



***Global Leadership:
The NEXT GENERATION***

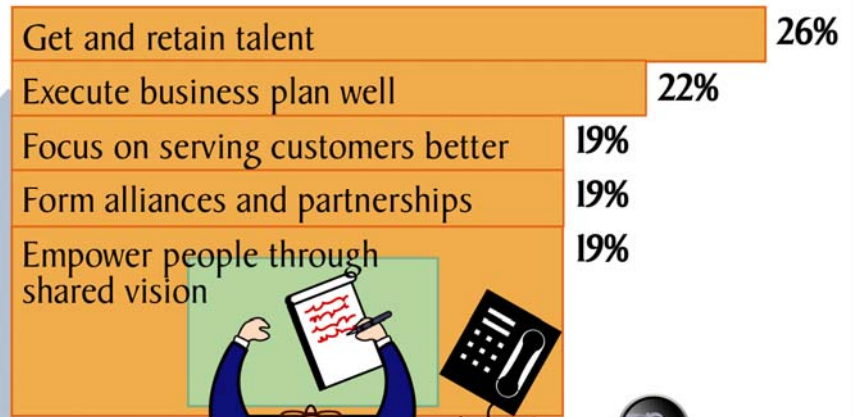
Cathy Greenberg

Global Leadership: The NEXT GENERATION

USA TODAY Snapshots®

What are CEOs thinking?

Five years from now, here is what CEOs think they will look back on as their most important decisions for success:



Source: Ernst & Young

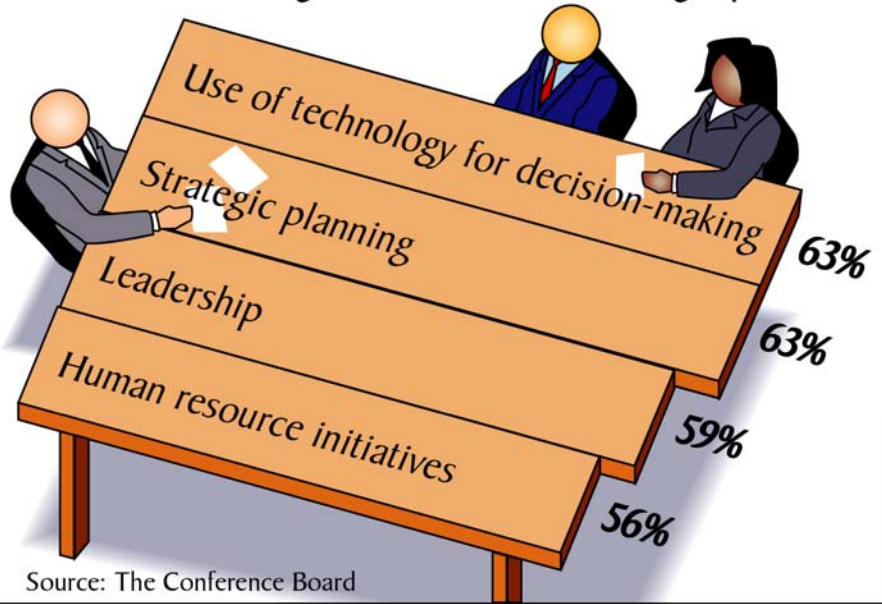
By Shannon Reilly and Keith Simmons, USA TODAY

Global Leadership: The NEXT GENERATION

USA TODAY Snapshots®

Hot topics executives are talking about

When top executives convened during 2000 to share ideas and solve problems, the topic that kept coming up was finding effective ways to exploit e-business, discussed at 69% of the meetings. Here are other recurring topics:



Source: The Conference Board

By Shannon Reilly and Sam Ward, USA TODAY

Epilogue 2002

Corporate cheating goes beyond golf – “This is not necessarily in order of importance or timing, but how about WorldCom, Enron, Tyco, Xerox, Adelphia, ImClone, Global Crossing, Andersen accounting, Martha Stewart, Merrill Lynch, stock analysts, stock brokers, terrorists, government coverups, the Catholic Church and false academic resumes?...”

