karenhigginbottom/2016/03/17/the-challenges-of-managing-a-multi-generational-workforce/#5a0f58e37d6a
 The Challenges Of Managing A Multi-Generational Workforce

Laszlo, C. (2008) Sustainable Value: how the world's leading companies are doing well by doing good. Stanford.

Porter, M. E., & Kramer, M. R. (2011) Creating Shared Value. Harvard Business Review, 89(1/2), 62-7

Lesson Resources: Keep a Learning Log

It is recommended that you keep a learning log. Get a small personal notebook that you can use exclusively for this course. In it, you will record insights, thoughts, reflections on previous leadership and management experiences you may have had. During key learnings in the course you will be prompted to think about a time in your past when you observed, noted or reacted to a situation. The learning log will help to build a picture of your growing self-emergence as a leader and manager.

Future leadership and transformational roles.

Uncertain Times

Leadership matters more in a world of uncertainty. The world of work is changing fast and the pace of change is having an impact on management and leadership practice. New working practices, emerging technologies, flexible working patterns, dispersed locations and multi-generational teams are directly influencing how we learn and how we lead. At the same time, business must be more socially aware and how they go about creating value. Value creation today is about being smart, inclusive and responsible.

Leadership today is about understanding the need to prepare for change? Leaders understand the importance of context. To be a learner is to build the capacity of adaptability. It can be summarized by the phrase, 'what got us here won't get us there'. To thrive in the future environment, successful leaders scan their environment to determine impending changes and new opportunities. This is from Ron Heifetz and we will look at adaptive leadership later in this lesson.

Leaders can add value
Four key revolutions: Business leaders need to be agile, authentic, use the talent at their disposal, and build for future sustainability

Agility represents the speed of change which will require leaders and their companies to be more nimble and flexible. Those who have the foresight to spot change on the horizon, anticipate what comes next, and take the lead can develop future winning strategies that meet these evolving market demands.

Authenticity is vital in time of change. They need clarity, they articulate a vision and paint a picture of the future. They lead with confidence and have the courage to take a stand. To build trust and confidence with their teams, they need to be genuine in their communications.

Talent is about a leader's ability to bring out the best of their people. They must build a supportive culture and people processes. Leaders need to attentively develop, engage, and motivate people. They must embed coaching and mentoring into their business culture.

Sustainability is about demonstrating social responsibility by balancing business results with concern for the greater good. Leaders will need to take responsibility for the impact their decisions might have on the workforce, society, locale and the environment. Sustainability will be a major differentiator for a leader's success in the future.

Anyone know who this picture is of. Paul Corcoran, boss of the consultancy firm Agent Marketing, has been praised for trialling shorter working days and enforced workplace

breaks – The Guardian Sustainable Business Leader of the year 2016 - He is a passionate believer that happy, well-balanced staff do the best work – so making the workplace as human as possible is a no-brainer for him.

"You have to walk it, you have to live it. It can't be an add on. All the standard CSR stuff, handing over a big cheque once a year, it's all well and good, but unless you embed it into your company and culture and it becomes part of what your business is, then nine times out of 10 it's lip service. And what's the point of that?"

Paul Corcoran - 2016 Guardian Sustainable Business Leader of the Year

Leadership in a recession

Think ahead: Economy is poor, sales are down - Yet a recovery will happen. Where do you want to be sitting when that recovery happens? Take the time to do that analysis and make sure that when things start to change, you are exactly where you need to be to capitalize.

Link Strategy and decision making: The best strategic plans are useless if they don't drive decisions. Your best thinking and most innovative projects can emerge from uncertainty and difficulty. Focus on believing that you have the power to be successful.

Innovate: Create a culture of creativity. The best ideas can come from the people within your organization if they feel that it is safe to add their two cents. Support and reward those that are willing to try and come up with solutions that will make your business better.
Value your people: be honest lay it out straight, think team not I and them
Measure twice cut once or none.

