

LINDA SHARKEY, PhD • MORAG BARRETT

FOREWORD BY **MARSHALL GOLDSMITH**



THE
future-
proof
WORKPLACE

— SIX STRATEGIES —

**TO ACCELERATE TALENT DEVELOPMENT,
RESHAPE YOUR CULTURE,
AND SUCCEED WITH PURPOSE**

WILEY

LINDA SHARKEY, PhD • MORAG BARRETT

FOREWORD BY MARSHALL GOLDSMITH

THE
future-
proof
WORKPLACE

— SIX STRATEGIES —

TO ACCELERATE TALENT DEVELOPMENT,
RESHAPE YOUR CULTURE,
AND SUCCEED WITH PURPOSE

WILEY

amazon.com®

BARNES & NOBLE

BAM!
BOOKS·A·MILLION

800ceoread

Praise for *The Future-Proof Workplace*

“By anticipating the future we thrive in it. Linda and Morag do an outstanding job of helping us see what is coming and then make both organization and personal choices to live and work better. Their ideas are insightful, stories captivating, and recommendations useful.”

—**Dave Ulrich**, Rensis Likert Professor of Business, University of Michigan Partner, The RBL Group

“*The Future-Proof Workplace* provides the insights you need to ensure your organization is prepared today for the changes that are already upon us.”

—**Margaret M. Keane**, Chief Executive Officer of Synchrony Financial

“Linda and Morag share their clear thinking regarding the future-proof workplace. It’s a new day in the work world, and to stay alive and competitive, employers and employees must understand and appreciate the myriad factors affecting the workplace at an alarming rate. Staying abreast of how globalization, demographic shifts, and technological advances impact our world are the keys to success.”

—**Dale Mason Cochran**, President, Concourse Ventures, Inc.

“*Future-Proof* is a home run! It challenges us to embrace the most important discussion every leader must have—how to future-proof their organization.”

—**Jason Jennings**, *New York Times* and *Wall Street Journal* best-selling author of *Think BIG-Act Small*, *The Reinventors* and *The High-Speed Company*

“The Future-Proof Workplace highlights a subject other management texts avoid—that the nature of work has changed and yet our approach to work, in many cases, has not. This book is packed with stories and practical approaches and solutions to future-proof your organization.”

—**Jean Elizabeth Lee**, Principal,
PwC Human Capital Consulting

“Recent business and technology shifts have created a workplace that is almost unrecognizable from that of two decades ago. And yet many of our approaches to leadership have remained unchanged. Sharkey and Barrett wake us up—crystallizing the changes and giving us new, values-driven tools for powerful, effective leadership.”

—**Jim Ludema, PhD**, cofounder and director
of the Center for Values-Driven Leadership,
Benedictine University

“Linda and Morag have scored a Touchdown! They have challenged each of us to embrace the most important discussion that should be at the forefront of every organization—how to future-proof your organization in the ever-changing landscape of business.”

—**Jason Carthen, PhD**, The Leadership
Linebacker™, “Are You Living Your Destiny?”

“The Future-Proof Workplace provides valuable insights that will help organizations seize opportunities in this rapidly changing landscape, transforming possible vulnerabilities into a competitive advantage.”

—**Nazneen Razi**, Chief Human Resources
Officer, Health Care Services Corp

CONTENTS

Foreword	Marshall Goldsmith	xv
Chapter 1	Surviving and Thriving in Turbulence	1
	Today, Not Tomorrow	2
	Waves of Change	2
	Digitization and Change	4
	Changing Demographics	5
	Globalization Is Now	6
	Shock and Awe	7
	Six Factors of Change	8
	Looking Ahead	17
	The Future Happened Yesterday	18
Chapter 2	Leadership: Leading the Future	21
	An Old Brand of Leadership	22
	Self-Focused Leadership	23
	Greed	24
	The Consequences	26
	Twenty-First-Century Leadership	27
	The Privilege of Leadership	28
	Personal Values Create Company Values	28
	Defining Values	31
	Leaders with Heart	32
	A Decision to Lead	37
	Future-Proof Your Company	39
	Future-Proof Your Career	40
Chapter 3	Culture: The Key for Innovation and Speed	41
	What's the Difference?	41
	Culture and the Customer	43

