

Leadership Development Challenges of Growth: The 21st Century Leadership Agenda



HR Conference

May 16th, 2008, Moscow

Joseph Pistrui, Ph.D
Associate Dean for Executive Education
IE Business School, Madrid Spain



The challenges of growth

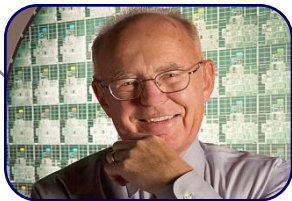
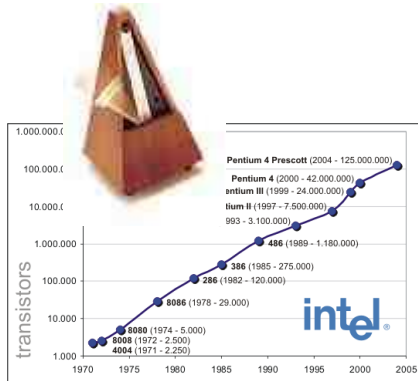
The evolving paradigm: emerging realities of a new business landscape

Knowledge: the “new rules” value creation currency

The Challenge: The changing role leaders must play

The evolving paradigm

Moore's Law continues to set the tempo



Gordon Moore on his law:

“Moore's Law has been the name given to everything that changes exponentially”

