

# The future leader

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A Report by The Leadership Council

with

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# theleadershipcouncil

This is the seventh in a series of papers on topical concerns for leaders.

The Leadership Council brings together senior figures from commercial and public life. Chaired by Lord Janvrin, the Council provides a powerful perspective on the leadership agenda.

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## **The future leader**

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The Future Leader report is based on 13 in-depth interviews with leaders, and a specially commissioned October 2015 Luntz Global survey of UK attitudes to leaders and leadership,.

The leaders interviewed are:

Wendy Becker, non executive director Whitbread plc  
Rita Clifton CBE, Chairman BrandCap  
Simon Davies, Firmwide Managing Partner Linklaters LLP  
Nick Hampton, CFO Tate & Lyle plc  
Lady Barbara Judge CBE, Chairman Institute of Directors  
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Richard Reed, co-founder innocent drinks  
Jens Schulte-Bockum, former CEO Vodafone Germany  
Phil Swash, CEO GKN Driveline



# The future leader

## Introduction

Autumn 2015: not a great time for leaders.

Sepp Blatter adds a fourth wise monkey, 'do nothing', to the see/hear/say trio. Martin Winterkorn resigns as CEO of VW (eventually) but curiously remains CEO of VW's biggest shareholder. Shinzo Abe, faced with the failure of Abenomics, decides the answer is more of same – welcome the brave new dawn of Abenomics 2.0. Two clear failures of leadership, and one where the jury's still out but it's not looking good.

Straws in the wind that form the backdrop for the launch of this paper, a collaboration between The Leadership Council and Luntz Global, the international arm of Frank Luntz's mould-breaking US based polling organisation. We've seen that, in the age of the almighty *me*, the idea of subsuming oneself to something bigger – whether a business, party or cause – seems positively archaic...

and yet that is *precisely* the skill which leaders must embody. It is no surprise therefore that our survey data shows the asset most people want from the leaders of the future is not *authenticity*, nor *expertise*, *strength* or even *honesty*, but the ability to be a *great communicator*.

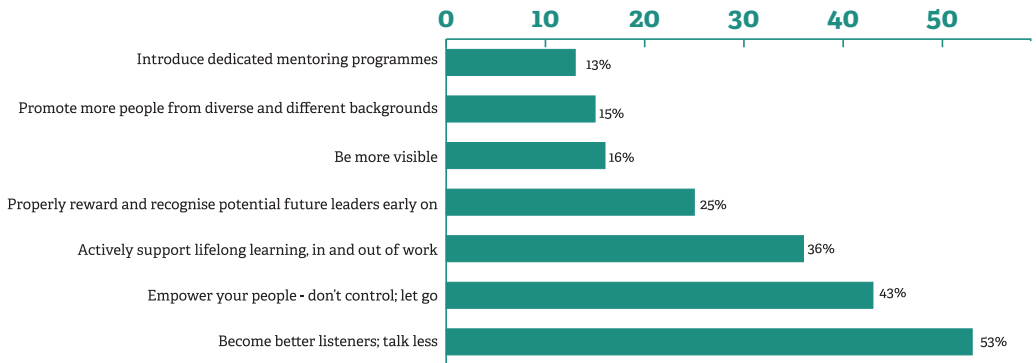
So far, so PR. However, *how* people define 'great communication' in the modern age *has* changed. We know, because we asked them. They want you to communicate better by *listening more and talking less*. Demonstrate your power by enabling *them*. You might think you got over your 'key messages'... but what they heard was, '*command and control*'. Blatter, Winterkorn and Abe are cases in point. This is a whole lot more than spin, or making people feel better: Susan Liataud, interviewed for this report, makes a strong case for 'listening' as being one of the central drivers of ethical decision making. So if great communication is an objective for the ages, *how* to accomplish it in 2015/16 and beyond demands a whole new lexicon. That is the objective of this report.

### Most important attributes for FUTURE leaders?

Humble	8%
Authentic	13%
Fast learner	16%
Tough	18%
Expert	18%
Flexible	22%
Charismatic	23%
Strong	26%
Ambitious	29%
Good listener	34%
Honest	40%
Great communicator	54%

*All quantitative data in this report is from specially commissioned research carried out by Luntz Global in a survey of 456 UK citizens in October 2015.*

## What is your message to British leaders of the future?



The old models won't do any more; and no easy alternative emerges. Through in-depth interviews we conducted with some of the people who are shaping our future, certain themes began to emerge. We have organised them as follows:

*The four 'warning lights' on every future leader's dashboard*

*The four things leaders themselves say should be on any future leader's CV*

*One BIG question you really need to think through.*

### Four warning lights on the future leader's dashboard

*Purpose.* If you want people to follow you and give you their best, you'll need to be able to articulate the purpose of your organization – the *why*, not simply *what we do* – and it had better be one that makes your people proud. 'Statements of brand values' be damned.

*Devolution.* We work in a diffuse, global environment, which technology is enabling at speed. Go with it – your people are imploring you to. So much of your best work and best ideas will emerge far from your direct control, sometimes not only remote but outsourced/crowdsourced. Time to devolve – and talk the language of devolution.

*Diversity.* Your evolutionary chances of survival without embracing diversity are, as Darwin would have told you, next to zero. This is not a question of clumsy quotas or right-on righteousness; it is about incubating a genuine diversity of views and ideas.

### Which comes closest to your point of view?

What matters most is a good mix of genders, ethnicities and minorities to humanise a business.

24%

What matters most is a good mix of ideas and different thinking, no matter where they come from.

76%

*Innovation: no easy friend of business.* Our leaders made the case that not only must you innovate or die; in order to innovate, you need to create and protect a parallel space where the unthinkable and unachievable are not constrained by ‘business as normal’.

### Four points on the future leader’s CV

*Ethics.* The tested ability to put ethics at the centre of decision making. In an age where you simply cannot expect an employee to engage in behaviour that serves your interest unless you give them real reasons for doing so, integrity of ethics is everything.

*Technology.* Proof that you’ve made the transition from dealing with technology at arm’s length via specialists, to making it core to your own skills and focus. Tech isn’t just a tool any longer – the medium is the message.

*Breadth.* Evidence that you’ve been able to engage and make a difference at multiple levels and from multiple angles (and geographies). In the immortal words of Dr Johnson, ‘he who can only talk on one subject – or act in one department – is seldom wanted’.

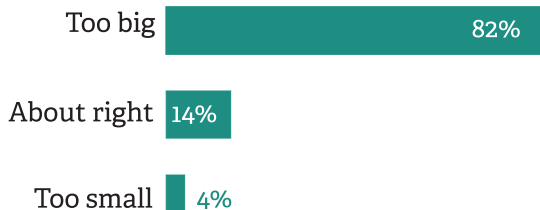
*Emotional intelligence.* You will know if this comes naturally to you. If it doesn’t, make it. Establishing, and maintaining, an emotional connection – empathy – is a perhaps the most important communications skill the future leader will require.

## The big question to keep you awake at night

Over three quarters of the people we interviewed agreed that *'the income gap and inequality generally is a disturbing and growing problem, which needs fixing right now'*. Many believe that capitalism has become a machine for concentrating, not spreading, wealth. That criticism will be leveled at business (particularly 'big business') as a whole, at your company specifically and even closer to home at you, your reward package, and the number of multiples it represents to the average wage. The anger is real. So ask yourself this: do I have a truly compelling answer to those concerns, beyond the timeworn platitudes? And if I don't, what do I plan to do about it?

The leaders of the future will need an answer.

### The pay gap in the UK is?



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## WENDY BECKER

**Non-Executive Director, Whitbread plc**



*Wendy Becker is a Non-Executive Director of Whitbread plc, where she is a member of the Nominations, Audit and Remuneration Committees. She serves as a Trustee of the Prince's Trust, where she chairs the Audit Committee; and Cancer Research UK, where she acts as Deputy Chairman. She sits on the Business Advisory Council for the Saïd Business School at Oxford University. She holds a BA in Economics from Dartmouth College and an MBA from the Stanford Graduate School of Business.*

*Until 2015 Ms Becker was CEO of Jack Wills. Previously, she was on the Executive Committee of Vodafone plc, where she was the Group Chief Marketing Officer. She also served as the Managing Director of Talk Talk and as a Partner at McKinsey & Company.*

**In fashion, yesterday's 6 months is today's 6 weeks,** and that trajectory is still accelerating. That's the timeframe for trialing a product in store, getting a range of reactions, turning these around and rolling the product out. The changing nature of technology, broader access to capital pools, a changing workforce: these are factors shaping the future. This speed of change is matched by a growing complexity, the exceptional diversity of approaches, mindsets, problems, and agendas that leaders now and in the future have to understand, deploy and solve. Gearing up an organisation to deliver against this background of intense speed and complexity is trickier than anything leaders have experienced so far, but with potentially greater upside.

**The key to leading will be focus.** Preparing and developing yourself such that your distinguishing ability is to focus on those issues which are critical, to focus on their implications, and to communicate in a clear and focused way on those issues such that you can bring a very diverse bunch of stakeholders with you.

**Young people multi-task and multi-screen.** That's exciting; I was fortunate to be surrounded at Jack Wills with a very young and vibrant workforce with an average age of around 23, and I can see their exceptional ability to tweak and evolve what they're doing in response to multiple micro changes and inputs. What they have to learn alongside this is the ability to know when to go deep and focus single-screen, when the moment has come for a decisive change, and then to act with decision and confidence.



**Career hopping can be a problem.** It's difficult to understand what it really means to make important strategic decisions and live with their consequences if you don't stay put. Leaders who haven't had this experience fairly early in their career may feel the lack later on.

**High levels of comfort with technology and its implications are a must.** Technology will be fundamental not only to how we communicate, but also to how we problem solve and lead. You must get young people to teach you the ways of technology: they are involved in it in a way you can't be, but you can at least learn your way around it and ask better questions. For instance, with social media, a great tool for leaders, comes a need to be very precise about messages: once they leave your hand, you can't control their destiny, so they had better be incapable of misinterpretation and consistent with an overall set of values.