	The Evolution of Culture	45
	Understanding Culture	46
	Fast-Forward Culture	47
	The Values and Culture Connection	48
	Bringing Culture to Light	49
	How Do You Create a Culture That Hums?	55
	Hard Choices	56
	Leading a Future-Proof Culture	57
	Future-Proof Your Company	59
	Future-Proof Your Career	60
Chapter 4	Purpose: Navigating Turbulent Waters	61
	Mission and Vision	62
	What Are We Building?	64
	Purpose	67
	Purpose Is Inspiring	68
	The Power of Purpose	69
	Purpose and People	71
	Banking on Purpose	72
	Future-Proof Your Company	75
	Future-Proof Your Career	76
Chapter 5	Relationships: Our Connected Future	77
	A Tale of Two Parts: Morag's Story	79
	Relationship with Work	81
	Work in the Future-Past	83
	Career Lattice	85
	Relationship with Employer	88
	Relationship with Colleagues	90
	Relationship with Cultures	92
	Relationship with the Community	93
	Relationship with Our Network	94
	Balancing Is No Act	96
	Future-Proof Your Company	98
	Future-Proof Your Career	99

Chapter 6	Diversity and Inclusion: Future Inclusion	101
	Sea Change	102
	The Facts about Women	103
	Stereotyping Is Personal	105
	When Bias Seems Pragmatic	107
	Brain Science, Bias, and Diversity	109
	Stereotyping and Personal Beliefs	111
	Vicious Cycles	112
	Bias in the Mirror	112
	Rewiring Inclusion	114
	Taking Action	115
	Future-Proof Your Company	116
	Future-Proof Your Career	117
Chapter 7	Technology: Resistance Is Futile	119
	Technology the Disrupter and Enabler	121
	Data Is Big	122
	Genuine Intelligence	125
	Uploading into Society	127
	What's Your Response Time?	129
	Future Workforce	131
	Changing Identities	132
	Everything Is Connected and Transparent	135
	Personal Impact	136
	Your Reality	137
	Catching the Wave	139
	Future-Proof Your Company	141
	Future-Proof Your Career	142
Chapter 8	Learning: Curious Learners	143
	The Hare and the Tortoise	144
	Welcome to the Nano-Degree	146
	Curiosity in the Driver's Seat	147
	Introducing the "T" Learner	150
	Soft Skills Finally Take Center Stage	152
	Collecting Credentials Instead of Certificates	153
	Are You Learning Agile?	155

	Modernizing Talent Management	155
	The Old Days of Too Young	156
	We Can't Afford a Training Budget	157
	Learning Is a Contact Sport	158
	Build a Learning Culture	158
	A Global Learning Mind-Set	161
	Content Curation and Knowledge Management	162
	Throw Out the HR Rule Book	163
	Performance Management Becomes the Performance Moment	165
	Rewrite the Training Policies	166
	We All Want to Learn	167
	Future-Proof Your Company	168
	Future-Proof Your Career	169
Chapter 9	Workspace: The Future-Proof Workspace	171
	Time to Take Back the Key to the Executive Washroom	172
	Down with the Cubicle Farm	172
	It Takes More than a Ping-Pong Table	174
	From Water Coolers to Watering Holes	175
	Anytime, Anywhere	176
	From Corporate Campus to Community Campus	178
	Designing for Wellness	179
	Social and Environmental Responsibility	180
	What Can You Transform Today?	180
	Future-Proof Your Company	182
	Future-Proof Your Career	183
Chapter 10	Future-Proof Workplace: Waves of Change	185
	The Human Wave	187
	Leading the Future	188
	Culture Determines Innovation and Speed	190
	Navigating with Purpose	191
	Our Relational Future	192
	Future Inclusion	192

Resistance Is Futile—Technology	193
Curious Learners	194
The Future-Proof Workspace	194
Work Matters	195
Tidal Waves	196
Overwhelmed?	198
The Future	198
Follow Our Three Es	199
Notes	201
Acknowledgments	205
Welcome to the Future of Work	207
About the Authors	209
Also by the Authors	211
Index	217

FOREWORD

The focus of my entire career has been to assist leaders who are successful to be even better. This is not just my career, it's my purpose. I am very humbled and proud to have been named a number one leadership thinker in the world by Thinkers50. It is a great honor to be recognized for the work that I'm so passionate about by such an outstanding organization.

That's why I'm excited about the book you now hold. *The Future-Proof Workplace* puts forward six critical factors that must be addressed for the twenty-first century. These cannot be ignored in these turbulent times. They must be embedded in how you do business every day or you won't survive.

Whitewater rapids are the new normal in business. Many of the lifeboats captained by twentieth-century leaders will capsize. Linda and Morag lay out powerful research and arguments about why we need to embrace these factors now. How we lead and work today is being shaped by massive globalization, seismic demographic shifts, and game-changing technology.

