

# Transforming into a new kind of leader



# Future of Leadership



The Leaders of tomorrow will need to operate in a fundamentally different environment, requiring a different leadership skill to thrive



Navigate increasing complex challenges with fewer resources



Moving from Leadership by Power to Leadership through inspiration



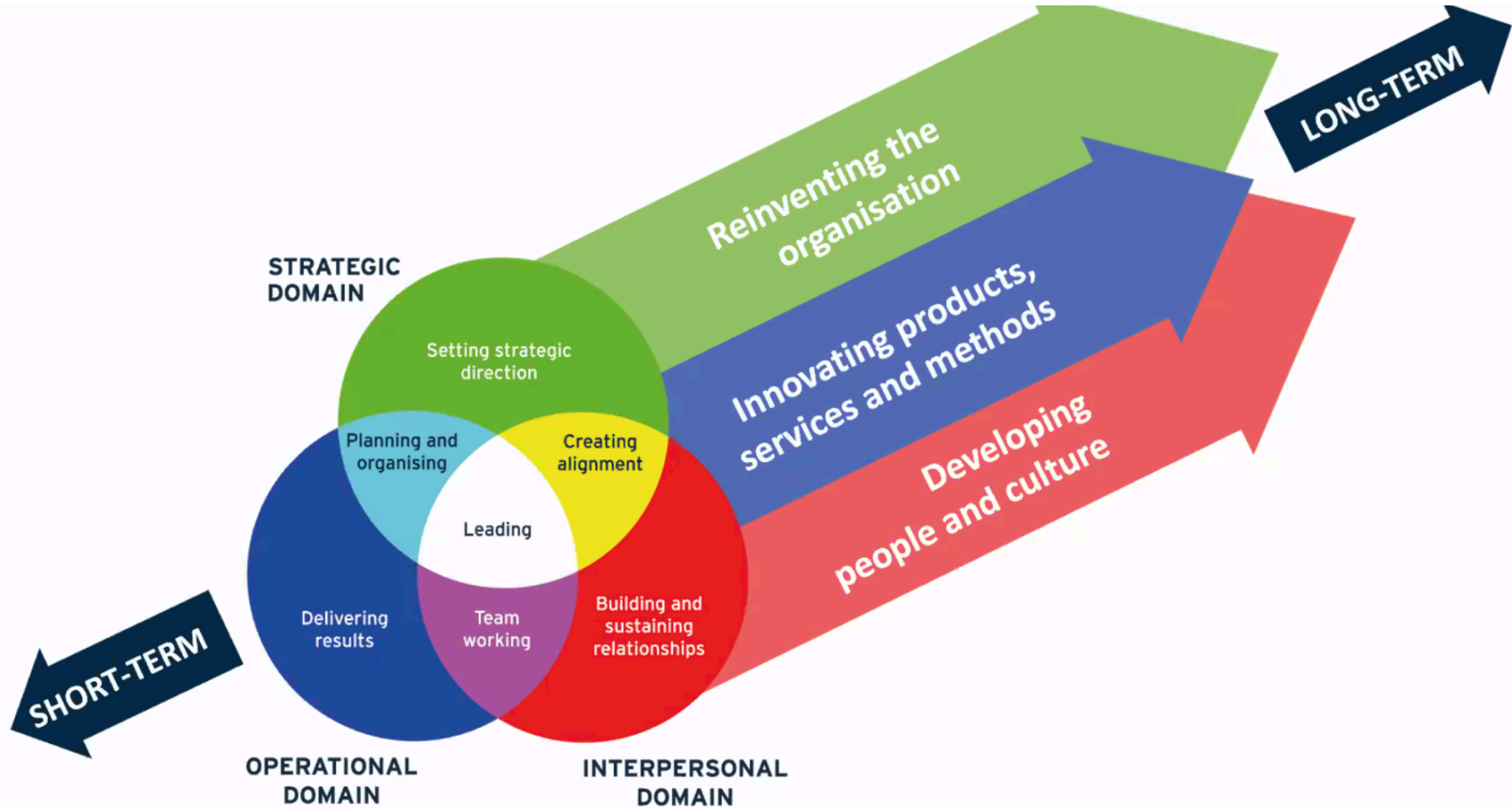
Leading an increasingly diverse and younger workforce

# Question?

Given the opportunity to develop yourself as a leader – where would you put your development effort??