- USA TODAY; McLean, Va.; Jun 28, 2002

Markets React to Worldcom Woes

– “Global markets are getting hit hard by the Worldcom news, with many already struggling telecom stocks hitting new, record lows...”

SCANDALS IN CORPORATE AMERICA – “In the wake of the Anderson guilty verdict, the government is gearing up to go after top executives, and possibly corporations, on charges involving everything from insider trading to perjury. All of the targets deny wrongdoing. And with the hurdles that prosecutors have to clear, winning convictions won't be easy...”

Proposed Accounting and Auditing Reforms in the Wake of the Enron Scandal

How did business get so darn dirty? – “Double-dealing Wall Street analysts. Sleazy accounting. Cooking the books to goose corporate profits. B bogus stock trades...”

- USA Today 6-12-2002

RESTORING TRUST IN CORPORATE AMERICA – “Rarely have business and its leaders been held in such low esteem. Yet even as the crisis becomes more disruptive for the market and economy, corporations have remained silent. Why don't more CEOs speak up?...”



*Global Leadership:
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A definition of global leadership:

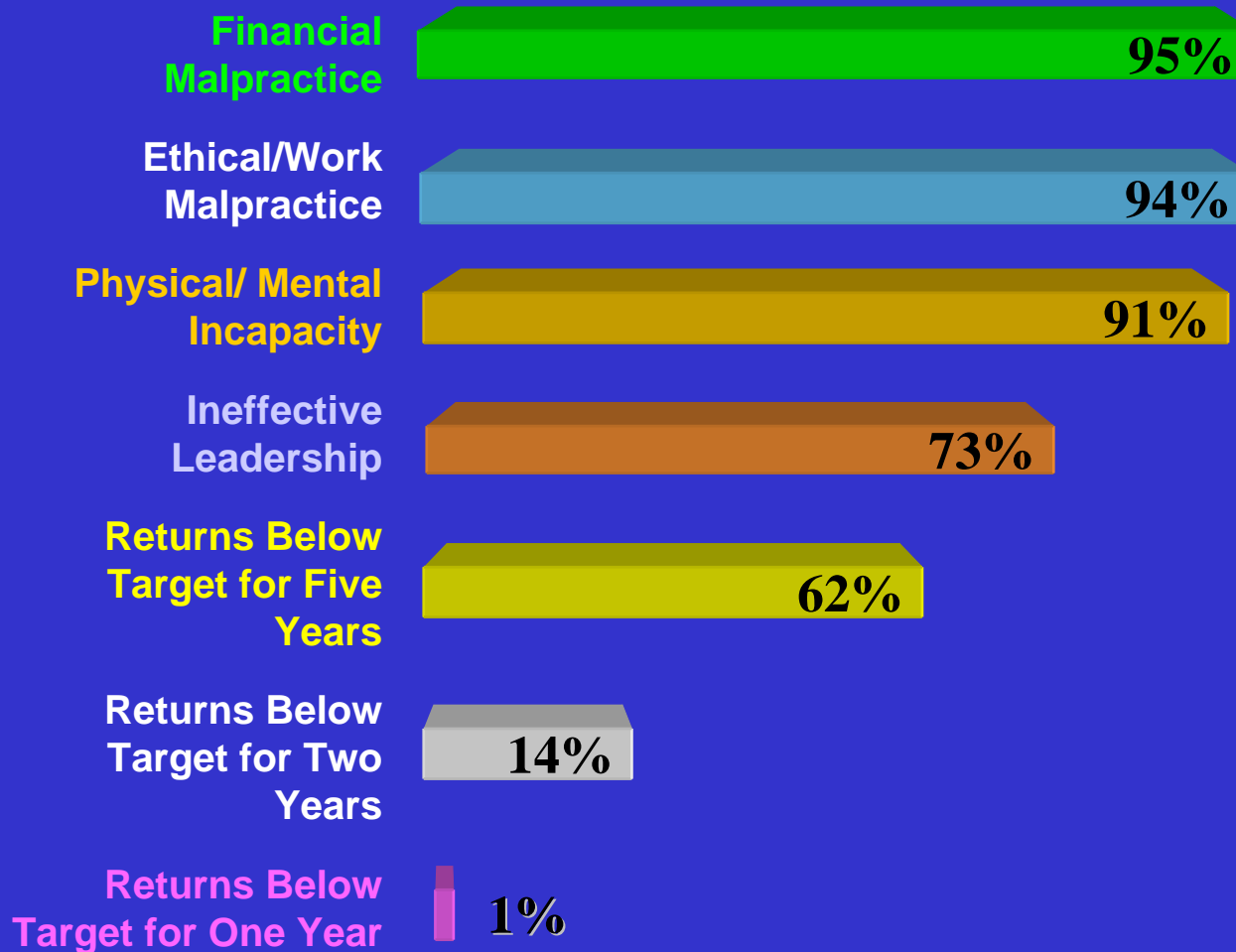
“An extraordinary **capacity to unify** a global workforce around a single purposeful vision, through demonstration of **personal mastery**, thinking globally, anticipating opportunity and using **shared leadership networks**.”