demographics

- Aging population
- Immigration flows

21st century
leadership
context

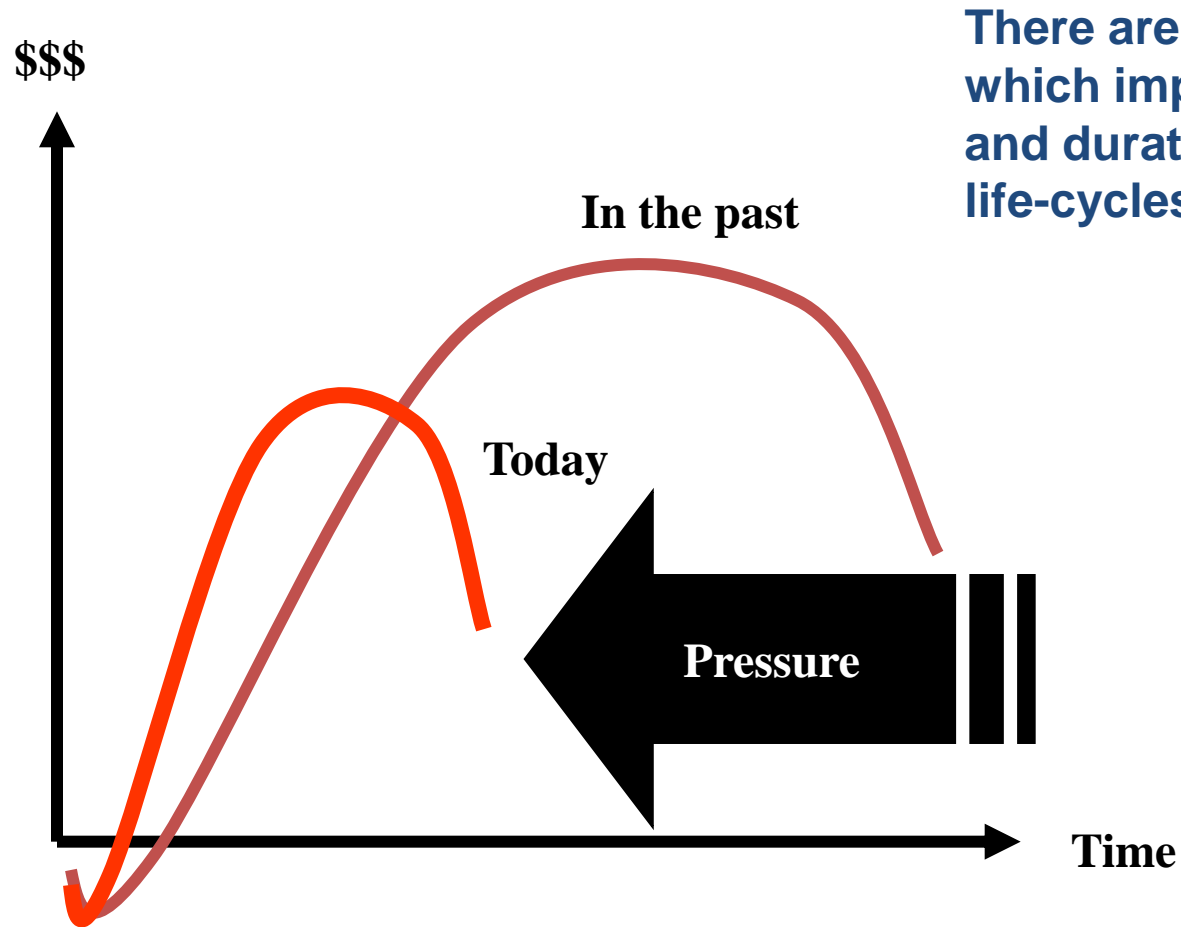
geographics

- Globalization
- Mobility

psychographics

- How people behave in the world
- How people interact

The evolving paradigm



There are mounting pressures which impact the profitability and duration of most business life-cycles!

The evolving paradigm

Scientific management, efficiency and bureaucracy have dominated value creation activities

- Standardized job descriptions and work methods
- Production planning and scheduling
- Cost accounting and profit analysis
- Exception-based reporting
- Financial controls
- Incentive based compensation
- Personnel departments
- Capital budgeting
- Multidivisional organizations
- Principles of brand management