- 1) Strategic Domain
- 2) Operational Domain
- 3) Interpersonal Domain

# TRANSFORMATIONAL LEADERSHIP





LET'S LOOK AT THE CURRENT  
WINNERS

What can  
we learn  
from these  
successes?

## The Transformation 20

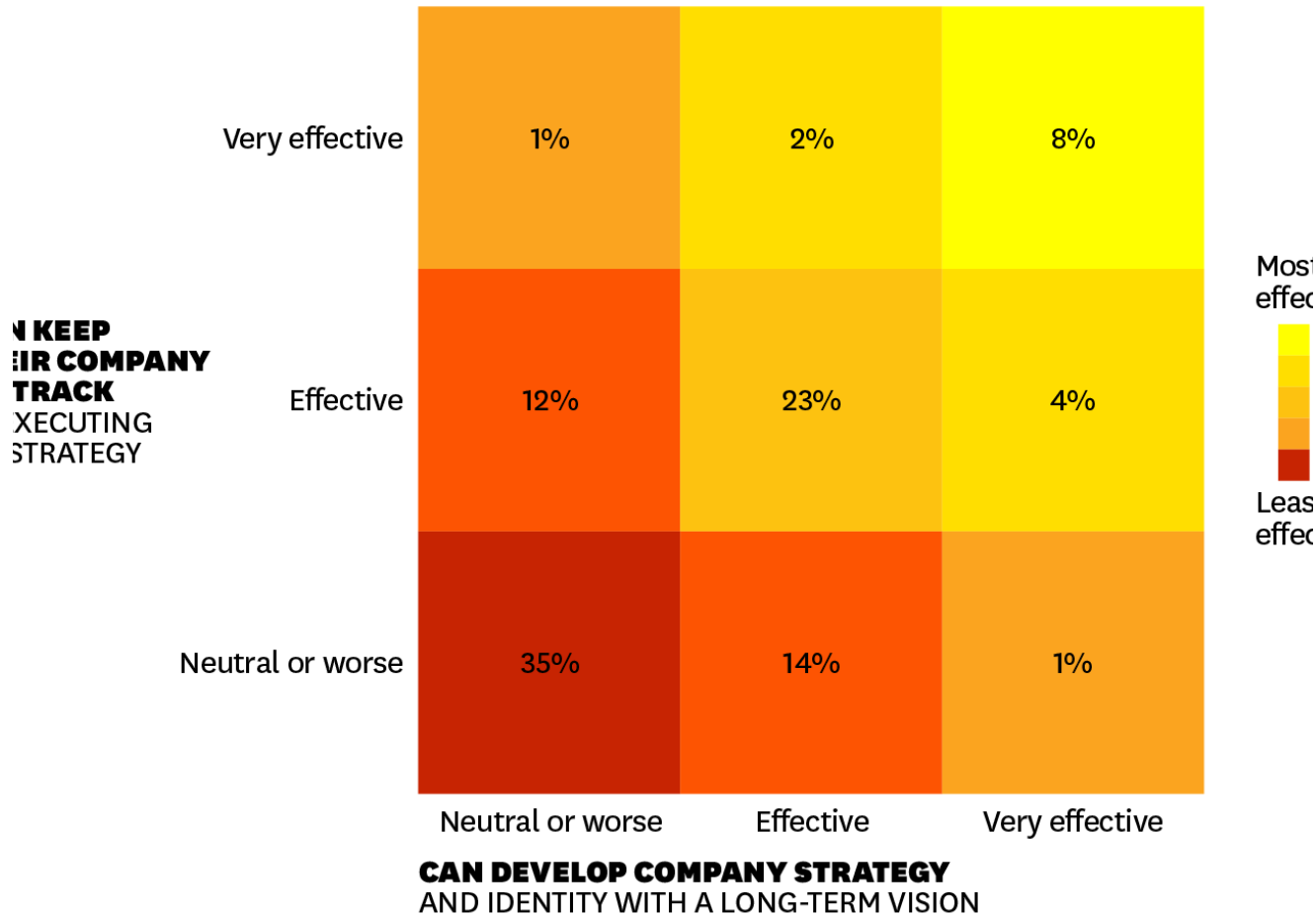
	COMPANY	CEO	NEW GROWTH AREAS (% of total business)	STOCK CAGR (vs. benchmark since base year of transformation)
#1.	Netflix*	Reed Hastings	original content ( <b>44%</b> )	<b>59%</b> (vs. 10% for S&P 500 since 2012)
#2.	Adobe*	Shantanu Narayen	“digital experiences” ( <b>27%</b> )	<b>26%</b> (vs. 10% for S&P 500 since 2009)
#3.	Amazon*	Jeff Bezos	Amazon Web Services ( <b>11%</b> )	<b>39%</b> (vs. 10% for S&P 500 since 2009)
#4.	Tencent	Pony Ma Huateng	fintech, transportation ( <b>25%</b> )	<b>32%</b> (vs. 1% for Hang Seng – 2011)
#5.	Microsoft*	Satya Nadella	intelligent cloud ( <b>29%</b> )	<b>17%</b> (vs. 9% for S&P 500 since 2010)
#6.	Alibaba	Daniel Zhang	fintech/sports/entertainment ( <b>14%</b> )	<b>8%</b> (vs. 1% for NYSE Index since 2013)