Jobs that used to be the bedrock of the workforce are disappearing. Leaders with self-centered behavior will go the way of dinosaurs. Toxic cultures are being exposed for what they are and no longer tolerated.

I have had the pleasure to meet both Linda and Morag to exchange ideas and things we have learned. Their experience is not only deep but also wide, spanning many industries and public sector organizations.

I've worked with Linda over the years, and we share a common passion for helping shape great leaders. Linda has successfully used the behavioral coaching process outlined in my book, *What Got You Here Won't Get You There*, in a Fortune 100 company, and in many other organizations.

What most impresses me about this book is that Morag and Linda spell out a winning formula for exactly what leaders need to do to thrive now and continue thriving. They share their vast experience working with Fortune 500 organizations and CEOs to prepare for what is happening tomorrow, today.

The real-life stories and examples they share are fascinating and packed with tips to “future forward” your career. Not only are they serious researchers but they have a wealth of experience as hands-on practitioners.

We are on the cusp of major change. Many of the paradigms that held true in the twentieth century no longer apply. The way we shape and design our workplaces, develop talent and leaders, including our people practices, must be retooled for this century. And it must begin now.

This book is a real pay it forward gift to everyone leading organizations today. Whether you are a CEO, senior leader, team leader, aspiring leader, or human resources professional, this book is a must-read for anyone serious about thriving today—and tomorrow.

—Marshall Goldsmith
Coach, Speaker, Author, and Professor of
Management Practice at Dartmouth
Tuck School of Business

CHAPTER 1

Surviving and Thriving in Turbulence

The future depends on what you do today.

—Mahatma Gandhi

Look out! In workplaces across the globe, conventional wisdom is being thrown out the window.

Approaches that were tried and true are being challenged and debunked. Rules that once made sense no longer seem to apply. Everything around us seems to be in flux—from how we conduct ourselves to how companies are functioning.

For example, just 61 companies that were in the Fortune 500 in 1995 were still on the list in 2015. Only 12 percent remained.¹

Products that were staples are going away forever. Good-bye landline telephones, cable television, and personal computers. The music industry has been changed forever by downloads and streaming. While few use single-tasking cameras, more than 20 million photos are uploaded to social media every minute of every day.

Information ricochets around the world in mere seconds. Facts are checked instantaneously. Truth can be uncovered quickly, and fiction can be spread just as quickly. As a result, politics in most countries are in a constant state of upheaval.

It's a strange new world, and all indicators predict it will only get stranger.

TODAY, NOT TOMORROW

The future of work is not tomorrow. The future of work is today!

In our work with business leaders and teams around the world, we see too many companies missing out—still operating according to twentieth-century mind-sets, practices, and technologies.

We also see the careers of too many gifted individuals needlessly stalled, and ended, because of ignorance or fearful resistance.

It doesn't have to be this way. We want you, your career, and your company to be future-proof. That's why we're sharing our perspectives with you and your teams.

There are plenty of writers who give their predictions for the future, and we enjoy many of those books and articles. But this book deliberately avoids the crystal ball. Instead we offer pragmatic business solutions based on our research and experience. Solutions you can, and should, implement today.

The drivers of change in the workplace are hiding in plain sight. We want to challenge your thinking by exploring six factors, because the way we think about tomorrow influences what we do today.

WAVES OF CHANGE

There are three waves of change that test the limits of human convention and create havoc—and opportunity—in the workplace:

1. Digital technology—the increasing ability to create new ways of doing things.

2. Demographics—the changing mix of, and interaction among, people.
3. Globalization—people’s ability to do business in a shrinking world.

These waves of change are having a profound impact on how society, politics, business relationships, and innovation are shaping the twenty-first century. The ways we created strategy, managed people, and built organizations no longer apply.

As a result, power is shifting in ways that make many uncomfortable, others exhilarated, and leave some just shaking their heads wishing for the calmer waters of the “good old days.” Of course, change has been wreaking havoc on the status quo since the beginning of mankind. What’s new today is the pace of change.

New technology and globalization, in the broadest sense, have always been around. It’s the pace and reach of change that are transforming everything we do in business. Think about how the automobile changed not only transportation but how, when, where, and what people purchased.

Can you imagine life today without electric light? This invention revolutionized commerce, manufacturing, and almost every industry.

In their time, just over 100 years ago, these examples were seismic shifts for people. The changes created new business opportunities overnight while destroying other industries. They disrupted whole industries, shifted the skills required for workers, and changed the work environment forever.