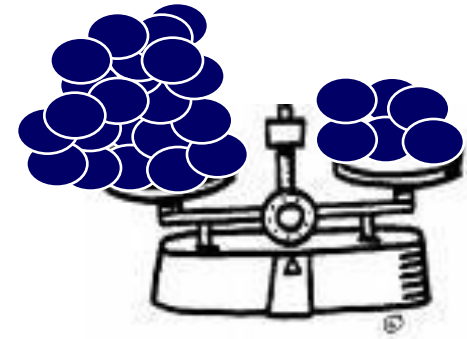
Frederick Winslow Taylor



Maximilian Weber

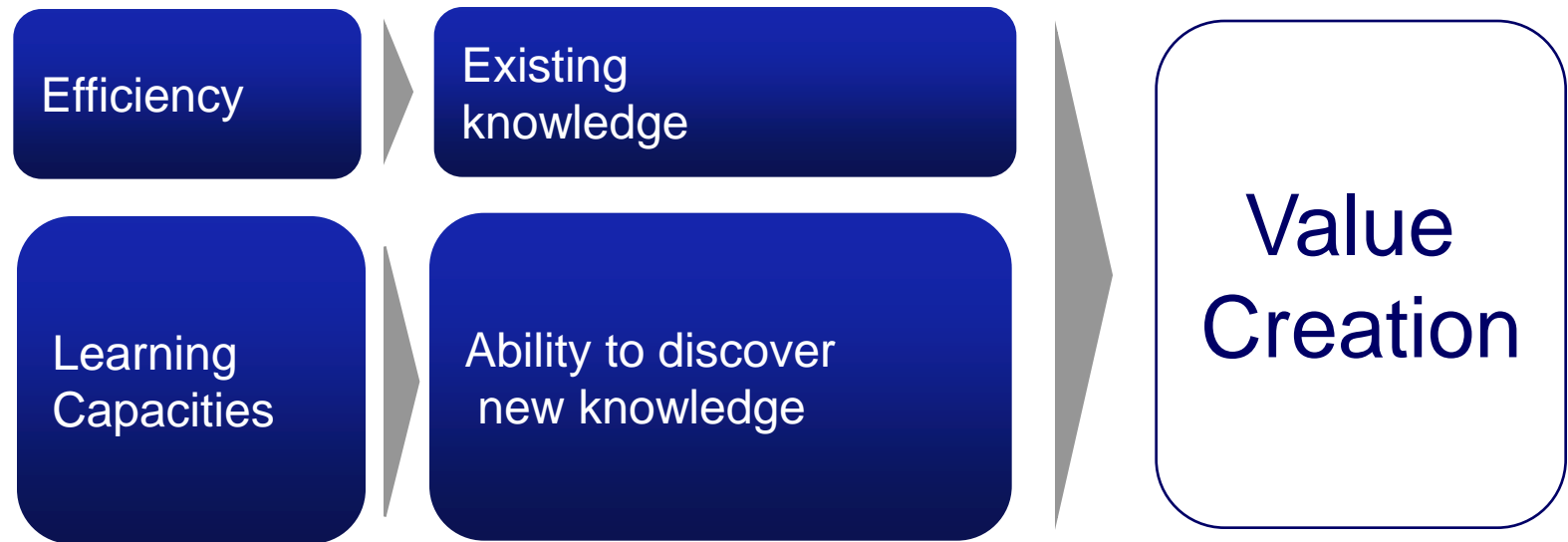
The role of knowledge

Knowledge ,and the ability to learn, are the global currency within the evolving paradigm