**Diversity should become not irrelevant, but super prevalent.** That's the theory, and I remain optimistic we will get there. We will get there not because everyone suddenly buys the philosophical case for inclusion, but because quite simply companies that are not diverse will not survive. They will not have the inherent capacity to remain relevant. But to make a success of diversity, leaders need to be much more sensitized to how diverse types of people learn, work, communicate. There are a number of places where our expectations are profoundly different from those of younger people, and we all need to consciously listen to them and learn to see things through their eyes. Ideas about how you get rewarded, how you structure the working day, how office space should function, what a career might look like – all our assumptions on these issues have to be opened up. Willingness to experiment will be an asset – as will knowing when to change, end, or roll out those experiments. The same new thinking may be needed not only for how you define and manage inputs, but also how you understand a broader range of outcomes.

**Leaders will need to be 'super integrators',** taking that diversity and bringing it together in an amazing orchestra with some fairly non-standard instruments. This is likely to mean changing our whole idea of organizational structure, moving from work flow based to a project based model. Leadership itself will need to change, but while there are a lot of interesting models emerging – for example experiments in collective leadership – I don't see this as the end game. The need for co-ordination will if anything be greater than in the past. At the same time, I'm not convinced that traditional pyramid structures with the leader at the top are likely to be the way forward. The future leader

will be a more fluid presence, sometimes stepping up and taking the big decisions and providing the vision, but also knowing when to step back. Will the notion of the fixed, consistent leader hold? The image of an organization made up of people living out their diversity but headed by a single monolithic authority figure who holds it all together is quite compelling, but I'm not sure it will prove to be the correct model.

**I'm inspired when I see new encounters taking place.** The academic world is good at this, whether it's the Francis Crick Institute bringing together all different sorts of scientists and inserting new research approaches and patients into their conversations, or the Said Business School at Oxford partnering as widely as possible across the University to create real collisions in thinking and bring new ideas to the table. I see businesses building the tools and articulating the cultural models to enable this kind of challenging encounter, but very few have actually started doing it. Google and Mckinsey are worth watching on this front.



## RITA CLIFTON CBE

**Chairman of BrandCap and  
Non-Executive Chairman of Populus**



*Rita graduated from Cambridge and started her career in advertising, where she became Vice Chairman and strategy director at Saatchi & Saatchi in its most successful period. She then joined Interbrand, the world's leading brand consultancy, as London CEO and then Chairman from 2002. She now also has a portfolio of chairing and non-executive director roles, including ASOS.com, Bupa, Nationwide and Populus, the opinion pollster and research company. Alongside this, she has recently become Chairman and investor in BrandCap, the brand consultancy for the boardroom.*

**Nothing is out of sight.** I used to talk about brands, especially corporate brands, as icebergs. People saw a tiny bit on the surface – packaging, logos – and focused on those, while what was actually shaping the success or failure of the brand was everything below the waterline – the vision, the culture, the people. That metaphor holds good today, but with one big difference: nothing is below the waterline. Just take recruitment: any candidate can go online and hear exactly what people are saying, how employees rate your CEO, what it's really like to work there. There may have been a time when you could pretend you were cuddly, or friendly, or responsible, while on the inside being axe murderers. If so, that time is now definitively over. There is no option but to be the same company inside as you aspire to be outside, and that creates a need for a particular kind of leadership.

**People are obsessed with what the digital age means for brands.** I'm constantly being asked to speak on this topic, and I probably disappoint my audiences. They are expecting flashy magic, sexy Youtube videos and social media stunts...which I'm obviously happy to show. But the main point they get from me is that if you want to have a brilliant brand in the digital age, fundamentally you need to be a bloody good business. That demands very particular characteristics from leaders: people who can articulate what an organization is about, what role everyone can play, how it will be great for everyone to be part of it. Every few years this basic truth is itself rebranded – now we talk about 'purpose', even sometimes 'noble purpose' – in the past we've had 'visions', 'BHAGs' [Big Hairy Audacious Goals] and more. All of these labels are identical. Leaders who get this and act on it are the ones who can turn their people into enthusiastic deliverers of something they actually care about and believe in. Leaders who don't get it end up dragging unwilling, confused staff behind them.

### **Being brilliant at communicating purpose doesn't mean you have to be loud.**

We can be inspired by a quiet and thoughtful person as much as by a cabaret style person. But you do have to have the ability to inspire people in some way shape or form. Few people are born with that, most leaders have to work on it consciously as a project.

**If you want to lead, you'd better have stamina and recruit it.** You have to be on it around the clock. And you have to have the ability to recruit people who, even if you're asleep, will be able to reflect the purpose of the organization 24/7 and respond in the way the world now expects. If you want to sleep, you need to make sure those people are there.

**Capitalism needs to make its case.** Boris Johnson frequently makes the point that most people assume that capitalism means exploitation and creaming off rewards for the few. The corporate world can seem incredibly remote, alien and hostile: the way people dress, speak, and get rewarded can put up a huge and negative barrier. Without a doubt people look at some of those at the very top of financial services organizations and other big businesses, and they perceive a sense of unreality that feels very wrong. Leaders will increasingly need the ability to explain the social role of business and the grand moral purpose of capitalism. What is business doing to improve lives, to help people contribute to society through their work, to play its part in building and maintaining a decent civil society? These are not soft topics, they are the essential ingredients of public trust, of our license to operate. Let's hear it – capitalism as if the world matters! Business in society, not business and society in separate categories. Paul Polman of Unilever is inspirational on this. He's one of the most articulate leaders, constantly talking about the purpose of organizations and their responsibility. Paul refuses to play the game of making the numbers look good short term when that compromises the long term, and as a result he has not been popular with some members of the investment community. Good for him! Ultimately if the majority have miserable lives, if you can't breathe the air, and have no resources left, who cares what the quarterly figures show?

**Executive compensation is the elephant in the room.** Trust in business is at an all time low, and expectations from business and the public is at odds, as PwC research for the World Economic Forum has confirmed. The response from business leaders is to think '*ok, let's do better on product and service and some social responsibility*'. But the public is thinking '*executive compensation*'. Ben & Jerry's original idea of a 'triple bottom line' was far from crazy, because people increasingly want that commitment and that data. Even

in the world of private business there is more and more transparency about rewards. Yet this thing which matters supremely to everyone else, to employees, to customers, to shareholders, even to governments who know that inequality directly drives social unrest, this is the one thing which most leaders desperately don't want to talk about. Either leaders need to be able to explain why they think rewards are justified, or there needs to be a conversation among leaders about what is morally and socially – as well as economically – acceptable.

**Leaders need to humanize.** It helps a lot if business leaders come across as human beings with families, people who worry about what other people worry about, people who want a better society for the future. The chemistry needs to change at the top, symbolically and in reality. You need diverse opinions and a diverse range of people, perhaps fewer suits and ties, more signals that these are just people like the rest of us trying to do the best. The 'glimpse test' matters, and that means having more people running organisations who don't come across as the business stereotype. Diversity is sensible for business in substance (for example there's evidence that boardroom diversity lowers risk), but also in imagery.

**Many young people are turned off the idea of working in conventional business.** Leaders have a responsibility to take that head on, to make the next generation understand and feel that business is important and it needs to succeed. They can do that by articulating and delivering purpose, and by emphasizing the human and social dimension of that they do. I frequently come across young people who see themselves at a crossroads – they are asking themselves if they want to go into business or 'do something good' like working for a charity. It's a fake choice and we need to help them see that: if you're really concerned with providing benefits to individuals, with raising living standards, with other 'good causes', you may well find that business provides a quicker way of accelerating benefits than the public or charity sectors.

**Business leaders who make their pile and then think about 'giving back' have got it all wrong.** You've got to give back here, now, in everything you do – from giving back to society because of what your business is and does, to giving back to the people around you through developing them and helping them be the best they can be. Leaders need to be unstintingly generous with their informal and formal mentoring, starting with the people around them, making it a daily habit. You need to want to have others be brilliant, and you need to work at it to make sure they get and take the chances to shine.

## SIMON DAVIES

**Firmwide Managing Partner, Linklaters LLP**

*Simon is Firmwide Managing Partner of global law firm Linklaters LLP, a position he has held for eight years. In this role, he chairs the Executive Committee and is a member of the firm's Partnership Board.*



*Prior to becoming Firmwide Managing Partner, Simon spent 12 years in Asia, specialising in M&A and securities, serving terms in each of Hong Kong and Tokyo. Simon was Managing Partner for Asia from 2003 - 2007. Simon joined Linklaters in London in 1990, having studied at Emmanuel College, Cambridge. Simon is also a trustee of the National Youth Theatre of Great Britain and a fellow of the 48 Group Club, an independent business network committed to promoting positive Sino-British relations.*

*From 1 January 2016, Simon will be taking up the new role of Chief People, Legal and Strategy officer at Lloyds Banking Group where he will be a member of the Group Executive Committee.*

**The greater the rate of change and complexity, the greater the need for simplicity.** Change happens faster and life becomes more complex: these trends show no signs of letting up. The creation of simplicity will become a hallmark of successful leadership. Part of that simplicity will always require a focus on the numbers: leaders who don't focus on and deliver the numbers will not survive.

Underlying this complexity are multiple challenges: from demographics to regulation, from the digital world to developing markets and countries. We live in a world where there is little that you can actually control. I know this is a challenge for me personally: I confess that I enjoy the feeling of being in control. Like others, I'm having to learn that the ability to engage and collaborate is far more helpful in many situations than the ability to command and control. What must not be lost in this shift is decisiveness. We need to know when to consult around the table and when to take personal responsibility for decisions. Getting that balance right is an age old challenge but it is becoming increasingly central to the task of leading. Without decisiveness you will never achieve simplicity.

