

Diploma in Leadership and Management

Lesson 7

Leadership, culture and
the changing nature of
work



Lesson Seven

Leadership, culture and the changing nature of work



Future leadership and transformational roles.



Leading in a multi-generational environment.



Acquiring a multi-cultural mindset



Leading virtually

Pillar 1

Future leadership and transformational roles

“Vision is the art of seeing the invisible”.

Jonathan Swift

Uncertain Times



Businesses must be more socially aware and how they go about creating value.

Sustainable Value



Shared Value



Is the business shaping society?



How do leaders create long term sustainable value that is seen as positive for everyone, society and shareholders?

Capacity of adaptability



2017

2018



‘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.

The times they are a changing

Leaders can add value



Agility

Foresight to spot change on the horizon, anticipate what comes next, and lead.



Talent

Harness the power of their people assets.



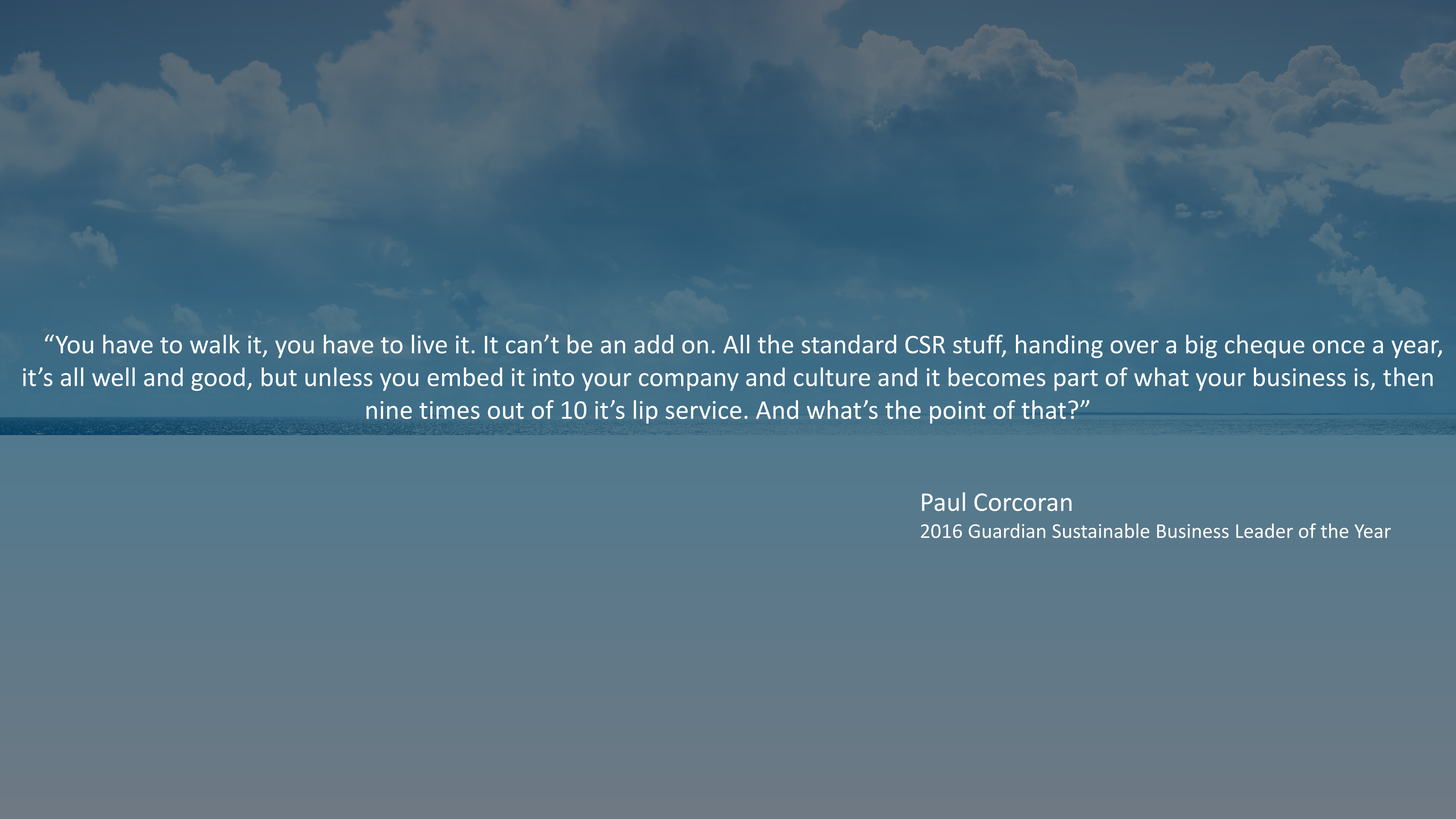
Authenticity

Lead with confidence and have the courage to take a stand..



Sustainability

Social responsibility by balancing results with concern for the greater goodt.



“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

- Where do you want to be sitting when that recovery happens?
- Link strategy and decision making
- Creativity through chaos

Innovate

- Get creative
- Be supportive
- Reward

Value your people

- Be honest
- Be a team
- Measure twice, cut once



Aligned **Strategy** – **Structure** – **Culture** = High Performance



Challenges facing leaders each day



External challenges – how to cope

- Be proactive.
- Be creative.
- Make sure you have the resources
- Look for opportunities to collaborate.

Internal challenges – overcome limitations

- Lack of confidence, insecurity, impatience, intolerance (all can act as barriers to leadership).
- Acknowledging and overcoming them can turn a mediocre leader into a great one.

Challenges are constant – be aware

- 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.

Pillar 2 Leading in a multi-generational environment

Challenges 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,