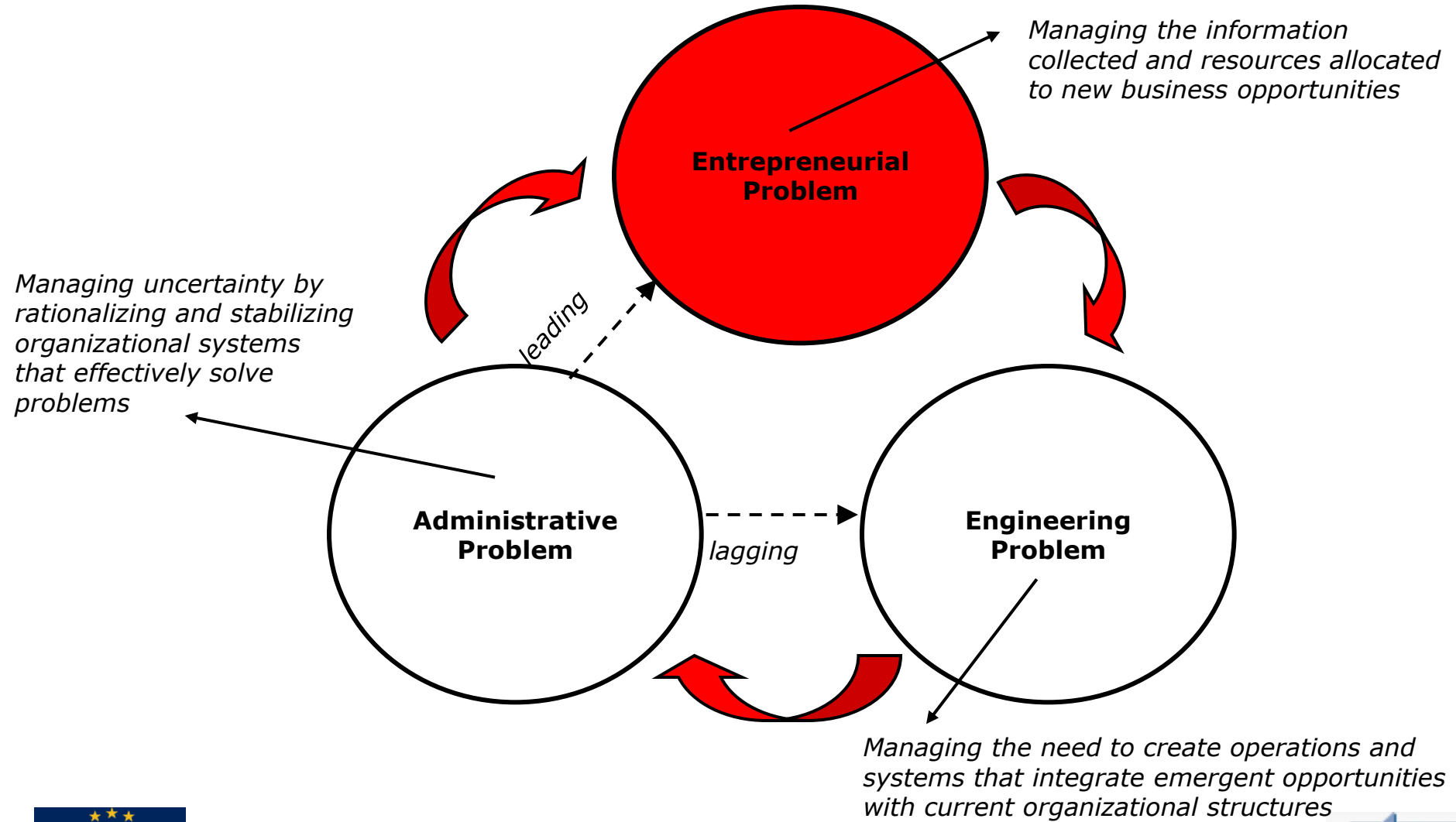


exploration of the unknown

exploitation of the known



The challenge



The challenge



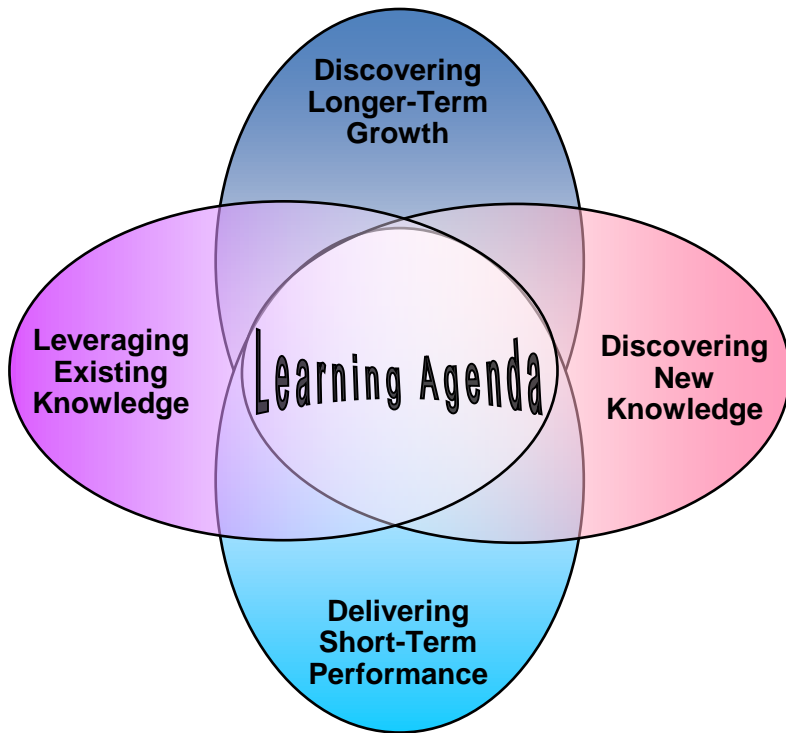
The Learning Context

- Executives are facing higher than ever opportunity costs for being away from the job during learning events
- Executives are being asked to take responsibility for their own learning and development—particularly for the component that must take place outside of the classroom
- Executives are being asked to contribute to the learning and development of others—both on the job and in the classroom
- Executives are under pressure to save time, money and reduce their carbon footprint through the efficient use of travel and the leveraging of technology

The Leader-as-Learners Agenda



The challenge



The Learning Agenda

- Leaders need to develop greater strategic ambidexterity
- Leaders need to leverage human capacities as never before