And let’s be frank, there will be winners and losers, as there always have been as the world spins into the future.

DIGITIZATION AND CHANGE

Last night, while you were sleeping, white collar jobs were being replaced—by computer algorithms.

In the financial sector, software can analyze data, reveal trends, and pose probabilities faster than a human analyst can open a spreadsheet. We are able to mine data for predictions that we could never see previously. This analysis enables us to debunk myths and see new solutions to problems that we could not comprehend before.

These insights will change how we practice medicine, how insurance is sold, and how we transport ourselves to work—or stay home to work.

Today's 3D printers can create almost anything we can imagine. And our cars want to drive themselves! Robots and artificial intelligence are taking over tasks humans once did. In fact, one hotel in Japan is staffed by robots, with only a skeleton crew of humans.

But the new discoveries of the twenty-first century are only just beginning to be realized. A 2014 survey of executives by Forrester/Russell Reynolds cited that over 75 percent of those in the finance, health care, and government sectors believe that their business will be significantly disrupted in the next 12 months.

In the past few years we've seen Netflix go from darling to dumpster—twice! You can bet its executives, and every other media company, is looking to analytics to tailor content by region and by user in order to ride the wave of the future.

A “me too” strategy is not a strategy. If you're copying a business model, you're building in obsolescence and extinction.

Established corporations known as manufacturers, like General Electric, are working to reposition themselves as tech companies. GE is moving its headquarters to Boston, a decision we believe is intended to move the company closer to innovation hubs like MIT.

NV “Tiger” Tyagarajan, president and CEO at Genpact, LLC, recently shared with us that Genpact does not have corporate headquarters and instead spreads its teams around the world in hubs close to their customers. He also noted that their ability to use robots made communication with customers instantaneous.

Through the robot interface, the customer, sitting in New York, could meet the team—based in Poland—that would work for his organization and understand how its processes would be managed. It is quite revolutionary.

CHANGING DEMOGRAPHICS

Much is written today about the millennial generation. And much of it is derisive: “Millennials don’t want to work hard. They want to be immediately rewarded with big jobs.”

Go back 30 or 40 years and read books and articles about the young people coming into the workforce, and you’ll see the same criticisms and concerns. In fact, the same themes were a part of social commentary 1,000 years ago.

Yes, millennials are different, but every new generation has challenged conventional ways of doing things. And there is one constant: the entry-level generation cannot understand why they are not getting the big jobs in three years. And they have much to say about how things should be done.

Millennials have more sophisticated information tools and are usually more adept at using them in the workplace. In other

words, most have the data and social skills to back up their assertions.

Children today know more because they can discover information much more quickly—and with the right environment, they can use that information to create exciting products and services. Today's 5-year-olds can create items that a 12-year-old could not create 10 years ago, or adults a generation ago.

There always has been, and always will be, generations that challenge the status quo with more knowledge and creative capability than their predecessors. But the new dynamic is how different generations must coexist in larger numbers in the workplace.

Increased health and longevity has a huge impact on the workforce. For many, retirement at the end of a career no longer makes sense, but sabbaticals during careers may.

In the past, people retired at age 65, expecting a lifespan of about 10 more years. Today, many young people can expect to be active and productive for 20 or 30 years past age 65. The 100-year life will be a reality for many. The trend also means there will be many generations at work. This is the first time in history that five generations are in the workplace together.

GLOBALIZATION IS NOW

The ability of more people to move around with easier access to transportation has created huge upheaval in societies. It is hard today to find a truly homogeneous national culture. Even the traditionally insular country of Japan finds itself needing to embrace immigrants from other parts of the world to fuel its economic growth.

Going back to where everyone is “just like us” is not an option. The old days are gone forever—or rather—the perception of the old days.

Humans are explorers by nature. And we’re naturally cautious. Whole societies were set up to ward off onslaughts of others into their tribes. The story here is not just globalization and demographic shifts, but how easy it is for people to move around the world now—whether virtually or in person.

Societies are no longer as homogeneous as they were before, which can create tension in how work is done. This new era of globalization is a business phenomenon that is outpacing societies and outpacing companies.

Talent mobility has increased dramatically and that trend will continue. Once people get the taste of new workplace opportunities, as well as new products and services, they can never go back.

SHOCK AND AWE

Along with change comes disruption. And with disruption comes opportunity. Jobs and companies are going away in the blink of an eye, and start-ups are appearing just as fast. How many cell phones have you had in the past five years? The pace of change is only increasing.