Baby Boomers 29%

Boomers, Vietnam Generation, and Me Generation

Born 1946-1964 (53-71 years old)

Born 1965-1980 (37-52 years old)

Generation X 34%

GenX, Baby Busters, Twenty-somethings, Thirteenth Generation (since the American Revolution), and Post-Boomers

34% Millennial Generation

Generation Y, Internet Generation, Echo Boomers, Nexters, Nintendo Generation and Digital Generation

Born 1980-2000 (18-36 years old)

Generation Z Under 16s

Leading in a multi-generational environment.

Challenges facing leaders leading today

From 18-80

Managing the needs and expectations of Millennials, Generation X and the Baby Boomers.

Negative Stereotyping

“Too eager” or “too stuck in their ways”



Leading a multi-generational workforce

Benefits of a multi-generational workforce

- ✓ 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 meet the needs of a diverse public and can relate more effectively.



Leading a multi-generational workforce

Age-neutral workforce



What leaders can do

- Educating employees on generational issues.
- Prevent brain drain through knowledge capture and sharing.
- Promote fairness and equal opportunity for all generations.
- Recruitment messages geared to each generation will attract across the age spectrum.
- Targeted recruitment of mature workers gives employers a competitive advantage in acquiring the right talent.
- Attracting younger workers is crucial to ensuring future business success.
- Commitment to age diversity builds a company's reputation as an "employer of choice."

Pillar 3 Leadership in a global environment

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

Leadership in a global environment

Adapting to “new” cultures

Serve the organization by adapting to the host culture

- The leader will be successful if he or she works to adapt their national culture norms to the target culture
- You have to listen.
- Don't come with preconceived ideas
- Try to understand your customers and employees.

Lead people to greatness with humility and patience

- Show sincerity in learning the culture
- Aggressive leadership styles built on arrogance or patronizing attitudes can (and do) cause failure
- Establish yourself as a credible team member