The role of the CEO is devolving, yet becoming more demanding than ever before

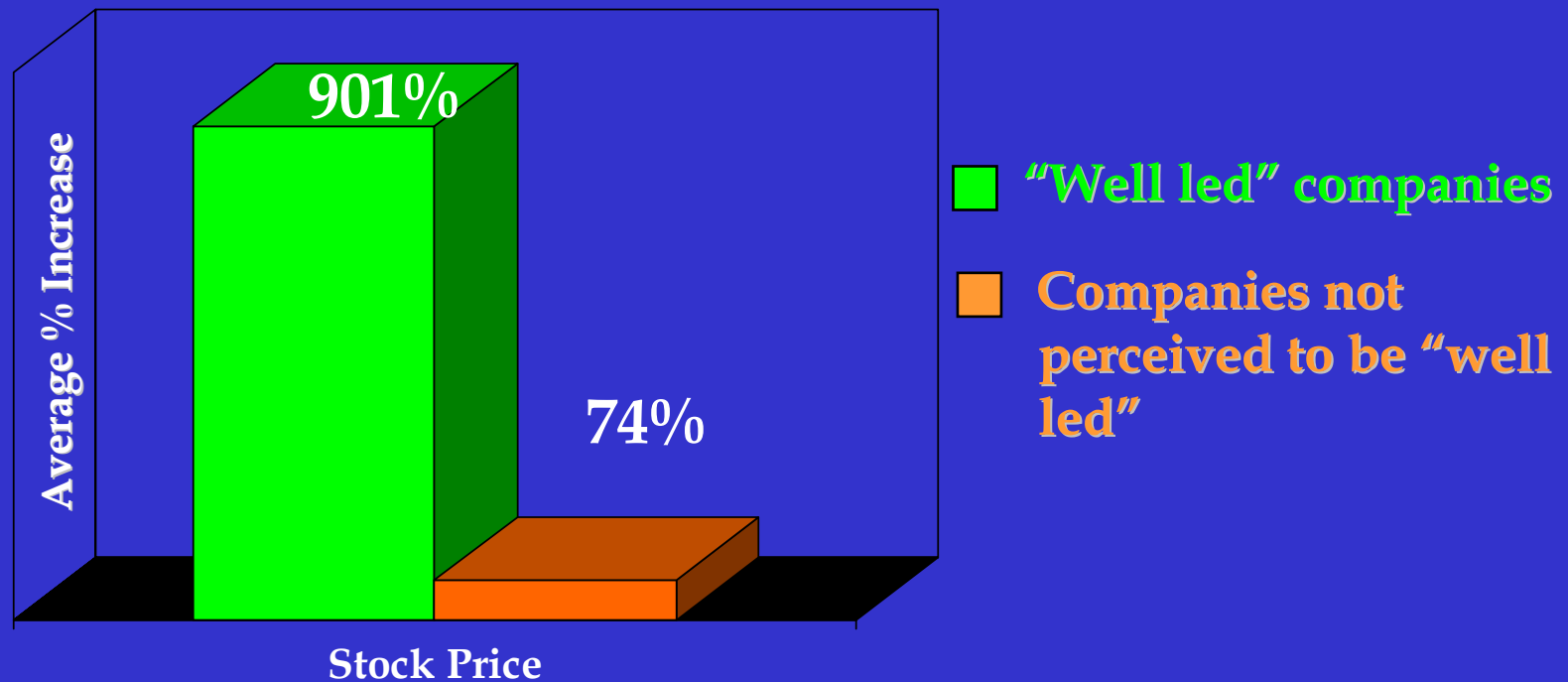
- Tenure is surprisingly short...less than half of their predecessors.
- **Even as short as 4 years or less***
- **Ineffective leadership** skills are often more damaging than poor financial performance.
- Several surveys report the growing **shortage of leaders.**
- An accenture/EIU study cites only 21% of CEOs said they are ready to lead a corporation into the next century.