#7.	Ørsted	Henrik Poulsen	offshore wind ( <b>37%</b> )	<b>30%</b> (vs. 0% for OMX Copenhagen – 2017)
#8.	Intuit	Sasan Goodarzi	“online ecosystem” ( <b>14%</b> )	<b>22%</b> (vs. 10% for S&P 500 since 2012)
#9.	Ping An	Ma Mingzhe	fintech and health tech ( <b>6%</b> )	<b>17%</b> (vs. 2% for SSE Index since 2012)
#10.	DBS Group	Piyush Gupta	global digital platforms ( <b>48%</b> )	<b>12%</b> (vs. -1% for Singapore Xchange – 2013)
#11.	A. O. Smith	Kevin Wheeler	water tech ( <b>100%</b> )	<b>25%</b> (vs. 10% for S&P 500 since 2009)
#12.	Neste	Peter Vanacker	renewable fuels ( <b>70%</b> )	<b>24%</b> (vs. 7% for OMX Helsinki 25 – 2010)
#13.	Siemens	Joe Kaeser	“digital factory” initiative ( <b>26%</b> )	<b>8%</b> (vs. 8% for the DAX Index since 2012)
#14.	Schneider	Jean-Pascal Tricoire	IoT solutions ( <b>22%</b> )	<b>8%</b> (vs. 6% for S&P Global 100 since 2012)
#15.	Cisco	Chuck Robbins	subscription applications ( <b>43%</b> )	<b>9%</b> (vs. 9% for S&P 500 since 2010)
#16.	Ecolab	Douglas Baker Jr.	water and energy services ( <b>44%</b> )	<b>16%</b> (vs. 9% for S&P 500 since 2011)