Tough times are the best times to invest in the most important parts of your business, precisely because other companies aren't investing. For example, the wrong strategies can be the broad layoffs and 15% cost cuts splashed across everyone's pay. But what are the right strategies?

In 1997 in Asia, the economy was terrible, and companies like Cisco Systems and CEMEX turned on the heat, magnified investments, and picked up assets for 50 cents on the dollar. They dramatically improved operations. Intel achieved comparable goals in 1991. When things were bad, they accelerated their capital expenditures on plants and began building their brand with "Intel Inside.".

Aligned Strategy

Leadership in times of change relies on getting the alignment right: This means getting the strategy, structures and culture right.

Can you see where leadership is needed?

Challenges facing leaders each day

External Challenges

It's almost impossible to imagine a situation where a leader doesn't have to cope with external challenges. To some extent, the measure of any leader is how well he can deal with the constant succession of crises and minor annoyances that threaten the mission of his group. Be proactive. Be creative. Make sure you have the resources
Look for opportunities to collaborate.

Internal challenges

Leadership exposes our limitations. In many cases, good leaders must overcome those limitations to transmit and follow their vision.

WHEN ARE THE CHALLENGES OF LEADERSHIP MOST OBVIOUS? They're constant. Sometimes when challenges may arise:

• When something new is about to start.
• When something is about to end. and things are, by definition, about to change - times get difficult.
• When times are tough.
• During transitions.

Leading in a multi-generational environment

> "For the first time in modern history, workplace demographics now span four generations, meaning that 20-year-old new hires can find themselves working side-by-side with colleagues who are older than they are by 50 years (or even more)".

Susan A Murphy PhD

So, who is our workforce?

The Baby Boom Generation Comprising 29 percent of the U.S. workforce. Trained as visionaries, they grew up in the post-World War II era. Parents who had lived through global depression and world war believed with all their hearts that life would be better for the next—and largest ever—generation. This belief was so pervasive that Time magazine awarded its Man of the Year in 1967 to the Boomer generation, then "Twenty-five and Under."

Generation X accounts for 34 percent of the U.S. labour force. Named by Canadian novelist Douglas Coupland, this generation has always defied labels. As children, Generation Xers heard parents and teachers worrying aloud about recession, inflation, and stagflation. The mood of the era was cautious. The role of women around the world began to change, and many of their mothers worked outside the home. Those children became latchkey kids who had to learn to take care of themselves.

The fastest growing cohort, the Millennials now comprises 34 percent of the U.S. workforce. The era that shaped them began with major change around the world—the end of apartheid and the fall of the Soviet Union. This generation grew up with technology. Twenty percent of college students surveyed in 2002 (i.e., born approximately 1980-1984) first used computers between the ages of five and eight. With a nearly egalitarian relationship between parent and child, Millennials tended to feel comfortable discussing what had previously been thought of as adult issues—domestic violence, AIDS, and marital infidelity—with parents and teachers. They grew up with a much more casual exposure to multiculturalism than any earlier generation. Members of the Millennial Generation tend to be goal- and achievement-oriented.

Many were required to serve time volunteering to graduate from high school, and they exhibit elevated levels of social concern and responsibility. They arrive on the job with higher expectations than any earlier generation and, with a click of the mouse, they can notify thousands of their cohorts about which companies match or fall short of their ideals.

Challenges facing leaders leading today

Picture the scene. You have fresh-faced graduate working alongside a 60-year-old work colleague on the same project. These two employees work for the same employer but have very different expectations and views of the workplace. What motivates these workers?

Much of the published generational research focuses on the differences between the Millennial generation and other generations. The Millennial generation of workers would choose workplace flexibility, work/life balance and the opportunity for overseas assignments over financial rewards, according to a NexGen survey by PricewaterhouseCoopers (PwC) 2016.