Korn Ferry “Cause for Removal of CEO’s” survey



“Where’s the beef?” The Business Leadership Pay-off

Stock Price of companies perceived to be “well led”, creating cultures of adaptation, grew 900% versus 74% for companies perceived to lack “good leadership”





The accenture Institute For Strategic Change conducted research on key issues of executive leadership

A “Profile of the Global Leader of the Future” has emerged:

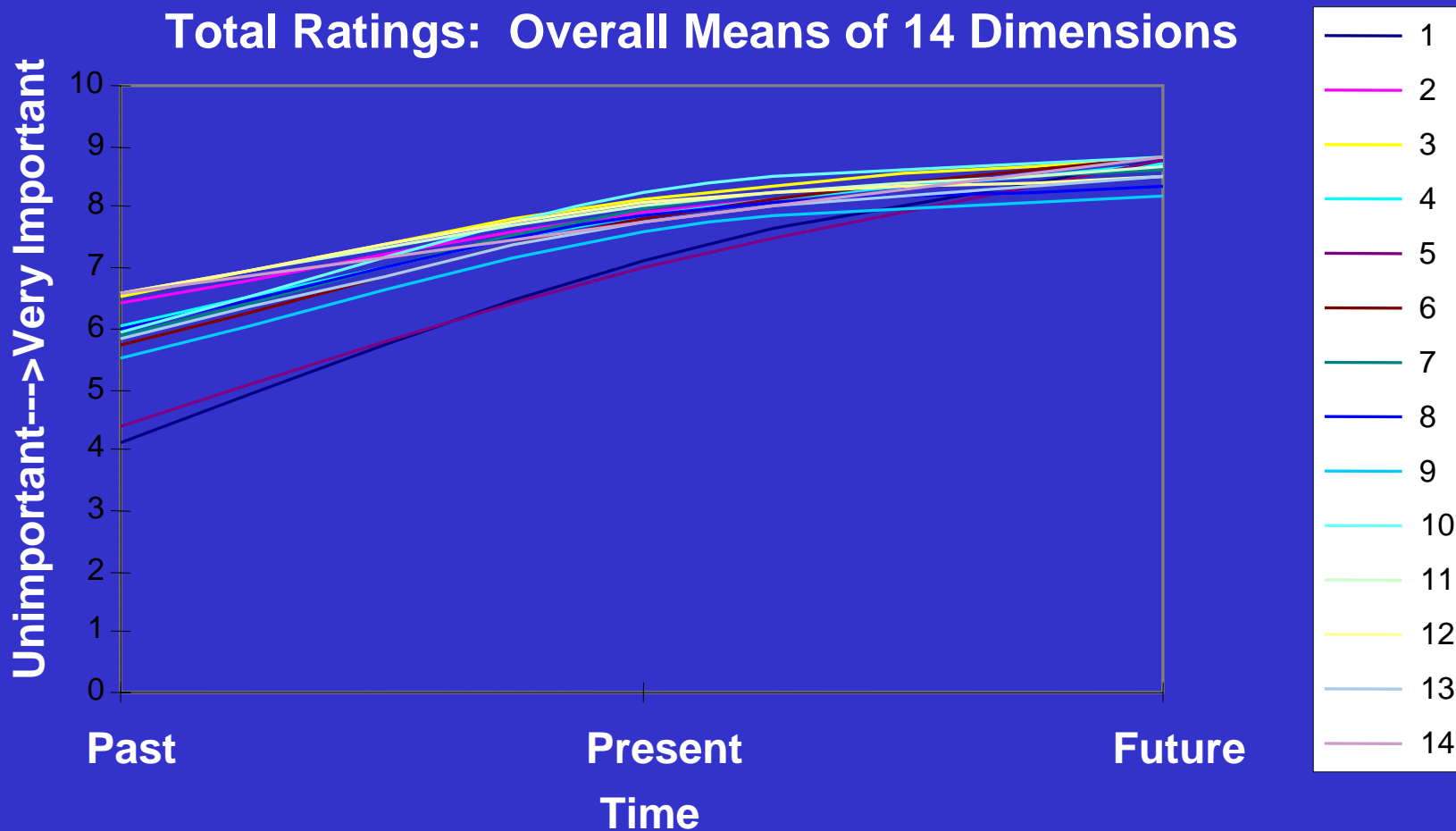
- **Thinks Globally**
- **Anticipates Opportunity**
- **Creates a Shared Vision**
- **Develops and Empowers People**
- **Appreciates Cultural Diversity**
- **Builds Teamwork and Partnerships**
- **Embraces Change**