**Diversity is a resource for dealing with complexity.** As ever the best people will come from the widest talent pool, and our conception of how wide that talent pool can be is always expanding. An interesting judgment is the extent to which diversity in the workforce should be about reflecting your customer base: people can become a little

obsessed with replicating customer profiles internally. Within reason that makes some sense: a recent incoming drinks CEO was right to note that while most buyers of the drinks were women, 95% of his senior managers were men, and then right to take radical steps to change that. And, for example, in global businesses you do want a degree of assurance that your access to a particular geography or culture is well founded and well rooted: at Linklaters many years ago losing our Chinese Head of Asia from our ExCo was a real body blow at the time – he understood the issues around China at a level which others never could.

**There are clearly issues of trust** around business and around the leaders of businesses. Breaking the cycle of distrust isn't easy, but regulation and reward structures can help.

**Reward is an important issue that leaders need to confront more openly.** As a keen observer of China, one of the things that has struck me is while employees in state owned enterprises were due double digit salary rises in the past few years, in that same period their senior executives had pay cuts. There was a perception of imbalance and the Chinese solution was radical to a level that arguably could be counter productive in a western context. But what we're seeing here at least in banks – multi-year bonus deferrals and extended clawback mechanisms – are nevertheless unprecedented. Leaders will increasingly have to keep on top of this agenda.

**Regulation is hugely important,** particularly insofar as regulators impose the discipline of requiring named individuals to take responsibility for an issue. But every time you bolt on another agenda item, you are introducing complexity. You'll hear some boards in the financial sector claiming that two thirds of their time is now spent on questions of regulatory compliance, and you can't help but speculate on the extent to which this means that the underlying business may not be receiving the attention it needs. Which points us yet again back to the need for absolute simplicity.



## NICK HAMPTON

CFO Tate & Lyle PLC

*Nick Hampton joined Tate & Lyle PLC in September 2014 as Chief Financial Officer and has overall responsibility for Group, Operating & Technical Finance, Operating Excellence, Strategy, M&A and Investor Relations. Prior to this he enjoyed a 20 year career at PepsiCo holding various positions, including President of PepsiCo's West Europe Region and CFO, Europe.*



**So much has changed for leaders.** The volume and acceleration of data, the massive shift in power from the developed to the developing world, the increasing demonisation of big business, the need to engage a host of stakeholders who have little to do with your traditional customers and investors: these are some of the new challenges which combine to create a climate of volatility, uncertainty, complexity and ambiguity (VUCA).

**Flexibility is at a premium.** From an investment perspective investors are more short term than they've ever been. Managing the short term in a very complex world, while keeping focused on the long-term prize, demands great flexibility but also resilience: retaining clarity and decisiveness with much more, more ambiguous and conflicting information hitting you. The bandwidth to hold an enterprise steady through these pressures requires flexibility from the whole team. This points also to the central importance of diversity in a team: bringing in multiple perspectives and experiences is essential to help you understand and calibrate the increasing complexity we all face. Creating clarity out of complexity is key.

**Rational intellect is not enough.** You need the emotional intelligence to be able to make connections with people strong enough to withstand such a difficult balancing act. You need the emotional resilience to accept that you will take knocks but will come up strong again and you need the humility to accept that you don't have answers for everything. You need to understand that your teams and employees will be looking at the way you do things and the values they see expressed in your behaviour and decisions, and that these will matter as much or more to them than pure results.

**Don't assume the next generation will want to climb the company ladder.** People now entering the world of work want lives that are more fluid. Aspirations are about mobility, developing portfolio skills, working in more flexible structures. Leaders



will have to learn to harness these sources of energy and motivation, and embrace the creation of new structures of work.

**Are there enough enlightened leaders who will make diversity work without the need for quotas?** I hope so, but perhaps the data points the other way. The real question is, can you build an environment that creates inclusion, that respects diversity of thought, diverse characters, and allows anybody to flourish if they have a positive contribution to bring? These may sound like platitudes but they are knotty questions. At PepsiCo, I chaired the European group on diversity and inclusion. There was an assumption that a good example of best practice was to let women taking a family career break know that their old job would be open for them down the track part time, moving to full time when they were ready to recommit. So the message was ‘you’ll be ok doing what you were doing but a bit less’, rather than seeing both the break and the resumption as opportunities to learn and develop, to add strings to your bow, to grow into new challenges. Inclusion starts to make sense when we see it as adding something to the whole, not when we see it as an act of enlightened generosity from the powers that be.

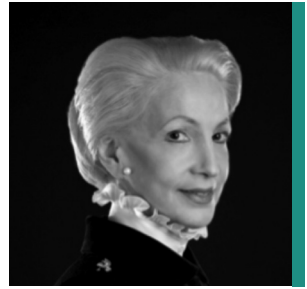
**Questioning the integrity of capitalism is a good debate to have.** It doesn’t take much imagination to see that income differentials are an important factor in creating unrest, not least in the Middle East. It’s arguable that the constant trend to concentration of wealth cannot be sustained: it suggests the gradual recreation of a quasi-feudal system and ultimately, as history shows us, you have to free the workers. How do you create a more balanced reward system? It’s not clear that redistribution of wealth via aid or subsidies is more effective than redistribution via productive employment, but for employment to deliver any lasting change, it needs to be in the hands of enlightened leaders. That in turn raises the thorny question of corruption, a term we apply too easily to a non-western context. Critics of the West can easily turn the tables on us and legitimately ask whether our own banks have shown clean hands.

**Exposing young talent to a diversity of roles and experiences** needs to be a focused commitment. You can’t understand what drives success without a broad experience of the world. Send people out to an emerging business, then a mature business; let them touch the broadest possible number of functions. Give them the portfolio of experiences and skills that will allow them to fully engage with a wide range of people and create conversations that bring them along on the journey.

## LADY BARBARA JUDGE CBE

**Chairman, Institute of Directors**

*Lady Barbara Judge CBE is the Chairman of the Institute of Directors and the Pension Protection Fund, as well as Chairman Emeritus of the UK Atomic Energy Authority, having been its Chairman from 2004-2010. She is also currently Chairman of the Energy Institute of University College London and Deputy Chairman of the Tepco Nuclear Reform Committee. In addition, she is a member of the UAE Advisory Board for the Development of Peaceful Nuclear Energy and a Visiting Fellow at Oxford University.*



*Earlier in her career she was appointed as the youngest ever Commissioner of the US Securities and Exchange Commission. Thereafter she was appointed as the first woman Executive Director of Samuel Montagu and News International.*

**You can sum up the biggest challenge facing leaders in one word: compression.**

The internet, real time reporting, and instant news compress everything. People are forced into instant decisions, which means the balancing act between long term strategy and short term tactics is more precarious than ever before. In the past, faced with a tough problem, a leader could take his or his team on a retreat and consider, in depth, possible solutions. Responding in real time is a very different game. Today's imperative is that leaders must be adept at thinking on their feet

What this means is that the future leader will need to be at least as effective as today's leaders, as well as those of the past. They must be open to being surrounded by people smarter than themselves and open to advice, criticism, discussion and debate. Indeed, they ought to be seeking out this kind of interaction and encouraging it. I have seen a large number of leaders who know, in theory, they ought to be doing this, but in fact are only pretending to listen. In this way, they run the double risk of looking both arrogant and duplicitous, at the same time as forfeiting the opportunity to learn. Creating a genuine atmosphere of openness will be the structure upon which a good leader can stand.

**Social media needs to be the air leaders breathe.** Obama's engagement of support and funds through social media showed the way. Rousing set piece speeches are fine, but today communication is a constant activity, a heartbeat. Like it or not, in the future a leader will be closer and more accessible to the people being led. Unless the leader engages with that closeness, and deals with it in a positive way, it could quite possibly

become destructive. At the heart of all of that engagement and communication something very simple and solid is needed. Leaders must be able to explain clearly what they believe in and must believe in things that the rest of us admire.

The same scrutiny means that there are no secrets these days. The leader must be prepared to have a bright light held up against his or her leadership and come out smiling. One may be forgiven youthful indiscretions, but actions as a leader that are not ethical will result in condemnation. Unless the values of the leader are those that people can agree with and aspire to follow, and unless they are values that the leader is prepared to live by and put his or her own career on the line for, the leader is likely to fail because he or she will not appear to be authentic. In the end authenticity is one of the key strengths of leaders that people are prepared to follow.

**It's not easy to find good role models.** Warren Buffet and Bill Gates are outstanding figures – both of them are iconic businessmen and role models in many ways, but it is not clear whether leadership is really their strength. In Europe, I see some women in public life I would highlight. Christine Lagarde is a quick learner and a good listener, but also unafraid to speak her mind. She shows real leadership. Angela Merkel, often cited as a role model, is clearly effective at ensuring the consent of the governed, but is that the same as being a true leader?

I might go further afield and single out Prime Minister Abe of Japan as a genuine and courageous leader. He won power at a time of economic decline but not distress for Japan, a deflationary but nevertheless stable and comfortable society. It took real courage to try to shake it up as he has done. He sees problems and takes action: seeing a shrinking economy dogged by ageing demographics and a broadly negative attitude to immigration leadership, he has made an immense effort to get more women into work, which was scarcely on the radar as an issue until he raised it. It is a brilliant way to revive an economy. In addition, seeing an ever expanding deficit based on imported fossil fuel costs in this energy-poor country, he has not been afraid to stand up and say that Japan needs to restart some of its nuclear capacity. His policies are always based on a clear diagnosis of what is in the best interests of the country, or the economy, and he does not flinch if they are not popular.

**The leader of tomorrow is a woman.** There will be many more of them tomorrow than there are today. We need to be preparing for the fact that society will be much more inclusive: women in work today are still too often seen primarily as “women”. We will

know that some progress has been made when women are primarily valued (and held to account) not for their gender, but for their judgment. The route to get there must be different from what we have seen so far, which is a great deal of rhetoric and the simplistic ticking of boxes and electing a few women to the board.