There is potential for negative stereotyping. Older workers may perceive millennials as entitled, tech-obsessed or too eager to challenge norms while millennial employees could see previous generations as being 'stuck in their ways' and difficult to train. Organizations need to take steps to ensure managers overcome their unconscious bias," he says. However, generational differences can present a positive opportunity for development at both ends of the spectrum. "Younger workers' enthusiasm for trying new things could be used to encourage a culture of innovation, while older workers can leverage their experience and broad perspective to help millennials understand some of the costs and risks associated with their ideas."

Check in what's your experience working with older people? …… Are young people more difficult to manage or can an old dog learn new tricks?

Benefits of a multi-generational workforce

Here are some of the benefits in leading a multigenerational team.

- The team can attract and retain talented people of all ages.
- The team can gain and maintain greater market share because its members reflect a multigeneration market
- Decisions are stronger because they're broad-based with multiple perspectives.
- The team is more innovative and creative.
- The team can and can relate more effectively meet the needs of a diverse public.

Age-neutral workforce

Educating employees on generational issues boosts understanding, respect and productivity.

A commitment to retaining corporate knowledge across generations prevents "brain drain" and keeps an organization competitive.

Age discrimination claims are reduced through employment practices based on fairness and equal opportunity for all generations.

Recruitment messages geared to each generation will attract talent across the age spectrum.

At the same time, knowing how to attract younger workers is crucial to ensuring future business success and leadership.

Commitment to age diversity builds a company's reputation as an "employer of choice."

Acquiring a multi-cultural mindset

"Perhaps more than never, in a highly globalised world, we must recognize that multiculturalism is not simply understanding ethnic/racial histories or the mere appreciation of cultural "difference," but accepting that multiculturalism spreads across the very inner core of our institutions, and ingrained in the very essence of life, for

multicultural perspectives, ideas, and ideologies empower us to elevate the multicultural discourse to a higher level of social transformation—ultimately, universal equality, justice, respect, and human dignity for all, in all facets of human existence." Martin Guevara Urbina.

Adapting to "new" cultures

All experts in international business agree that to succeed in global business, managers need the flexibility to respond positively and effectively to practices and values that may be drastically different from what they are accustomed to. This requires the ability to be open to the ideas and opinions of others.

In working to adapt to the host culture, a leader must understand that the goal is not to lose well-known business practices in favour of cultural compliance.

Humility, when coupled with patience, will position the leader to advance the corporate vision and develop new leaders at a safe pace. This is confirmed by Guy McLeod, president of Airbus China:

"When people have arrived, they want to change things. But making quick moves in the wrong way isn't the right thing to do. You need to have patience, patience, patience. You need to make a long-term strategy and stick to it".

Challenges in leading diversity

Understanding why people behave differently than expected: Our behaviour is always an expression of our values, so when you are managing people from a different culture you must adapt to their norms and values to understand their behaviour.

Avoid getting frustrated and angry: If the behaviour makes sense we accept it but if it doesn't, we reject it. Sometimes that rejection leads to frustration and hostility. As a manager, you should of course avoid showing frustration or hostility towards your employees behaviour. It is however a challenging task according to our survey. It is often a reaction we meet when we counsel leaders on how to deal with cultural diversity, so we were not surprised to see it on this top 5 list. The reason why we end up frustrated and hostile is because we often interpret other people's behaviour incorrectly.

Motivating a cultural diverse team: what serves as a motivation factor in one culture is de-motivating people from another culture. when you expand to other cultures and you bring along your motivation system you might experience a decline in efficiency and employee satisfaction because other people might feel de-motivated by factor that you find extremely motivating

Achieve the desired level of efficiency: Some people value to make decision fast and move on, while others value to take the time to analyse the situation thoroughly, consult their team and then make their decision. People who like to make decisions fast regard the consensus-oriented people as slow and inefficient. But research has shown that people who take individual decisions more often must have to re-do their decisions than

people who opt for collective decision making. So, the collective decision making might take longer time, but it has a better quality.