The accenture Institute For Strategic Change conducted research on key issues of executive leadership

A “Profile of the Global Leader of the Future” has emerged. (cont’d)

- **Applies Technological Savvy (Tomb Raider)**
- **Encourages Constructive Challenge (Rat Race)**
- Ensures Customer Satisfaction
- Achieves a Competitive Advantage
- **Demonstrates Personal Mastery (Shallow Hal)**
- **Shares Leadership (Galaxy Quest)**
- Lives the Values

Questionnaire results: The level of importance of the 14 dimensions has and will continue to increase and converge over time





Character will count

- Moral and **ethical character** will emerge as a critical quality for future leaders.
- Leaders must **be a role model** for living the organization's values. They must lead by example.

“The No.1 thing you need is a clear vision of your role in the e-Economy”-CNET’s Halsey Minor



Future corporate leaders must possess certain qualities to hold employee loyalty and trust

- Executive leaders must draw on more than status in the hierarchy to **motivate those in their spheres of influence to produce results.**
- Influence requires more than just good ideas and knowledge.
- A good leader understands the goals of others inside and outside the organization and **tailors ideas to meet mutual needs.**

“X’ers crave it- understanding what it is that they’re a part of and how to make a difference” John Chambers e-CEO, CISCO

e-CEO's Are a Brand New Breed-

e-CEO's also need a new set of qualities to thrive in the future as well

(Fortune, May 24,1999)

Traditional CEO's

- Encouraging
- Alert
- Cordial
- Infotech semi-literate (at best)
- Clearly focused
- Fast moving
- Hates ambiguity
- Suffers from technology
- Confrontation anxiety
- A paragon of judgement
- Avg age: 57
- Rich

e-CEO's

- Evangelizing
- Paranoid
- Brutally honest
- Infotech literate (at least)
- Intensely focused
- Faster
- Likes ambiguity
- Suffers from bandwidth
- Separation anxiety
- A paragon of judgement
- Avg age: 38
- Really rich

What's Going Through Their Mind?