**The real issue for women is at executive level.** Change needs to happen in education so that women are given, at primary school level, the right courses and subjects which will enable them to be taken seriously as managers in later years. One hundred years ago, if a woman had a science bias, she might be encouraged to become a botanical artist. Fifty years ago the same woman might have become a nurse. Today she would think about being a doctor. When will she start thinking about being an engineer? Change also needs to happen with mentors and sponsors. Today's generation of women who have managed to smuggle themselves through the system and reach the higher levels, should be prepared to spend a disproportionate amount of their own time on mentoring and sponsoring the next generation of women. The more women there are in senior roles, the more young women will believe they have a chance. It will not happen unless we start now.

**If we have a world that expects women, and particularly mothers, to stay at home, that's what we will get.** Employers may think they are investing in a diversity agenda, but the truth is that so many of the career calculations that employers make remain based on negative assumptions about childbirth and motherhood. The assumption should be that these are not going to impede a career. Peer pressure from other women can also be very damaging. Women often leave the career track because they are made to feel guilty or unnatural by other women if they put a premium on career. I believe these other women may be merely trying to validate their own existence. We have to change society's view of working mothers so that daughters can grow up to believe this is the way of the world. We all need to raise our expectations of women and help them work up to those expectations. This, however, will not just happen. We need to avoid a repeat in the next generation of the frustrations that we recognise now, but we all need to work at it.



## JUDE KELLY

Artistic Director, Southbank Centre

*Jude Kelly is Artistic Director of Southbank Centre. She founded Solent People's Theatre, Battersea Arts Centre, and was the founding director of West Yorkshire Playhouse. In 1997, Jude was awarded an OBE for services to theatre and in 2015 she was made a CBE for services to the Arts. In 2002 Jude founded Metal, where artistic hunches can be pursued in community contexts.*



**There's been a dramatic shift in the sense of individuality, enterprise and agency.** If we'd had this conversation about leadership a generation or two ago, I think that the methodology of command and control would have been much more cut and dried. Democracy and education have rightly shifted people's sense of how to use their own power, albeit that's not a universal cultural experience. This shift has made the conditions of leadership more complex, and for good reasons. The idea of being totally in command, giving orders and being obeyed, is dead. Leadership skills have changed to involve far more emotional intelligence and thinking around the psychology of teams; increasingly, leaders will have to be primarily people who are good at listening, good at building teams, good at understanding how to mix different types of individual.

**Beware the excitement of tyranny.** The myth of the genius who must be given his or her own way persists. Art in particular seems to elevate 'dictators', and you see this in many spheres: people whose vividness and singularity draws so much admiration that there will always be followers prepared to overlook or even relish any deficiencies in being able to cope with contradiction or question. There is definitely a human tendency to be dazzled by tyrants: you see this every time people fawn over a new 'crazy' chef. We have to admit that the legend of '*this is an impossible person to work for, but if you survive the rewards are tremendous*' is a most convenient legend to buy into: it's the equivalent of someone who says '*my father whipped me, but I learned so much from him and he was a wonderful man*'. I think we have to grow beyond this. For every one follower who manages to flourish under this poisonous form of leadership, several more will come away bullied and humiliated and broken. Nothing annoys me more than someone on TV who comes across as an emotional bully and is held up as a leadership role model. My guess is that what has happened in most of these cases is that someone with extraordinary gifts has been insulated from the need to acquire more rounded leadership skills. Ultimately that is a form of immaturity and it will do damage.

**Humans seem to flourish when they have meaning in their life.** There are circumstances in which people have been trained to believe that an easy or pain-free life is one where you're told what to do and get on with it. It's a convenient idea for a certain type of employer, but it is bound in the end to fail because when we are deprived of meaning we will go looking for it. The best leaders are those who understand this, and who make it their first task to create meaning. When you bring a sense of meaning to life, people see that and feel there is something they want to follow and be a part of.

**Diversity is about expertise.** We need to ask ourselves whether we have the expertise around the table to help us understand the range of life experiences we need to consider. That is expertise. It is expert to be a second generation refugee, to be working class and from an inner city: these experiences create an expertise every bit as legitimate as, for example, an engineer's – but we don't give them any recognition.

**The norm remains male and white.** For me, this is why we continue to struggle so much on issues of gender and racial equality. The norm defines 'what feels right', and it is really difficult to change our thinking about that, given that we have lived with this norm for centuries. The biggest challenge is to match our rhetoric on inclusion with the achievement of it. Legislation can work in one way, but it doesn't create a different mindset: thinking from a perspective of equality does not come wholly naturally to any of us, and needs constant prompting. I would like to say that there are noble exceptions to this, but if so I'm not aware of them. I am sure there are good attempts, for example in Scandinavia people are at the forefront of wrestling with gender equality, but even they are still not there.

**Part of the problem is the term 'inclusion' itself:** there is an implication deeply inherent within this word which tells us that the 'insiders' are opening the door to let 'outsiders' come in. That reflects the truth of the matter, but it also points to how problematic the whole concept is bound to be.



## SUSAN LIAUTAUD

### Founder, Susan Liautaud & Associates

*Susan Liautaud is Founder of Susan Liautaud & Associates Limited, an international ethics consultancy advising corporates, governments, and non-profits. She serves as Vice Chair of Council and Court of Governors at the London School of Economics and Political Science (LSE). Susan is a Visiting Scholar at the Stanford Center on Philanthropy and Civil Society and Lecturer in Public Policy at Stanford University. She serves on the French Ambassador's UK Foreign Trade Advisory Council, as co-Chair of the Doctors Without Borders/Médecins Sans Frontières U.S. Advisory Board, and on other non-profit boards. Susan holds a PhD in Social Policy from LSE; JD from Columbia Law School; M.A. and two B.A.s from Stanford University; a M.A. in Chinese Studies from University of London School of Oriental and African Studies.*



**'I can't possibly know what everyone is doing in my organization.'** That was Sepp Blatter's excuse, and on that very specific point for once he was right. No CEO can prevent intentional unethical or illegal behavior throughout an organization. But Sepp Blatter most certainly was responsible for a system-wide failure of ethics. This was ethics failure by design (or at best by extreme negligence) not a one-off rogue trader. We live in a world in which technology and global risks are moving at a speed that prevents our understanding from keeping pace. Leaders have to navigate in a world so complex and risky as to be almost incomprehensible and in many cases unregulated. Cosmetic companies are printing 'human' skin to do trials. Cars have become robots. We have plain villains still too: Lance Armstrong, LIBOR rate rigging, political scandals. The law struggles to keep up, yet the focus of most leaders confronted with ethical issues is legal compliance, which should be lowest common denominator not the ethical standard. Leaders can move the needle by taking responsibility themselves for their own ethical decision-making. So the question we should be asking is – how are we going to find anchors and maintain our humanity amidst all of this complexity? Rediscovering a foundation of ethics, no matter how shaky the outside environment, is our only option, as it is for FIFA.

**Leaders are problem solving in conditions of unimaginable complexity.** This, at a time when we're being culturally programmed to think in terms of quick fixes in a world where there's always 'an app for that'. There are no apps for effective, ethical decision-making. Today's students graduate from top Universities too often believing in

instant success – CEO of their own start-up immediately, with less and less patience for working long-term within an organization and developing deep learning. This mismatch between our cultural mindset and the reality facing leaders suggests an urgent need for training if we want our future leaders (and the organisations and societies they lead) to succeed. We need to prepare leaders to make decisions in situations in which every direction contains shades of right and wrong and grey – leaders who can effectively “muck around in uncertainty” as we do in my Stanford University class called Ethics on the Edge. This means being able to mitigate the “wrong” or lighten the grey in real time, in the real world. Leaders who have been tested by constant problem solving in different geographies and outside their comfort zones, socially and technologically, trained to think clearly, come to the best possible solutions, and constantly monitor results.

**The most important weaknesses I see,** in my teaching of ethical decision-making, are a failure to consider multiple time frames for the implications of the decision and failure to address how to mitigate any ethical compromises that may need to be made in this grey world.

**Failure to listen leads to failure of ethics.** We have echo chambers in the C suite, so even when the CEO is listening, s/he’s listening to versions of her/his own voice. And, when a company has done the right thing and put in formal listening mechanisms, it still doesn’t mean anyone is actually listening. An extreme example of the absence of listening, and, worse, listening but ignoring, is the horrifying sexual assault culture in the US military. No listening, no safe opportunities for problem solving, listening but offering excuses not solutions; it is an epidemic, and it’s deep into the system of the hierarchy. Whenever you encounter a hierarchy, think carefully about the risks this poses for listening and ethics more generally. A good example is the change we’ve seen in some hospital operating theatres. Where once rigid deference to the surgeon used to silence the whole team, today there are conscious moves to create an environment of equality – such as everyone on first name terms – so anyone can speak up if they spot a problem. Hierarchy is not intrinsically unethical, but it can drive unethical behavior.

**We all do and should stumble.** Social media has made us all obsessed with negatives. Interest in failure and scandal is nothing new, but it has taken on a magnitude that is truly affecting the way leaders are leading. Everything will always go viral; we need to encourage leaders to admit mistakes and talk openly about what they can do to repair the damage, learn, and move forward. That includes ethical mistakes and it includes the most competent leaders. Working in Europe and the US, you notice a big contrast in attitudes



to failure. There is still a sense in Europe that one has to go from accomplishment to accomplishment with limited acceptance of failure, so a lot of time and effort is put into spinning everything as a success. The fall out from that is immense: if you're on the inside, you can come to believe that the important thing is 'to get away with it' rather than 'to get it right, or fail and learn'. At the other end of the spectrum there is a Silicon Valley culture of zero shame for failure, which is almost too extreme. But it clearly leads to success, and that model is coming more into focus in Europe. If a leader comes to a board of directors and says *'here's my mistake and my plan to fix it'*, and there has not been criminal or truly ethically reprehensible behaviour, then a board can support the leadership, and at the same time send out a clear message that coming forward with a big mistake at the earliest possible time is endorsed and supported. The bottom line: there is no place for perfection or the quest for perfection in ethics. Nor is there place for not taking responsibility for known errors.