Lack of proper training on managing a cultural diverse team. cross-cultural managers feel that they need the right tools to manage and lead a culturally diverse team. Managing diversity is an important add-on to the management skills they already have. Culturally diverse teams impose some challenges but also a lot of opportunities.

Leaders embrace diversity

McKinsey in their analysis of diversity and whether it had any positive benefits noted that ethnically diverse companies are 35% more likely to outperform non-diverse companies.

1. Diverse cultural perspectives can inspire creativity and drive innovation
2. Local market knowledge and insight makes a business more competitive and profitable
3. Cultural sensitivity, insight, and local knowledge means higher quality, targeted marketing
4. Drawing from a culturally diverse talent pool allows an organization to attract and retain the best talent
5. A diverse skills base allows an organization to offer a broader and more adaptable range of products and services
6. Diverse teams are more productive and perform better
7. Greater opportunity for personal and professional growth

Diversity becomes a lens for looking at, identifying, developing, and advancing talent. So, when they think about recruitment, they don't only have a minority recruiter. They educate all their recruiters about how to relate to the diversity of the population that they recruit from.

Leaders need to know that they must build accountability into their systems about their managers taking responsibility for creating a diverse and inclusive work environment. We often see the people at the very top saying all the right things relative to diversity, but their middle management, who really run the organization and create the experience of people who work there, don't understand and don't feel accountable for diversity and inclusion.

Virtual Management and Leadership

Leading Virtually

In virtual teams, people's interactions across boundaries require behaviours that are fundamentally new. It's far better to cross boundaries that to smash them.

Challenges leading virtually

1. No longer face to face
2. Communicate virtually
3. Expanded geography

Challenges leaders face when team members are off-site

- No physical interactions.
- Virtual conversations need to be prepared.
- Create opportunities to build trust.
- No social interaction.
- Be aware that your Personal lives will cross-over – at home, in cars communications.
- Be vigilant and Reward virtual success.

Steps to take to build the virtual relationship

- Get to know the person.
- Have a daily check-in
- Have a formal weekly meeting
- Follow up with email on all things important – agreed actions.
- Have a monthly 1-1- to incorporate formal review.

The challenges facing future leaders

World is increasingly going VUCA Volatile, Uncertain, Complex, Ambiguous.

- Volatile: Change happens rapidly and on a large scale.
- Uncertain: The future cannot be predicted with any precision.
- Complex: Challenges are complicated, few single causes or solutions.
- Ambiguous: Little clarity on what events mean and what effect they have.

Equally we have information overload.

- Interconnectedness of systems and business communities
- Dissolving of traditional organizational boundaries
- Latest technologies that disrupt old work practices
- Different values and expectations of new generations in the workplace

CEOs are concerned that their organizations' up-and-comers are now lacking: in the ability to think strategically and manage change effectively. Thinkers need to be comfortable with ambiguity. Adaptive competencies such as learning agility, self-awareness, comfort with ambiguity, and strategic thinking.

So, the question is to all of you. Are we developing the next generation of leaders who can cope with these challenges? The question will change from, "Who are the leaders?" to "What conditions do we need for leadership to flourish in the network?" How do we spread leadership capacity throughout the organization and recognize leadership in everyone?

The Challenge Ahead

Transfer developmental ownership to the individual. People develop fastest when they feel responsible for their own progress.

Greater focus on collective rather than individual leadership. There is a transition occurring where once leadership resided in a person or role, to a new one in which leadership is a collective process that is spread throughout networks of people.

Greater focus on innovation in leadership development methods. There are no simple, existing models or programs that will be sufficient to develop the levels of collective leadership required to meet an increasingly complex future.

While current leadership development methods focus on:

- training
- job assignments
- action learning
- executive coaching
- mentoring
- 360-degree feedback; these are now seen as insufficient to deal in a VUCA world.

What we now need is vertical development, to focus on cognitive development, to help leaders make sense of their world they operate in. Researchers have shown that people at higher levels of development perform better in more complex environments. Greater ability for learning, complex problem solving, and the ability to set new direction and lead change.