The author Alvin Toffler predicted this in his seminal book, *Future Shock*. The future that Toffler predicted in 1970 is upon us—and has been for many years. He predicted the explosion of information sharing and the disruption of the formalized workplace culture.

Despite the writings of Toffler and other futurists, most people—and most companies—have not stayed ahead of the waves of change.

We have seen through our research, discussions with leaders, best-selling authors, and many of our Fortune 500 clients that the three waves of change are causing the following six factors to emerge. These factors have everything to do with how we deliver goods and services, motivate and engage people, and build relationships to fulfill our shared need for a sense of contribution in our daily lives.

SIX FACTORS OF CHANGE

Here are six factors transforming the workplace from the twentieth to the twenty-first century.

Six Factors	Twentieth Century Attributes	Twenty-First Century Attributes
1. Leadership	Command and control	Flexible, people-focused, shared, values-based
2. Culture	Uniform and not driven into fabric of the organization	Values-driven and embedded into organization decision making and processes
3. Organizing Principles	Mission, vision, shareholder value	Purpose, compelling social impact, customer endearment
4. Relationships	Individualistic, team-focused, and transactional; not concerned with relationships	Interdependent, deliberate, personal, and emotional

5. Diversity and Inclusion	Concentrated power, quotas driven, and program-focused	Recognizing unconscious bias and brain science reality of differences—distributed power
6. Technology	Process improvement focus	Innovation-, data-, and fact-based decisions and digital advancement

These factors require considerable reshaping of fundamentals in any enterprise:

- How you develop people
- How you organize work to deliver value to your customers
- What human relations practices you put into place to advance your workforce

Google, and other forward-thinking companies, have proven that emotional connections are the key to a successful twenty-first-century business. And all six of these factors require a fresh look at the human side of business.

Robots and Artificial Intelligence may demonstrate logic, but they have yet to exhibit heart and emotion (unless you are the Tin Man from *The Wizard of Oz*). They aren't able to display the truly unique aspects of humanness.

We may be in the midst of a digital revolution, but it's the *people* revolution that will determine whether we ride the waves of change or drown.

Let's look at these six factors in a bit more detail.

1. Leadership

More has been written about leadership than probably any other business topic. Search for “leadership books” on Amazon and you’ll get to sort through almost 200,000 results.

Still, for some reason, we often get it wrong.

We’ve seen management in the financial sector ignore technology, choosing to resist computerization with the excuse of not wanting to disrupt their employees. As a result, entire departments, and companies, were wiped out.

In the end, company success boils down to leaders: what they value and how they behave.

While much was espoused about empathic leadership, the twentieth-century leadership style was, and still is, predominantly “command and control.” According to Harry Kraemer, former CEO of Baxter, and professor at Northwestern University’s Kellogg School of Management, only about 20 percent of leaders practice inclusive, people-focused, and values-driven leadership.

Command and control is the default position of leaders when under intense deadlines and profit pressure. While leaders may wish to adopt a different posture, the culture invariably drives them to conform to “the way things are done around here.”

We’ve worked with many executives to help them change their leadership style, but when new ideas are introduced, the cultural “antibodies” drive out the change agents. The inertia is caused by other leaders in the business who don’t walk the talk, and everyone knows it except them!

In the previous century, leadership referred to the C-Suite. But business leadership exists in every department and inside every person.

The twenty-first century demands a shift in leadership to be one of engagement, collaboration, and adaptability. These are also the hallmarks of organizations that can innovate.

Without leaders who can appreciate other points of view and engage with others in an authentic way, organizations will not survive. Globalization, demographic shifts, and technological advances are here to stay. Leaders today must not only accept this fact but embrace it. They must be transparent, because others will find them out—and quickly.

Leadership is the critical factor. Without a shift in our leadership mind-set and our leadership behavior, none of the following factors will be future-proofed.

2. Culture

In the late twentieth-century, the notion of corporate culture was beginning to get some traction. Leaders realized they could have the best strategy on earth, but if the organizational culture did not embrace the strategy, it was going nowhere. Strained relationships and lack of trust could effectively erode any efforts for strategic implementation, let alone innovation.

We remember talking to leaders many years ago about trust, respect, and other factors that affect culture. Very few “got it.” The prevailing view was this is “fluff” and like other soft skills, it didn’t matter because it didn’t contribute to the bottom line. Most leaders we spoke with said, “We don’t have time for this. We are focused on shareholder value.”

When there was a deeper understanding of company culture, it focused around uniformity, respectability, and conformity. People were supposed to look and act the same, to give customers a sense of comfort and predictability.