**Diversity of ideas is critical to ethical decision-making.** I encourage organisations to review their hiring processes. The idea of hiring 'our kind of people' is incredibly strong, deliberately and unconsciously: so many businesses think the best way to choose the next manager for Corporation Y is to find the one who's as Corporation Y-like as possible. That's seen as the wisest, safest, least risky choice: in fact it's the easiest, most obvious, and highest risk option. The danger is that you simply feed the echo chamber with another reverberation. Hire a search firm, or get some external perspective in some other way; even if you end up making an internal hire your decision will be much more rounded and bring greater credibility to the person hired, the persons hiring, and the organisation. Above all, integrate ethics into the hiring practice from beginning to end – from job description to offer letter and contract.

**Socially aware ethical leaders will attract the best talent.** When a social purpose and an ethical basis for decisions are integral to the business model and the DNA of an organization, these qualities become among the best possible recruiting tools – as well as among the best ways of filtering out future trouble. For the credibility of that to stick, the leader has a particular responsibility to behave personally in line with purpose and ethics. If you're slashing costs while flying round in a small fleet of private jets, or if you preach empowerment but actually behave like a bully, the principle of your organisation is hypocrisy not ethics. The bigger the gap between what is said and what is done, the lower quality the role model and the more far-reaching the risk of ignored ethics.

**The accountability of big business is beginning to lag behind its increasingly government-like power and functioning.** The extreme amassing of wealth we are seeing is worrying in itself because of the inequality that it reveals and increases; inequality needs monitoring. But our real concern should be with the power that this inequality gives certain individuals. This becomes an ethical challenge for capitalism now that several businesses have, and openly exercise, a degree of power formerly known only by states. What are the ethical implications if a corporate leader declares an intention to leave no one without internet access in the world (a laudable goal), but to control the priority recipients and act as editor (why not a higher level multi-party structure for something so fundamental)? What are the implications of corporate CEOs being offered red carpet welcomes by, and formerly reserved for, heads of State? Who is holding these leaders to account for their broader political ambitions beyond the narrower remit of shareholder accountability?

**I don't think ethical leaders always win in commercial terms.** There are and always will be plenty of examples of unethical leaders succeeding commercially or politically, and highly ethical leaders struggling with a less attractive product or policy proposal or otherwise losing out to competition for profits. But unethical behavior always loses because at best the winner boasts a profit with a bad reputation...even if only revealed at a subsequent time. Most importantly, ethical behaviour is contagious, but unethical behaviour is highly contagious. If you want ethics to win, you have to be proactively and constantly vigilant. Ethical approaches can take deep root and become part of real time awareness, but only with a tremendous and unrelenting effort. Unethical behaviour is like a disease that spreads on its own. Part of the problem is that through the power of social media, children are growing up with so many stories of scandal that they assume this is the norm: the attitude becomes one of *'everyone's at it.'* When something is seen as endemic, most people give up on the notion of fighting it. I've heard a 10 year old saying *"what's the big deal about doping, about bribes, that's just how it is, why all the fuss?"* I also increasingly hear sophisticated adults say they are jaded...the news just keeps repeating. It's true that asking ethical questions can be disruptive or uncomfortable. Intervening with ethics can be inconvenient. Longer-term, unethical behaviour is significantly more disruptive though.



## AMANDA MACKENZIE

*Amanda was a member of Aviva's Group Executive for 7 years as CCMO and joined Aviva to change the name from Norwich Union and to set up a global marketing and communications function. Amanda has over 25 years of commercial experience, including director roles at British Airways Airmiles, BT and British Gas. She is also a non-executive director of Mothercare plc and sits on the audit committee.*



*She has been on the board of the National Youth Orchestra for 8 years and she is a member of Lord Davies' steering group to increase the number of women on boards. Amanda is on loan from Aviva as Executive Advisor to Richard Curtis and team for 'Project Everyone', which is a campaign to make the UN's sustainable development goals reach as many people in the world as possible.*

### **Four factors are changing the future in ways leaders will need to understand.**

First, technology, not just connectedness but also automation, which will fundamentally change business models and create moral dilemmas about taking people out of work. Second, the expectations of generations XYZ, whose view of the world and particularly of work is quite different from what's gone before. Third, a sense of relative instability, perhaps not justified in absolute terms but fuelled by the speed of communication which creates greater awareness of unstable situations – political, social, environmental – around the world. Fourth, a drive for greater equality which creates a very different environment for leadership.

### **Enlightened, informed, inspired commonsense:** what leaders are going to need.

A little less command and control and formal structure, and more the creation of an environment where people can bring their best selves to work. It's not a substitute for accountability, but the way one brings that to bear may well change. There is still a human need for someone to imagine the future, create a vivid picture of that future state, and get people working collaboratively to achieve it. The difference now is that you have to create direction in a way that's in itself more collaborative, question based, less authoritative.

**We all need courage.** It's a big word, and it can show up in so many ways, from challenging a decision, to holding a man's hand as he gets off the tube because you can see he's a bit dodderly, to the really big stuff. My observation is that courage is not that much in evidence. Financial services in general have a long way to go to regain trust; they

will need to be truly courageous in ways we possibly can't yet imagine. The old adage, *a principle is only a principle when its cost you something*, may well come to the fore.

**At a macro level the world is wealthier and the wealth is better distributed.**

This broader spreading of wealth is going to transform competition beyond recognition. The growth of the middle classes in countries like China, India, Indonesia is phenomenal and more gender equal.

**Wouldn't it be great if future leaders made a mockery of quotas?** If they genuinely just selected on talent. I am not sure I agree with the point of view that says your company, your board or executive must mirror your customer base. What matters is making sure there is sufficient breadth of thinking and diversity of approach. If I worked for a fashion company only selling to women, no way would I insist on an all female board. That's not to say we don't need more women in business: we most definitely do. What you need is people who solve problems differently – not to mirror a demographic. Diversity of any sort makes the basis on which you make decisions richer and more informed. Evolution works best in the same way, it's profligate in its diversity. If you're trying to survive with only a tiny homogenous gene pool of clones, good luck to you.

**Your style of leadership will determine whether your business succeeds or fails in creating a diverse environment.** The culture, rules, norms of the workplace are still overwhelmingly male. If you want a culture that genuinely creates an equal space where women can flourish, you will have to come to terms with well documented truths – that women tend to respond well to encouragement, are less likely to lead with their egos, that nurturing is vital. Skilled leaders will create an environment where everyone participates in that.

**Young people may be more savvy today, but don't assume the confidence that goes with it.** At the moment I'm working with lots of brilliant 20 somethings and early 30 somethings. A generation which is immensely clued up about technology and clinically attached to their macs or smart phones. That can create an impression of super-confidence, but not far beneath the surface are all the familiar worries and concerns and insecurities. My observation would be that the insecurity tends to show up when it comes to making a decision: it's a generation brilliant at ideas and communicating, but actually deciding and committing can be quite alien for them. If you find that good ideas aren't being translated into action in your business, it's worth asking if this generational factor is at the root of it. Seeing that, and understanding the need to nurture these people,

is a vital skill for leading into the future. It's about helping our talented next generation understand the framework into which they are making a decision, and helping build the confidence for them to take the step of making that decision. Often, I find it's about letting them understand that they actually have a very strong functioning moral framework of their own, which many of them may not even realize. That framework is the best possible basis for good decision making, and, going back to the point about courage, is the basis from which this will come.

**It's a very exciting time to be a leader.** The world is changing and there are so many really important things to lead for. Now more than ever, having a spine of what matters, a clear vision and communication of it (an ability not to be beguiled by ephemera along the way) and the ability to be superb at execution, which includes being genuine, honest and compelling are the same talents as they would have been 500 years ago.



## KATHRYN PARSONS

### Founder, Decoded

*Kathryn co-founded Decoded in 2011 with a mission to spread Digital Enlightenment. Decoded was named as one of the most innovative companies in the UK by Toshiba and The Telegraph.*

*Kathryn is a passionate advocate for women and technology and sits on the board of the London Tech Ambassadors Group.*

*She was recognised as one of the top Fifty Women in Technology in Europe, featured in Grazia Magazine's female Brit Power List 2015, Sunday Times Britain's Top 30 Female Power List 2014, Telegraph's Top Ten Britons of 2014, Winner of the Veuve Clicquot New Generation Award, Management Today's 35 Under 35, Marie Claire's Top Tech Pioneer Award, featured by CNBC as a Global Changemaker and beyond.*



**How many of us can confidently say that we understand the technologies behind the screen?** The ones and zeros sending instructions to computers. A tiny elite – perhaps just 1% of the global population are writing the lines of code behind the most powerful technology companies and products radically impacting and changing our lives, behaviours, traditional industries and entire economies. Technology and code are increasingly ubiquitous and yet to most people in the world it is a dark art, an impenetrable language, magic. Our lack of understanding about it, even our fear of it, is akin to going back to a time when we could not rationalise thunder or lightning. It was the manifestation of the gods. The coders and the hackers are the new omnipotents.

**Stephen Hawking speaking at the Google Zeitgeist** conference this year equated the recent breakthroughs in artificial intelligence as being on a par for humanity with the moment man discovered fire. Our future will not be the same. Our technological inventions are as exciting as they are terrifying. There will be the utopias and dystopians. But whatever side you sit on there is a huge responsibility for us all to understand the technologies we are creating. How much longer can we sit in the dark?

**It is time the 99% of the world reclaimed this knowledge.** As Tim Berners Lee said of the the world wide web, *this is for everyone*. Nowhere is the impact becoming more evident than in the worlds of education and work. A recent Oxford Martin Institute study estimated that 47% of jobs could be easily replaced by machines within the next 10 years. Entire businesses, built over decades, are being decimated by technologies which

have only been in existence for years. 3D printing, the sharing economy, virtual reality, automated transport....the list of disruptive technologies is growing.