The Leader-as-Learners

The challenge

From:

Flow of work

- Ongoing task
- Permanent assignments

Style of work

- Defined role
- Wait until it is “right”

Mode of thinking

- Deductive
- Inductive

Source of Status

- Big budgets/big staff
- Constraints are the enemy

And:

- Project work
- Defined terms

- Collaborative
- Iterative

- Deductive
- Inductive
- Abductive

- Solve “wicked” problems
- Constraints are motivation

The challenge

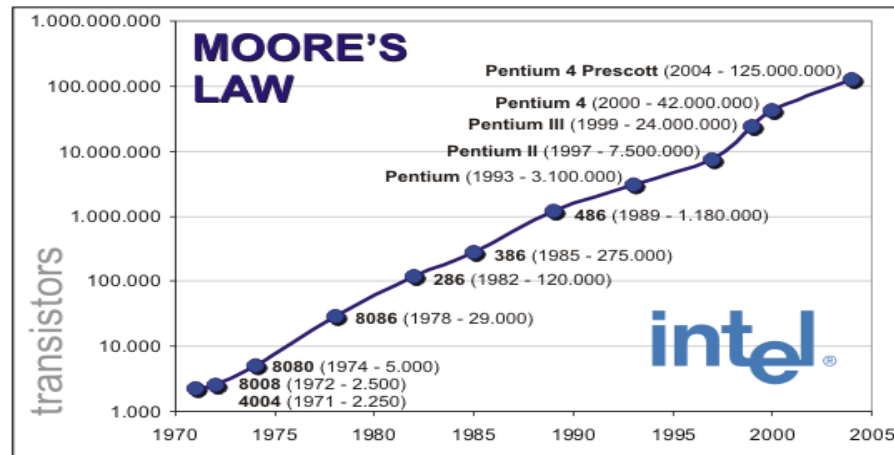


"I have said that knowledge is the purpose to act, and that practice implies carrying out knowledge. Knowledge is the beginning of practice; doing is the completion of knowing."

Confucius

The challenge

To create value in the 21st century leaders will need to discover and renew knowledge domains at a pace analogous to Moore's Law. The ability to continuously renew knowledge based insights and convert them into new value creating activities represents a nontrivial challenge for leaders in today's knowledge driven society



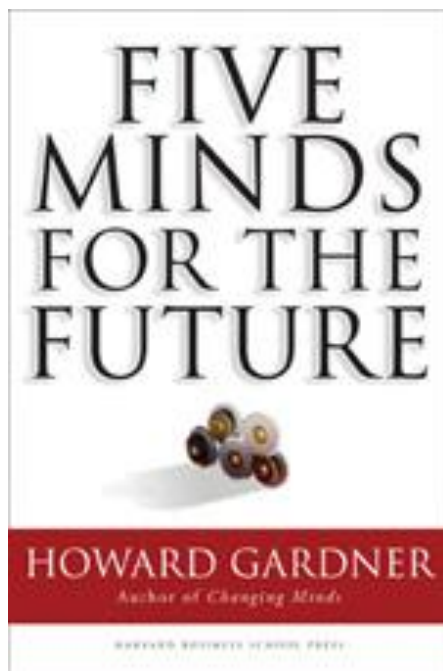
Thank You!



Joseph Pistrui, Ph.D.
Associate Dean for Executive Education
Professor of Entrepreneurial Studies
joseph.pistrui@ie.edu



Leadership Mindsets



- **The Disciplinary Mind:** the mastery of major schools of thought, including science, mathematics, and history, and of at least one professional craft.
- **The Synthesizing Mind:** the ability to integrate ideas from different disciplines or spheres into a coherent whole and to communicate that integration to others.
- **The Creating Mind:** the capacity to uncover and clarify new problems, questions and phenomena.
- **The Respectful Mind:** awareness of and appreciation for differences among human beings and human groups.
- **The Ethical Mind:** fulfillment of one's responsibilities as a worker and as a citizen.