The twentieth-century IBM model comes to mind, with the company-mandated blue suits and briefcases.

The concept of company culture was only understood in the more sophisticated companies, and, in some cases, culture's impact on the bottom line was measured. In fact, a recent *Harvard Business Review* article showed that certain positive cultures could increase productivity.²

In the twenty-first century most organizations understand that culture and values have everything to do with profitability. As Peter Drucker once said, "culture eats strategy for lunch."

Leaders now realize that values are the underpinnings of their culture. If they want a culture that truly empowers people, they must behave consistently with those values.

Companies like LinkedIn start their business meetings with a discussion of the culture and how they are living up to those ideals. Decisions about what companies to partner with include serious consideration about compatible cultures. Even at the bottom-line-focused *Wall Street Journal*, you'll often see references to corporate culture as the driving force in success . . . and failure.

A healthy culture, and living the values in daily behaviors, is essential for growth, adaptability, and innovation. No one can be left behind in the creativity department.

3. Organizing Principles

In the twentieth century, almost every medium to large organization had to have a mission and vision. In addition, these organizing principles of mission, vision, and strategy sometimes had values tacked onto the framework.

You'd read the same verbiage on the walls: "We are collaborative," said the poster, which was written and posted by the CEO without input from other employees. "We're customer-centric," read the banner, in plain sight of everyone in the long line waiting to speak to a customer service representative.

Companies spent millions developing clever statements, which were highly polished and completely ignored in day-to-day operations.

Everyone knew the real focus was profit and shareholder value. These mission-vision tools did not make a measurable difference in the workplace no matter how hard we consultants tried.

Today, in the twenty-first century, a compelling and impactful purpose, around which teams can get excited, is key. We know from studying the brain that people need an emotional connection to what they do. They need to feel inspired and believe they're making a difference if they are to make a real contribution. It's not enough to keep making a better widget or take more cost out of a process. People want to contribute to the greater good and have pride in what they do, whether they are keeping an airport bathroom clean or figuring out how to provide clean water for everyone on the planet.

Members of the younger generation assess a company based upon their view of the real purpose of the enterprise and how well it is living up to that purpose.

And today, with access to the Internet and the wealth of information at our fingertips, everyone can make an informed decision in about five minutes.

4. Relationships

Historically, many organizations played down the role of personal relationships at work. Work was a place where you did your job

and got paid in return. Relationships and social connections happened outside of the office.

If relationships were encouraged, it was in the name of teamwork. But we all know from personal experience that many teams don't work well and are often painful to be a part of.

Efforts at team-building training, Robert's Rules of Order, and using facilitators all got put into play to help people relate better to each other. In some cases it worked and in some it did not. Engagement experts discovered that having good relationships at work was directly correlated to employee retention, but it was still not understood as a key component of successful work environments.

Today a greater understanding of the role of relationships, not only at work but in business is general, is coming to light. Google began an interesting study in 2012 to examine its high-performing teams and determine exactly what made them great.³

As it turned out, results had nothing to do with the processes that were put in place to keep teams on track and everything to do with the emotional connection between team members. As humans, we are hardwired for connection, and especially for emotional connection.

This emotional connection made all the difference in what appeared, in some cases, to be a very messy team process.

Reid Hoffman, former chairman of LinkedIn, in his book, *The Alliance*, points out that building alliances and mutual relationships with one's employees is essential. This is the secret glue that keeps people engaged and emotionally connected to the work while they are there. The added benefit is that if an employee leaves, which is happening much more frequently than in the past, they leave as a friend.

5. Diversity and Inclusion

Let's be frank. Diversity has been the focus of many organizations in the latter part of the twentieth century largely because of government mandates and laws—not necessarily because we value differences.

Linda's early career was with Alcoa, a government contractor that had to report how many minority and female employees it employed to meet a quota.

Meeting quotas to ensure diversity seemed to be the prevailing approach adopted by many companies at that time and even now. They did indeed meet the quota, but the diversity was always at the lower levels of the organization and seemed to remain there.

With all the policies, programs, and quotas put in place, the needle has only moved about 17 percent for women in executive positions. An even smaller number are CEOs and a similarly small number for other minorities.

Annual meetings of many organizations are still predominately white and male. Despite the growing availability of paternity leave policies for men, many men are hesitant to take advantage of them. More than half the men surveyed in a recent Deloitte survey said taking the leave would signal a lack of commitment to work, and more than a third said it would jeopardize their jobs.

So much for great policies that don't work because of the inherent bias that exists in organizations and in each individual.