What are the leaders in these companies doing differently

## Leaders' Effectiveness at Strategy Execution and Development

are good at both.



# I'm going to let you into a secret

Being strategic is not an activity, it's a mindset, a way of thinking, and one you should be testing and honing all the time. It requires different skills and perspectives than those required by day-to-day operational leadership.

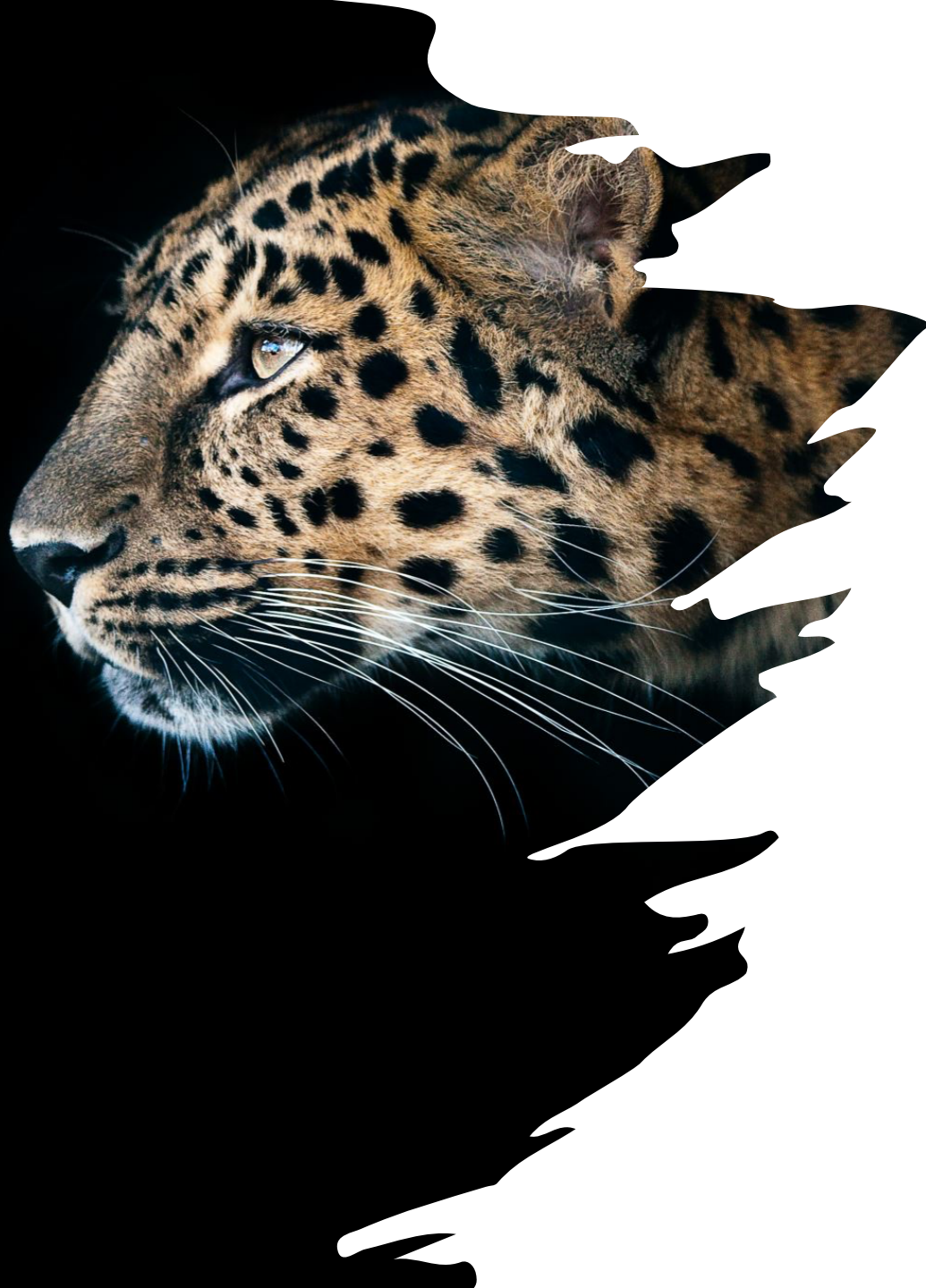
Nevins, M. (2019)



A vintage telescope with a silver barrel and brass accents is mounted on a tripod. The telescope is positioned diagonally across the frame, pointing towards the upper right. The background is a blurred cityscape at sunset or sunrise, with a warm, golden light in the sky and a dark, silhouetted city below. The overall mood is contemplative and aspirational.

This is great news as it means all  
of you have the potential to get  
there..

Let's look specifically at what they do differently



# 10 steps to success

1. Develop deep self awareness – play to your strengths
2. Be transparent & share information freely
3. Set up multiple paths for raising and testing ideas
4. Make it safe to fail
5. Challenge the status quo
6. Hire for transformation
7. Create the time & space to learn and grow
8. Be Humble & Curious
9. Show Vulnerability
10. Realize that your leadership journey is never over

# Self Reflection

## Ask yourself?

- What can you start doing tomorrow to grow from an excellent operational leader to a leader of change and transformation?
- How can I develop my self awareness? What daily rituals do I need to begin?
- What do you need to start doing differently to future proof your leadership skills?
- Who can challenge my thinking and assumptions
- How much time do you spend daily and weekly on developing your leadership?

# Thank you for you time

- To download the presentation go to [www.theworkpsychologists.com/ttelectronics](http://www.theworkpsychologists.com/ttelectronics)