**The war for talent has never been more pressing**, yet the supply of programmers far from meets the demand. It was estimated by Code.org that there will be a million vacancies for programming jobs by 2020 in the USA alone. In fact, I feel this skills gap is far wider and far more immediate. Especially when we look at the need for digital literacy, leadership and hybrid skills sets across all departments of a business. People across all sectors of business, from graduate level to board members are in need of digital re-skilling and re-education.

**Fundamentally, the world has changed, yet human beings have not been able to change with the same level of speed.** We are indeed in the midst of a technology revolution and one which brings with it the need for an education revolution and a fresh approach to learning and to talent. We like to call it **Digital Enlightenment**.

**There has been a noticeable shift in appetite to embrace learning about technology** in the past few years. Governments have acknowledged the importance of digital skills, introducing coding onto the national curriculum in the UK in September 2014. Typically in 2011 when we founded the business, CEO's would say *"I don't need to understand what's under the car bonnet to drive the car"*. Cut to three years later and we see leaders in business embracing the technology and innovation agenda.

**The most innovative CEOs are displaying an honesty about what they don't know**, an eagerness to learn about the technologies behind the screen, a desire to be able to speak the language of technology and a passion to put technology at the heart of their businesses, leading their teams by example. We've worked with over 3,000 businesses across 40 different cities across the world. The appetite to innovate by expanding the vocabulary of business and innovation to code is universal. Because technology is also universal, impacting businesses large and small across the globe.

**We are on a mission to demystify the dark arts of technology** for anyone and everyone and have expanded the remit of the work we do to hacking and cyber security, data and hardware. Teaching people hands on and taking them as far behind the screen as possible. And it's inspiring for us to see the impact this kind of education can have not just upon individuals but their businesses as a whole. And to work with pioneering

companies driving digital transformation, culture change and innovation from board level across their entire business and local communities. For example, Talk Talk, Unilever and Mastercard to name a few.

**Technology also has a huge role to play in regaining society's trust in businesses.**

There are brilliant opportunities for companies to be transparent, capturing and sharing and making available information for their teams or for their customers. How far are we prepared to take this – customer feedback, salaries? Transport For London (TfL) has opted for transparency and openness of data as its default, and that has created incredible levels of engagement. On top of that, numerous businesses have been able to grow by mining TfL's data, at the same time creating the social and economic benefit that comes from people being able to make better informed real time decisions about their journeys in London.

**Another great example of putting transparency at the core** is Buffer, the social-media start up. Not only does it publish its ethics and business culture on its website, it also shows every single employee's salary. By doing this, Buffer is creating its own employee brand – one that will attract the right talent who share in its own vision as to how an organisation should operate in the future.

**Stack Overflow's 2015 survey of programmers found that they were 92% male.**

Does it matter that our digital future is being written by men not women? To me it feels a bit like the 1960s when all advertising aimed at women was written by men, from a male perspective. I feel like history is being written in lines of code, and I want women to be a part of that history. I hear the phrase “women's brains don't work that way” a lot in regard to technology. Can you imagine any other sector of business today where that would be acceptable? It's essential that women are included in the future digital economy and that its creation is borne from a range of different insights, cultures and perspectives.

**At a time of incredible uncertainty and change** never have strong digital leaders been more necessary. To lead into the future you must have curiosity, a craving for knowledge and learning. You will be leading into a future defined and shaped by digital technology, operating in a digital economy, and you will need to be able to take people with you on what may be for many a scary and challenging digital transformation journey. Unless you have some understanding of technology and the language it uses you won't be able to innovate, or communicate, or even make an intelligent decision. You will be



stuck in the world where many leaders find themselves today, delegating technology to a remote department in some corner of the business and occasionally bringing 'the data person' to the board to talk through a vital agenda item - only to find that you can't even have a conversation because you have no idea what to ask them. Some of the most empowered and innovative CEO's we've seen are those that do not accept the first answer and are not fearful about better embracing technology and learning.

**By simply embracing technology as a core business driver** and taking steps to better understanding - ask questions, learn from others that are more digitally savvy within the business - it is these CEO's that will come out of this tech 'arms race' as winners.

**Where is my data and where is the data talent in my business?** Two questions often asked by business leaders. There is a need to identify and unlock digital talent, confidence and literacy within the very walls of your business. We need to recognise that not only do most employees start from a sense of being excluded and extremely unconfident, tending to opt out of technology conversations rather than opt in, but also there's widespread fear that 'technology might be replacing me'. It's not only alien, but potentially an enemy. Engaging with that and changing the culture of fear and avoidance is vital. Find the hackers and promote them, for sure; but also understand that latent digital talent may be hiding in unlikely people. My colleague Olly at Decoded was looking at Leonardo da Vinci's CV aged 30, a resume he sent off as a job application. It has 11 points, the first 10 are all about his skills in military architecture and siege technology, then as an afterthought, almost like a hobby section, he adds that he's not too bad at painting. Few people have any idea of their potential digital talent, because they've opted out from it at an early age. It's never too late to learn.



## GAVIN PATTERSON

### Chief Executive BT Group plc

*Gavin Patterson was appointed Chief Executive BT Group in September 2013. He joined BT in 2004, becoming CEO BT Retail and joining the BT board in 2008. Under his leadership, BT Retail cemented its market-leading position launching BT Infinity fibre broadband, driving growth in IT services and building the largest wi-fi network in the UK and Ireland. Prior to this Gavin was at Telewest and Procter and Gamble.*



*Gavin sat on the advisory board of Cambridge Judge Business School (2010-2013) and was President of the Advertising Association (2011-2014). He is currently a Non-Executive Director, British Airways and Trustee of The British Museum.*

**Absolutely everything you do is visible.** To lead, you need to manage the reputation and the ethics of your business. Those are constants; what's changed is the tight and constant scrutiny – public and political. That scrutiny means that a leader without strong integrity, ethics, and sense of social responsibility is almost certainly going to land in trouble. When I started working, those issues weren't talked about much; today they are no longer even differentiations, they are givens.

**You must not get distracted.** Having been in this job 2 years, that's one of the most important things I have learned. Everyone knows that a CEO needs to establish a clear sense of what matters, and a tempo and pace to ensure that what you've committed to gets delivered. Less apparent is the parallel need to be the person who has a feel for the myriad of other potential priorities bubbling under, and who knows how and when to nip them in the bud. This ability is more about instinct than detailed analysis: smell, not science.

**People talk about 'extrovert' and 'introvert' types: to lead, you need to be both.** 'The loneliness of the CEO' is a familiar phrase. There are plenty of people to talk to, but very few if any you can share it all with. So while on the one hand you need to have the classic extrovert talents of being able to go out there and create a fantastic positive dynamic, you also need the ability to think in an introverted way – you need to be able to take lonely decisions and trust yourself.

**Linking ‘work’ to ‘purpose’ unlocks your people.** There is nothing unique in my take on this: having a purpose which people can relate to is essential. For example BT engineers are able to get up every day before the alarm goes because they know that they have a job that matters in their community. The purpose of your company needs work; it needs to be brought to life and it needs to be constantly lived. The CEO has to take on that responsibility, to do what’s necessary to ensure that in all its dimensions the purpose of the business is used and empowered throughout the organization. When purpose is a live debate, from the boardroom down, your ability to achieve what you set out to do is transformed.

**Candidates for leadership shine out.** The trouble is there are too few of them. If you’re looking for the right people to take the top positions, you are looking for individuals who have what it takes to be a selfless leader, to know it’s about their team not about them, people who are prepared to take hits and sacrifices along the way. You’re looking for people who understand that in business you can take almost everything away except for culture, that culture is your only ultimate source of competitive advantage, and if your culture is strong that will allow you to renew and rebuild.

**Hidden bias around gender in employment needs addressing.** When I met my wife she was earning more than me and with good reason. We had three kids in quick succession and she became a full time mother. The truth is there is no easy path for her back into the same level of career. Finding better ways to harness the talents of more women, building in genuine fairness, eradicating hidden bias whether for gender, race or any other reasons, these have to be priorities for us to address.

**Leaders who don’t have customer understanding in their DNA will suffer.** This is true now, and it will become increasingly true as the barriers between businesses and their customers continue to erode. Much of what I use day to day I learned early on in P&G, including that customer perspective. You either get this through early experience in your 20s and 30s, built into the first steps of your career, or you don’t get it at all. I know of nobody who has successfully managed to retrofit this into the way they think.



## RICHARD REED

**Co-founder innocent drinks, Art Everywhere, JamJar and The Reed Page Foundation**

*Richard Reed is the co-founder of innocent, the No.1 smoothie brand in Europe. The business was started from a market stall in 1999 by Richard and two friends and has grown into a business with a turnover of over £200m, selling in 15 different countries across Europe.*



*As well as co-founding Innocent, Richard is the co-founder of Jam Jar Investments, a company that backs young entrepreneurs; the co-founder of Art Everywhere, the world's largest art show; and the co-founder of The Reed Page Foundation, a personal charity that funds peace-brokering and environmental protection initiatives across the world.*

**I place a high value on being congruent.** The more congruent you are, the more you will cut through, the more likely you are to achieve clarity and credibility. Innocent was congruent. Everything came from the same place and the whole company was organized around the principle of leaving things better than we found them. Congruence is about making sure your feet match your lips: in Ghandi's words 'be the change you want to see'. I struggle to think of a successful CEO who doesn't believe in the value and benefits of what their business does, what it contributes to society. You have to find something to do which you can really connect to, believe in, and that's net positive for the world. If you're in the wrong place where this is not the case: change it or change places. It's easier to say than to do, but living a career and life of purpose is a driver of happiness.

**I can't foresee a time when the basic truth of what drives business success changes:** provide a product or service that makes the life of the customer better, in a way that is superior to the competition, in a way that is profitable for you. Not keeping that front of mind is dumb.