We have to understand the root causes for why the needle has not moved substantially—why women are still earning less than men, and why minorities are still underrepresented.

Based on our research and experience, the root cause is unconscious bias. And by the way, we all have bias. The brain is wired to take mental shortcuts and reacts quickly to the 11,000 cues we receive per minute. In fact, studies of the brain indicate that we do unconsciously gravitate to people of our own “tribe.”

Our mind and emotions react before we’re even aware of it. Is it any wonder organizational change is so challenging?

In order to create a truly inclusive environment with a level playing field for all, we need to understand the role of unconscious bias and the role the brain plays in our ability to connect with people who are different from us.

It is heartening to hear the dialogue going in this direction at some of the leading corporations. And the good news is, according to leading neuroscience researchers, the brain can be consciously rewired.

6. Technology

In the twentieth century, computing technology was in its infancy. It was used to speed communication, make information more readily accessible, and improve work processes.

Tech was hardware-driven and infrastructure-focused. Efficiency was the primary goal, and sometimes the only goal.

The twenty-first-century breakthrough in technology was largely missed: the ability to communicate, collaborate, and enjoy our work. But it’s not too late. We’ll address this and the other factors in future chapters.

The twenty-first-century breakthrough in IT is about discovering patterns that were previously invisible. For example,

predicting certain outcomes, particularly in medicine, will forever change health care and health care systems.

Because of these trends, the organizational basics need reinvention, re-tooling, and in some cases rejection, never to see the light of day again.

LOOKING AHEAD

How we manage and develop people will have to be dramatically rethought. Standard classroom training will no longer be the norm. With the rapid pace of change, people will need to learn improvisation to build on each other's ideas. Learning must take place in real time.

Empathy must be emphasized by encouraging employees to consider the experiences of others. Ford Motor Company has design engineers wear weighted “empathy bellies” to attempt to simulate the experience of being pregnant.

Learning will be relationship driven, as it is at Menlo Innovations, which pairs people up for short projects and then moves them around to work with others—learning and building relationships at the same time.

Office configurations of the twentieth century and standardized cubicles will be a thing of the past. Spaces are being designed for creativity and comfort as at Saudi Aramco's new offices. Aramco is the world's largest oil company, and they redesigned its standard boxy buildings for a network of honeycomb cells. These cells have no doors that act as a barrier to collaboration, and are decorated in bright colors, with soft furnishings that encourage people to sit, talk, and innovate. The twenty-first-century workspaces will be about ideas, creativity, and collaboration. And in many cases we won't need office space at all.

Human Resources policies need to be examined for inherent bias and relevance in this digital age.

Your career will change. And that can be a good thing. What will never change is the need for personal connection and interaction.

The twenty-first century is going to be messy, and it will require more agile approaches to work. Change is not new. It has happened before throughout our history and will continue in the future, far beyond our lifetimes. However, today, the impact is fast and profound. We are being challenged, as humans, to rethink and redefine our role in the world, and especially at work. In fact the digital revolution is challenging us to consider the ultimate question—what does it mean to be human?

THE FUTURE HAPPENED YESTERDAY

The future is already here—
it's just not evenly distributed.

—William Gibson, *The Economist*

Can you survive all this change? Of course you can, but you must prepare and act now!

The energy sector will grow, but coal mines are not coming back. That canary died decades ago. Admit it. And admit the change you face in your industry.

In the following chapters we'll cover each of the transformational factors that are here now and provide real-life examples and recommendations to future-proof your company—and career.

These times, if embraced with purpose, can make a difference in your workplace and create a company where everyone

matters. The future isn't for the chosen few but for those who care enough to help others transform their lives.

Buckle your seat belt, if we still have seat belts in self-driving cars, and get ready for the ride of your lifetime. For those who can stomach it, the future is bright for your company, your career, and your colleagues.

CHAPTER 2

Leadership

Leading the Future

I slept and I dreamed that life is all joy. I woke and I saw that life is all service. I served and saw that service is a joy.

—Khalil Gibran

We walked into the executive meeting after preparing for days with our team to deliver the much-anticipated proposal.

Our team had worked hard to capture what the executives wanted. Many long days and nights were consumed with getting just the right tone, providing the facts, and offering some cutting-edge solutions.

As we waited outside the conference room, we heard arguing and yelling inside the room. We all looked at each other with concern. We'd heard that the executive team did not get along and its members were always trying to outdo each other. Each one wanted to be the smartest person in the room and often showed it by pointing out small flaws that had little impact on the proposal.