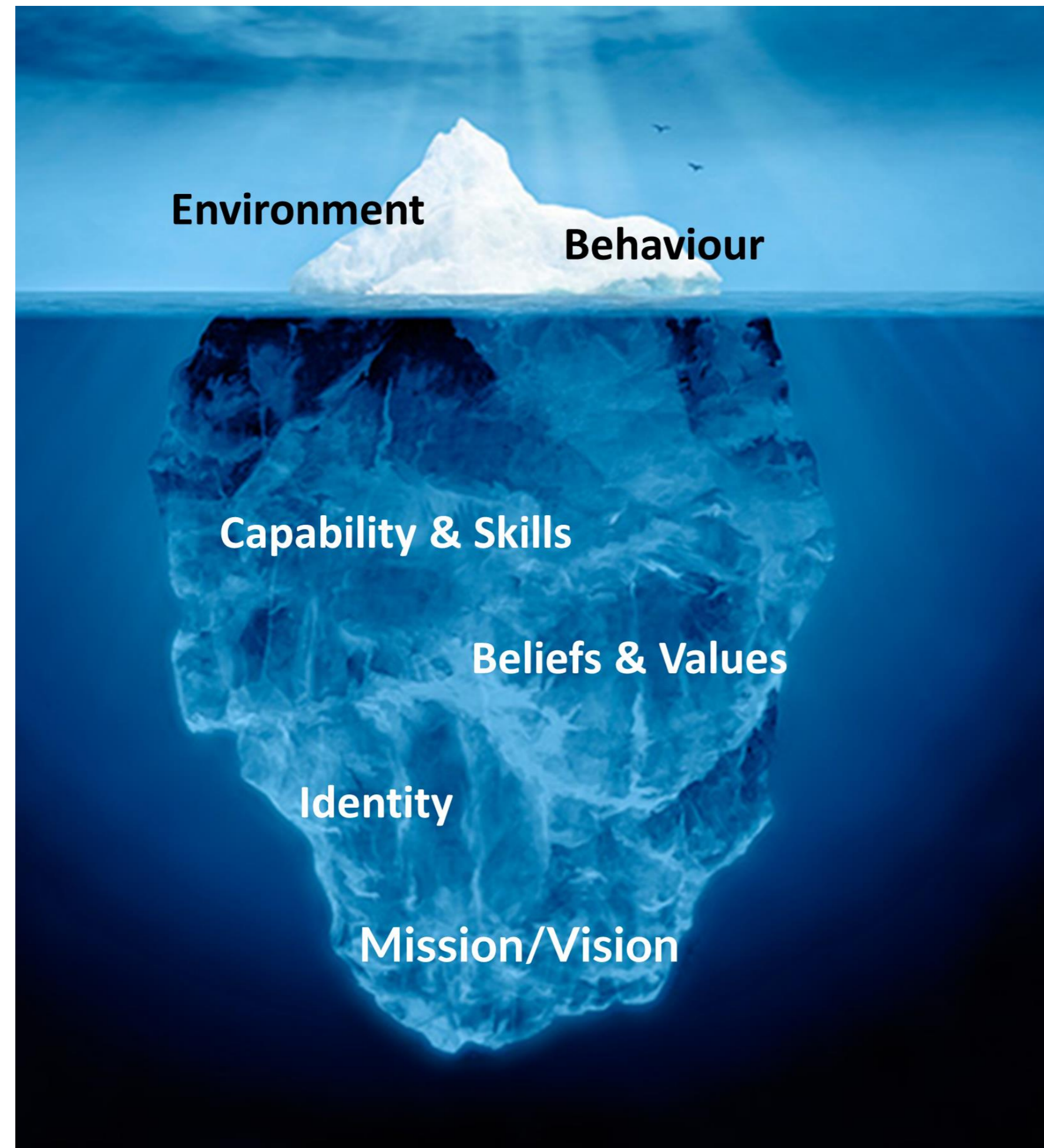


Establish a corporate vision but do not abandon your national culture

- Don't lose what's unique
- Don't lose well-known business practices in favour of cultural compliance..

Leading in a global environment

Challenges leading with diversity



Behaviours

- Diverse workforce will behave differently

Frustration

- If behaviour make sense we accept it, if it doesn't we get frustrated.

Motivation/De-Motivation

- What motivates one group may de-motivate another.

Efficiency and decision-making

- Getting to a desire end will be very different with different people. Some people act fast – others take a consensus view to decision making.