**We are going through a revolution in emotional intelligence.** Historically, business leaders have typically been more left brain, it's been all about spread sheets, buy low/sell high, close that factory. Leaders these days have to be right and left brain. Emotional intelligence isn't just about how you lead people in your own business, it's about understanding the deep responses consumers have to what you offer them, knowing the value they place on ease of use, the feel, speed or taste, the more intangible

human factors. Focusing on these is the beginning of creativity. Think of Steve Jobs: the biggest single factor for him was to make things beautiful. Think of Google's success – it's all about the human dimension, having something simple, quick, and totally effective that people love using. Great leaders have the ability to harness creativity in a commercial context to deliver these little human moments of delight, joy and wonder.

**We have to accept that our own decision making is biased.** Understanding the psychology of decision making is vital for leaders. We all bring biases into the board room, we all have large areas of blindness. If we want to make better decisions we need the ability to steward great teams, making sure we have the right balance of people, including people who see life from very different perspectives than our own. It's up to each of us to know ourselves, know what else we will need that we don't have in order to succeed, and choose the right people to surround ourselves with. In Innocent I always said there were three of us, and together we made one good business person. The chances you will get the whole package in one person? Good luck with that.

**Anyone who has got a single note workforce is missing out;** it's not a single note world. You want your organization to reflect society because you're trying to connect with and understand society. It's best to get to this because you want it that way, but otherwise maybe regulation is necessary if it helps get us there. Age, ethnicity, and gender mix is critical but so too is a diversity in the range of personality types.

**Charismatic confident people get more job offers, but don't ignore the quieter ones who take longer to answer.** Harvard Business Review published research which showed that the confidence with which people speak is inversely proportionate to how right they are, and leaders have to learn to unpack that difference. I have had to consciously teach myself to step back after a meeting with someone super confident and think *"Hang on, have I just been charisma'd?"*. Go back and check. Never assume that self belief is justified. Whether someone is confident and whether someone is right are too different things. If you find that someone has both the up-front confidence plus real substance, that's the stuff of leadership.

**Three things today's leaders should be doing for future leaders:**

1. Encourage them to go wide before they go deep. The more you have a proper understanding of how each bit of something works, the easier it is for you to harness the whole. Don't let them get sucked into the game of angling for their immediate boss's job; let them know there is a longer game and to play it means going wider.

2 Have absolutely zero tolerance for anyone blocking talent. I've seen great people managed by average people who are so desperate to take credit that they bury the talent. Leaders need to know, reward and champion the people who are actually making a difference. Make sure people have time in the sun, that way you will learn their capacity to grow.

3. Coach people to develop a wider life in the business. The best interview question is 'what are you going to contribute to this organization beyond your role?'. Find out if people can be net exporters of new ideas. Of course they should nail their own role first, but then they need to think 'what else can I bring?'.



## JENS SCHULTE-BOCKUM

*Jens Schulte-Bockum was CEO of Vodafone Germany until June 2015, a €10bn revenue business with 40 million customers, following roles as Group Corporate Strategy Director, Group Director of Terminals, and CEO of Vodafone Netherlands. He was previously a partner at McKinsey&Co.*



**Change is accelerating and becoming ever less predictable.** When I started in business 20 years ago, we were still in the age of scenario planning. Companies would look at the long term future through the lens of a 60% probable scenario, based on a steady-state projection of established trends, with two 20% probability outliers which would typically be ignored, and that was the basis for strategic discussions. Even today you will hear businesses articulate 5-10 year plans with confidence, but to me this is untenable. You can't pin down the scenarios, there is too much change and too much that is unforeseen to make even near term predictions reliable, and I expect that to accelerate. You see this in social and political changes: Grexit, Islamic State, Scots devolution, EU

referendums – some would claim that these have been long in the making but in reality virtually no-one had these as key global changes on the radar 5 years ago. Or take the case of energy: until two or three years ago, we were led to believe that energy scarcity is one of the big secular challenges we face as humankind. Now, with shale gas, plummeting oil prices, an explosion of alternatives, infinitely greater reserves of hydrocarbons than we'd assumed, we don't really know whether the future will be about scarcity or abundance of energy. That's one example of a scenario which for decades has been central to strategic considerations, where the situation has turned on its head. The implication is simple: we just can't know what reality we will be living with in 5 years' time. Who can confidently assert that some development in, for example, biology, genetics, or AI could not completely change the context of choice, morality, or human employment within the next few years?

**Uncertainty is why leaders now prioritise long term purpose over long term planning.** Given the impossibility of taking the traditional leadership route of big picture planning and strategic development, leaders have had to ask what exactly they can focus on. This has led many companies to focus on talking about their purpose, or if you're West Coast 'transformational purpose': defining mission has become a bigger game than defining strategy. Then you need to establish decentralized flexible decision making so that everyone can steer in line with that mission. You define the benefit you want to offer to society and to customers, and as you go forward you rely on everyone taking decisions in line with that benefit. For that to work, for decision making to be consistent and reliable, leaders also need to make sure that the right values are embedded into the organization.

**When you lead with purpose and values, you attract the best new talent.** The labour market has turned upside down from being a buyer's market to a seller's market, and people will no longer line up to join the big traditional firms who define purpose primarily in economic terms. Today's graduates expect to contribute to a greater social cause and reap individual economic rewards.

**Our long term beliefs are being challenged.** The sense of the supremacy of Western culture, the idea that the best available model of society is a certain type of democracy where individualistic capitalism is softened by the prop of social welfare systems: we looked to these in the past as the standard, the reference compared to which alternatives (such as communism) stood no chance, and many of us still hold these ideas today. We need to see how easily conceivable it is that these are temporary and could be overthrown

by, for example, an Eastern paradigm. There are many in Asia who believe that economic success and liberalism don't have to walk in step, and that social and economic freedoms may actually diverge. We have to stop assuming that these perspectives are coming from cultures where people 'haven't yet seen the light', and understand that these are different paradigms with their own firm systems of belief and behaviour, fully convinced of their own coherence and validity. The discrepancy between Western secularism and resurgence of religious ideas, e.g. in the Islamic world, is of particular interest. Many Europeans find it increasingly difficult to deal with people who actually do believe in something.

**There is no economic theory that explains what's going on.** Who really knows what central banks should be doing? Who even knows how money works today? We used to know; post-Friedman, we had a very clear monetarist paradigm. That was thrown over by the financial crisis. Central banks are still out there hosing easy money into our societies, hoping they are fighting the fire but quite possibly feeding the flames. We see massive asset price inflation, and at the same time signs of deflation in our economies, and we have limited coherent explanatory models. Similarly, the calm assumption by most economists that capitalism spreads wealth seems now far from clear, and there's an unprecedented public debate around much more active redistribution strategies.

**In spite of everything, two key leadership attributes won't change.** First, the macro visionary capacity to be able to articulate a desirable future, create momentum towards it, and articulate principles on how that future should be achieved and how people should work together to achieve it. If anything this is becoming more relevant because the strategic narrative is so much more fluid and elusive. Second, the micro individual qualities around resilience, around how to continue to be true to yourself while dealing with ambiguity, self doubt, the constant ebb and flow of relationships where friend and foe can change paces overnight. These two are deeply linked: if you behave in ways that compromise your true self, then you also undermine the credibility of the principles you have put in place to guide the business.

**The withdrawn leader is definitely not the model for the future.** Openness is vital, for example first hand exposure to the trends and changes shaping the world. If you're not in some kind of meaningful conversation with people under 25, if you don't really get the internet, if you still see diversity as an agenda rather than an advantage, you won't be able to lead.



**Leaders are often challenged to make clear exactly what the big picture means for individuals right here and now in their daily work.** This is important, but I believe it's also becoming increasingly difficult. Google's mission is 'to organize the world's information and make it universally accessible and usable'. Is it clear, or easy to articulate, what this should mean in practical terms to a frontline employee in, say, Portugal? Vodafone takes the one year plan, the three year plan, the five year plan and the three central KPIs of the business and tries to translate those into unit KPIs and the 'five things everyone knows they need to do'. The effort is admirable, and everybody wants this clarity, this sense of a direct line of sight, but does it actually hang together coherently in practice? I believe you need a more organic model, less hierarchic and less technocratic. It's no longer sensible to see an organization as a big machine which you tune once and wait for it to produce the results. The sub units need to be self organizing: they need to know clearly what True North is, and then help them to find their own way there. As soon as leaders start to believe that the answer is to break down enterprise KPIs into individual targets, they send out a message that thinking is not required. I'm not advocating total and constant ambiguity and re-orientation, simply less telling, a lot more inspiring, and standing up for devolved decision making. Creating a consensus about the future.

**More leaders will be generalists.** We used to recruit experts for the long term, people who could bring a well defined set of attributes (typically academic expertise) which we would then set about depreciating over a 20 year span. Today expertise has been commoditized by the internet, and besides we expect lifelong learning. The people we need as leaders will have a 360 view of the world, problem solving skills, social skills, generic capabilities they can apply to problems as they march through their careers. This has specific implications for what qualities to look for in the next generation, and for how we train that talent. We need to expose our future leaders to a sequence of experiences, swap around technical and commercial types, move people internationally, switch posts between field and HQ – a very different model from the traditional development path. Willingness and openness to expose yourself to more unusual experiences should be a litmus test of future leadership talent. At the same time we must avoid creating career tourists who've ticked all the checkboxes without having penetrated. Look for the ability to go deep and make a demonstrable achievement: the T-shaped CV is the ideal. When I'm mentoring people about their next career steps I often ask if they've reached a level of completeness, a legacy, in their current job. This may sound like a paradox but actually you need both qualities, breadth and depth: when you see those together, they're a good predictor of potential.