This can be summed up as a shift away from one-way, hierarchical, organization centric communication toward two-way, network-centric, participatory, and collaborative leadership styles. The great breakthrough for the transformation of leadership development may turn out not to be the practices that are created but the social networking process that is developed to continuously present new practices to be distributed throughout the network.

Leadership as a shared process

1. Promoting knowledge sharing across the network. Recognizing that leadership is no longer a hierarchical role. It is a social process. We are now in an age of knowledge work and we should not be looking just to position. We should be looking for knowledge. Knowledge trumps position when it comes to leadership if we are going to make breakthroughs . . . and enable many more people globally to be engaged in leadership."

2. Flexible hierarchies. We need to re-think our notions of authority and hierarchy. What's important is where does the expertise lie to resolve, come up with a solution. A customer is not going to care where their solution to their issue got resolved. It's no longer about the position it's where the know-how is located. And that it in a network where knowledge workers capture, collaborate and communication using, knowledge bases, blogs, wikis and forums and customer chat channels.

3. Distributed resources: It's about leaders ensuring that they rely on all the resources at their disposal across the network. Expertise is no longer co-located on the same floor as the boss.

4. Distributed decision-making: Similarly, leaders are now looking to have their people trained and developed to think and act independently with a strong emphasis on decision-making. The ability to develop your staff to think, act and decide to use the distributed network is the new reality. You can't wait for the boss to back from their holidays to provide the customer with a response to their issue.

5. Loosening of centralized controls: Leaders must now re-think the era of centralized control. Its where the solution is found that is important. The promotion of knowledge sharing across the enterprise is essential for knowledge workers to flourish.

Be agile and adapt

As we have seen throughout this foundation course the basic core competencies of leadership are developing strategy, provide the vision and execute with courage and leadership. Leaders are strong in action displaying good decision-making and mobilizing other with effective communication. This all comes from an ability to be results focused, be willing to take risks and being agile as needs demand.

Adaptive leadership, however, is different because it focuses on leadership as a practice to be used in situations without known solutions. These adaptive leadership skills are what set great leaders apart:

- Need to be emotionally intelligent, build social intelligence: be self-aware, build relationships.
- Be seen to be fair, share information, focus on outcomes.
- Lead with integrity, credibility and value difference

- Always look to develop others and yourself.

If we learn to distinguish leadership from authority then we can begin to reward, and celebrate, and encourage people to practice leadership from wherever they are operating.

To practice leadership wherever its happening laterally, upwards. Beyond their authority, beyond the job description, wherever its needed to bring together the proper group of stakeholders to wrestle a complex problem to the mat.

The adaptability of organization depends on that kind distributed leadership – people willing to lead without the authority, without the job description, without the coach calling them into play. Simply because they see a problem and they wish to bring people into play.

Days of the "boss" are over

Leaders who recognize that the days of the formal boss, operating in an office, with secretarial resources sitting outside and a whole bunch of managers waiting at their whim are over. Leaders who understand that the way we work has now changed and future leaders will emerge if we promote these conditions to flourish across our workplaces.

While we are still in the initial stages of thinking about leadership development at a collective level, we are seeing that leadership resides no longer in the boss's office but in the network. With the internet and social networking flattening hierarchies and decentralizing control, leadership will be happening throughout the system, so we need to identify and nurture these future leaders sooner rather than later.

Summary

So, to quickly summarise: We've looked at

1. Future leadership and transformational roles.
2. Leading in a multi-generational environment
3. Leadership in a global environment
4. Future leadership trends

Today more than ever we must be more aware of what kind of society we want to build. Retrenching around hard fixed positions does not work in a globalized society. Leadership matters more in times of uncertainty and change.

- Developing Managerial Effectiveness
- Inspiring Others
- Developing Employees
- Leading a Team.
- Guiding Change
- Managing Internal Stakeholders and Politics
- Character not just Competence

Thank you

SHAW ACADEMY