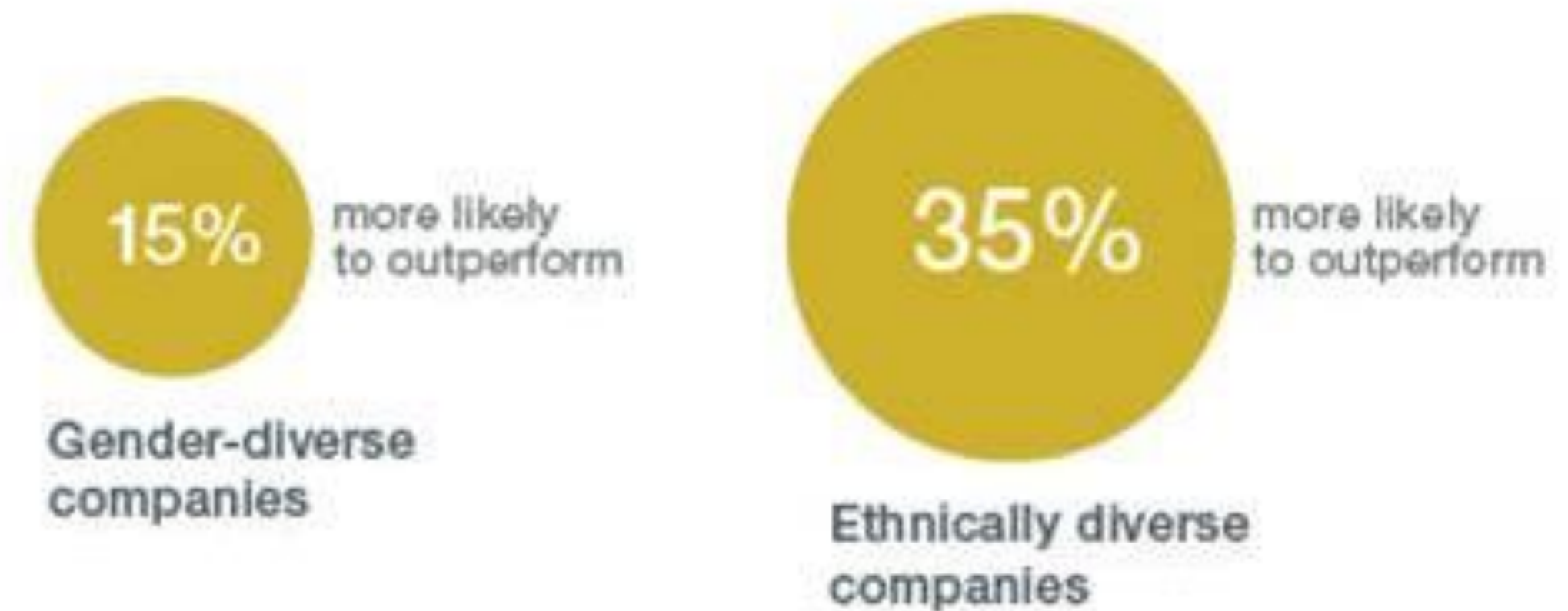
Leading in a global environment

Leaders embrace diversity

- ✓ Increasing productivity, creativity and innovation
- ✓ We are all interconnected in global industries: adds local market knowledge.
- ✓ We gain perspective: cultural sensitivity and insight
- ✓ Growing acceptance – end discrimination

Diversity's dividend

What's the likelihood that companies in the top quartile for diversity financially outperform those in the bottom quartile?¹



¹Results show likelihood of financial performance above the national industry median. Analysis is based on composite data for all countries in the data set. Results vary by individual country.
Source: McKinsey analysis

Inclusion in the workplace is recognizing, valuing and fully leveraging the diversity of others to create a positive work atmosphere that promotes equality and delivers results. It is the very act of celebrating and utilizing people's differences to the benefit of the organization, not merely tolerating them.

Leadership, culture and the changing nature of work

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

- Congratulations, you have now learn how leaders have vision, values and purpose.
- Attend all of the lessons live to ask Questions in real time and benefit the most
- We're here to help, so contact us anytime!



Lesson 5 Summary

Your Next Lesson

Lesson 8



How leaders are continuously learning

- The next session is “How leaders are continuously learning”.
- We look at:
 - Build a Productive Learning Culture.
 - Why development matters?
 - Personal development and competencies.
 - Personal learning environments.
- Attend all of the lessons LIVE and your knowledge will grow
- Shaw Academy 12 Month Membership Prize during Lesson 6
- Get your Tool Kit for completing each lesson

QUESTION TIME

See you back for the next lesson “How leaders are continuously learning”.



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