Equity & ownership,
building an **empire**

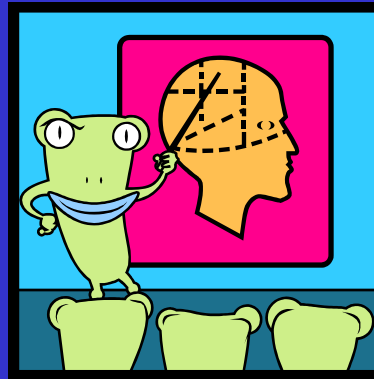
Tenacious and
determined

I'm Smarter than
YOU

Speed, speed,
speed

This is **Not**
my job, it is my **Life**

IPO



Be part of
something
meaningful

Passion
to Make it
happen

Adventure
Risk and **Fun**

Rebellion and
Independence

The Face of eLeaders are Changing



Carleton (Carly) S. Fiorina
Chairman, President and
Chief Executive Officer
Hewlett-Packard Company



Pamela Thomas-Graham
President and CEO
CNBC



Daisy Expósito
President & Chief
Creative Officer
The Bravo Group



Betsy D. Holden
President and Chief
Executive Officer
Kraft Foods, Inc.



Dr. Mae C. Jemison
Founder (& Astronaut)
The Jemison Group, Inc.



Li Yifei
General Manager
MTV Networks China

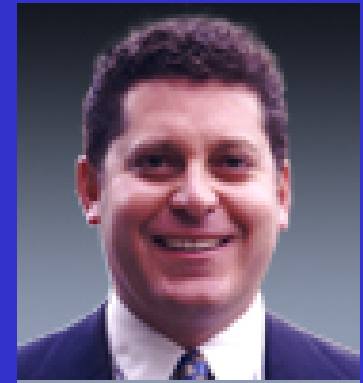
The Face of eLeaders are Changing



Geoffrey Duyk
Chief Scientific Officer and EVP
Exelixis, founder of Millenium Pharmaceuticals



Peter Kim
EVP for Research and Development
Merck, former MIT Professor



Eric Greenberg
Founder, Chairman and CEO
Acumen Sciences, LLC



Russell Simmons
CEO
Phat Pharm Clothing



John Fanning
Founder of Napster,
Netgames, Netmovies
and Netcapital



Shared leadership will become a mantra of the future. (*Exercise Time*)

- Executive leadership is moving away from a singular role as evidenced in the rise of *Co-CEOs*.
- Future CEOs need to create an environment where all leaders can make more effective ***decisions through collaboration*** rather than singular efforts.
- *Shared leadership* combines the best of individual abilities as one solution to a growing business need.

Tomorrow's leaders will need to be less controlling, more emotionally astute, culturally attuned, and more importantly- willing to share authority and decision-making

Generational differences in the workplace

	Xer	Boomer
Approach:	Innovation	Process
Environment:	Virtual	Physical
Role of Technology:	Strategic	Supportive
Enterprise:	Free Agent	Conglomerate
Competency:	Technology	Business Acumen
Management Style:	Energy to Influence	Monitor to Control
Leadership Style:	Make Your Mark	Fit the Mold



Three major themes about global leaders surfaced:

Global Leaders Must:

- **Continuously practice personal mastery-**
 - superficial development of leadership skills will not suffice, for many, **deep change will be necessary**, particularly as young leaders
- **Provide organizational leadership through internal/external influence-**
 - cross-industry/cross-organizational networks require **shared leadership; global leaders will lead matrixed, interdependent and temporary teams**, creating technological infrastructures that enable multiple networks of shared information.



Three major themes about global leaders surfaced:

- **Build organizational and individual competencies-**
 - by **using/seeking differences** of thought, style & culture
 - exploit **creative tension** by appreciating differences
 - seeking **emotional intelligence, shared leadership**
 - **harness the motivations** of many diverse groups

Global Leadership: The NEXT GENERATION



- **Do you practice Personal Mastery?**
 - Do you know your Towering Strengths?
 - What competence would “complete you” as a leader?”
 - How do you look/find this in others?
- **Do you practice “influence” over control?**
 - Do you know when to use influence?
 - Do you know when other’s are using influence/control?
 - Which do you respond to and why?
- **Do you respect/admire style differences?**
 - Do you work well with like-minded people or complementary types?
 - How do you know?