## PHIL SWASH

### CEO GKN DRIVELINE

*Phil joined GKN in September 2007 as CEO GKN Aerospace Europe. He later added the responsibility of GKN Aerospace Special Products Group before he took up the position of CEO of the Land Systems Division at the start of 2014. In 2015 Phil became the CEO of GKN Driveline, joining the GKN Executive Committee.*



*He began his career in 1980 as a craft apprentice with Hawker Siddley Dynamics and worked for several years as a fitter then industrial engineer. He has a BEng (Hons) in mechanical and production engineering.*

**There's a paradox right now between some constraints which are increasing and others which are dramatically reducing.** On the one hand you're under the spotlight from more stakeholders on a wider range of issues than ever. But on the other hand we're living in an age where barriers are disappearing: access to geographies, talent, capital, all traditional factors which limited your options, seem increasingly irrelevant. Partly that's to do with economic factors – strong balance sheets, cheap capital – and partly to do with the long term structural changes being driven by digital transformation. But you come back to the constraints of stakeholder scrutiny and if you're in a big PLC you are inevitably, and rightly, surrounded by a board whose job it is to ensure sound governance and to minimize risk.

**In this environment, fortune will increasingly favour the brave.** That's easier in start ups and entrepreneurial contexts than in big established businesses. If you're in a major PLC then knowing how to embrace risk, how to be brave, without jeopardizing the core is something leaders will increasingly have to practice. There are a number of good models for making this work and you need to be on top of all of them: smart acquisitions, ringfencing and incubating small innovative in-house project teams which can cut through some of the clunkiness inevitable in an established firm, and making sure that the voices of your best young talent are properly heard at a strategic level.

**A good example for us at GKN** was the acquisition of the Williams F1 Hybrid Power business – it cost £8m, so it was hardly betting the farm, but at the same time we knew that an important part of the market is heading for hybrid power and with little track

record of our own in this area, we needed to find a way in at the right level and with the right pedigree. It was a brave departure for us but not in any sense a major risk.

**The ‘Skunk Works’ model developed by Lockheed Martin** during WW2 to fast track fighter jet development is something every business should continue to be inspired by. Faced in 1943 with an urgent need to innovate – in this case take a jet fighter from brief to finished project in 5 months – Lockheed knew that standard procedure would never deliver this result. They decided to allow a completely ringfenced internal team lead by a complete maverick to take it on and run with it on their own terms. 143 days later, job done – and the product, the XP-80 Shooting Star, remained in service worldwide for decades after. When you see a business that’s struggling to keep up with the pace of innovation, it’s always worth asking whether they have a Skunk Works.

**A challenge that we all face** given the accelerating, at times exponential, pace of change is whether the people who have reached positions of leadership are in touch enough with new trends. The answer is likely to be that they’re not. There are things we can do about this – old dogs can be taught at least to understand new tricks, and any leader who has stopped learning new things should seriously consider whether they’re still up to the job. But in future we will increasingly need to think about how to bring younger voices into the process of shaping strategy. At a minimum that means focused and formal consultation which brings the voices of your best young talent around the table with the Executive Committee, so that the perspectives and ideas of 20- and 30-somethings are weighed alongside the 40- and 50-somethings who currently dominate leadership decisions.

**But while nurturing young talent and giving it a voice within your organization is clearly vital,** at the same time another trend points to a new kind of talent outsourcing. In the past, outsourcing is something we’ve seen in relation to highly repetitive, easily replicated functions. In future, I believe we will see more and more web based outsourcing of innovation – our best ideas and solutions may well start to come from people we’ve never met and who will never feature on our payrolls, designers or coders responding online to a brief set by us. Attracting the best global talent to these opportunities, engaging with people who owe you no employee loyalty. This is frontier territory for leaders and getting it right will create real competitive advantage.

# NICK WRIGHT

## LUNTZ GLOBAL

*Nick runs the international side of the business. He began life as a researcher and speech-writer at Westminster, and over the past few years, has polled, fought and won campaigns in over twenty countries, including the US, UK, Australia, Pakistan and Iraq.*



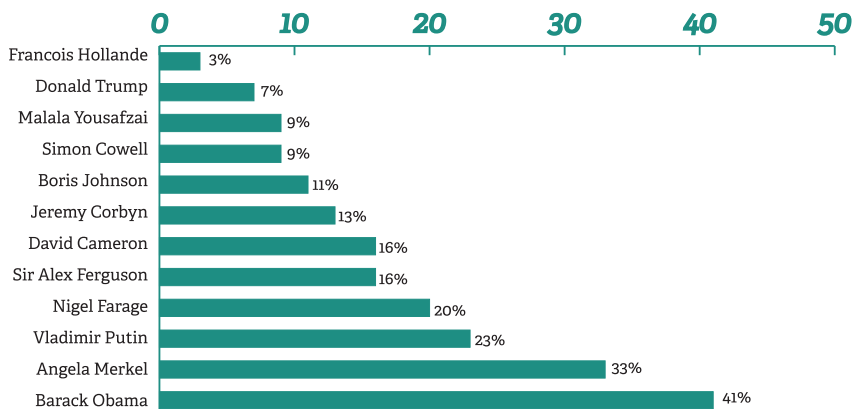
*He specialises in designing deep - and accurate - opinion research, as well as winning communication strategies for leaders in all spheres. Nick pioneered Luntz's latest message/language poll techniques in Australia and is a certified QPMR, MSc, Council Member of the Royal Institute of International Affairs in Sydney. He writes regularly on politics, and international relations for various websites and publications.*

*He is also an occasional guest lecturer at the University of Sydney's International Relations and US Studies Centre, in 2013 delivering a special lecture on Niccolo Machiavelli's The Prince, exactly 500 years after the work's first publication.*

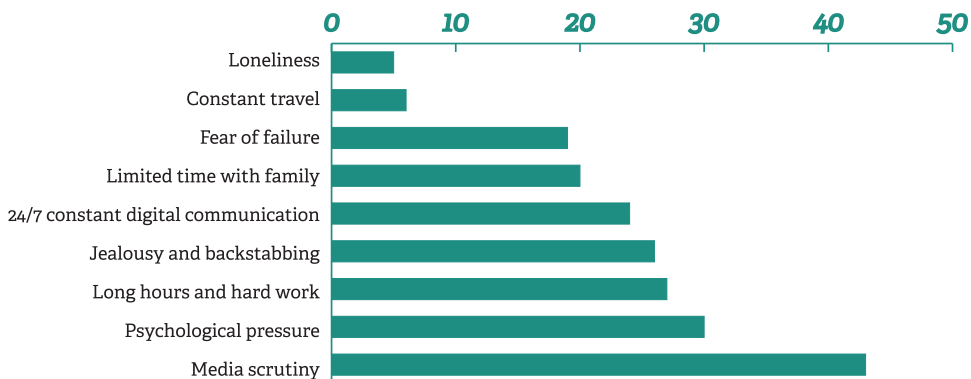
*He divides his time between Australia, the US and his home country of Great Britain.*

The findings presented here are a sample of our specially commissioned October 2015 research into UK attitudes to leaders and leadership, touching specifically on perceived challenges, comparative strengths, and issues of diversity. Other findings have been incorporated into the introduction to this report.

### Best example of strong leadership today?

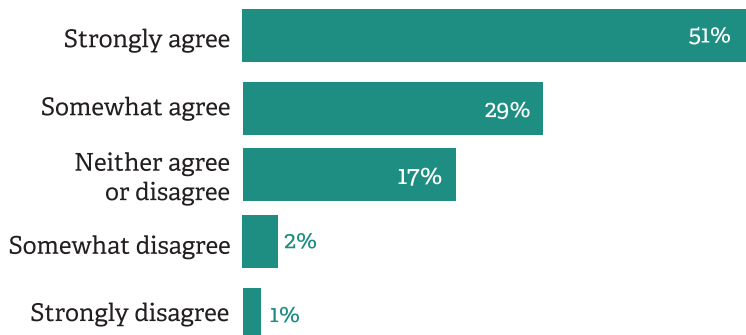


## Most challenging aspect of leadership today ...?

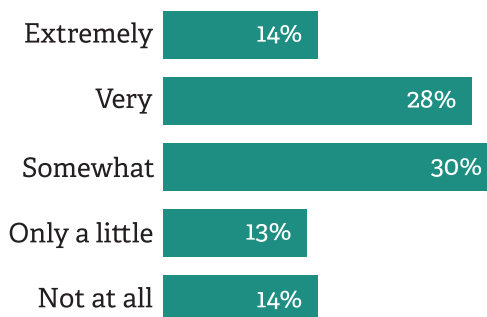


## Do you agree or disagree?

*'Britain as a country has been over-run in recent years by political correctness and a desperate desire not to offend minorities. What is really needed today is authentic leadership that is blind to your colour or creed, and more interested in the content of your character. Somebody who embodies these values would be someone I'd be happy to follow'*



## How important is diversity in the leadership of British business & politics?



## Which of the following is closest to your point of view?

We should actively promote future leaders from minority and diverse groups, in order that British companies become representative of - and empathetic towards - the communities they serve.

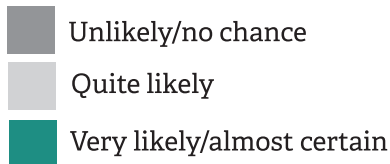
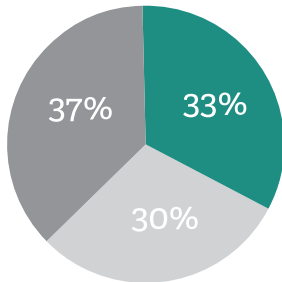
36%

Minorities don't need any special treatment; Britain is meritocratic enough as it is and, over time, British businesses and institutions will become naturally more diverse as a matter of course.

64%

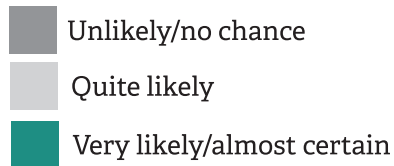
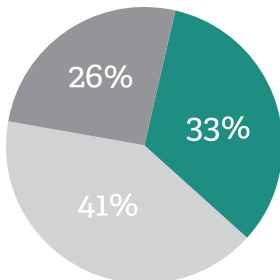
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## The chances of Britain being led by a black person in my lifetime are...?



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## The chances of Britain being led by a gay person in my lifetime are...?



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# The future leader

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