Colleagues often came out of those meetings discouraged and demoralized. It appeared that was going to happen again with our team.

As the doors opened, a colleague walked out of the room and said, “Good luck. They are really in rare form today.” This team was sent back to the drawing board again because the executive team members were grandstanding and could not agree.

We knew their pain. We had experienced it before. They had already spent many long hours on their proposal, and they would now have to spend many more. All the team wanted at this point was to get a plan approved so they could move forward. They just wanted to get on with it.

It was our turn at bat, and the same result, or nonresult, happened. We were sent back to the drawing board with a completely new direction. As we left the room, we overheard one executive say, “I found the one error in that proposal.”

As we walked down the hall to face another round of pitch-making, one of our team members said, “I wish they would just agree on what they wanted, or just tell us what to do. This guessing game is exhausting.”

AN OLD BRAND OF LEADERSHIP

What was surprising is that this group of executive leaders had no idea about the reputation they were creating. Word spread regularly about how dysfunctional the executives were and how poorly they treated those that worked for them. Not all of the executives acted badly, but enough did that the whole group got tainted. No one wanted to make presentations to them, and everyone in the organization was clued in to their behavior.

These executives thought they were providing brilliant guidance and simply being tough when they did not get what they wanted. The truth was they were oblivious to the needs of anyone else. Staff used to call meeting with the executive team the

“proctologists meeting,” and when one particularly vile female executive left, internal e-mails rang out with “Ding dong, the witch is dead.”

Soon, the tough culture was entrenched, and the company was going downhill.

These are leaders who see staff members as being there to make them look good. Their days are consumed with making sure they get the accolades and the next promotion. They come down hard on those who work for them if they make innocent mistakes, try new things, or just plain don't agree with them.

These are the command and control leaders of the past. Command and control leaders truly believe they have all the answers.

This style has been honed over the centuries through feudal systems, royal dominance, and bureaucratic organizations. It may well be unconscious behavior on the part of many leaders, which is why it is so hard to change.

SELF-FOCUSED LEADERSHIP

Some command and control leaders can be nice and treat people well but still make it clear they will have their way. They're not interested in new ideas or approaches. They are the benevolent dictators.

In the early twentieth century, this leadership style was alive and well. People came to work and did what they were told. When William Harley offered a new approach to a supervisor at the company he was working for, his boss literally smashed the invention and told him to get back to work.

What did Harley do? He continued his innovative project outside of his workplace, and the iconic brand was eventually born: Harley-Davidson motorcycles.

Even though this dysfunctional management style was popular in the early industrial era, and for that matter through the centuries, it did not ultimately thwart human creativity. It just made it harder to bring innovation to the workplace.

Studies of the brain show that humans are creative by nature and when put in situations where they can be creative their brains actually light up. But we also know that when messages have been sent over the centuries that command and control is good and empowering others shows weakness, our brains have been unconsciously programmed to model that leadership style.

GREED

You don't have to read many business headlines to see greed in action.

Volkswagen cut corners on fuel emissions equipment and cheated on the tests and only confessed when caught. Mylan became a household word by upping the price of a life-saving medication. The CEO defended the action because of a need to make more profit, and gave herself a hefty raise as a result. It only became an issue when there was a huge public outcry.

Wells Fargo encouraged staff, 5,300 to be exact, to use customer data to create millions of bogus credit card accounts and move money to those accounts through a cross-selling program. Elizabeth Warren at a Senate hearing had this to say about the CEO of Wells Fargo: "And when it all blew up, you kept your job, you kept your multi-multimillion-dollar bonuses, and you went on television to blame thousands of \$12-an-hour

employees who were just trying to meet cross-sell quotas that made you rich.”

Not only are some of these acts unethical, they are illegal. They are fueled by personal greed, at the expense of those they lead.

It is this culture of greed that puts average, honest workers under stress to deliver results at all costs. In order to get compliance, leaders resort to command and control, and followers comply.

We’ve seen numerous examples in our work with leaders across the globe. While working with a Wall Street brokerage firm, we had the opportunity to talk to executives about a leadership development program we were creating for them. Three of the top leaders informed us that all they really cared about was profit. We were astonished at their blunt honesty, though, sadly, unsurprised by the leadership mantra being exhibited.

It later became apparent that the top leaders structured deals solely to avoid taxes and borrowed money from the company treasury for personal projects (signing promissory notes but not paying back the initial loans), which made them large sums of money.

They created a culture of *make money at all costs*, and it was pervasive throughout the company. A broker actually told us he could do anything he wanted and we could not stop him because he made too much money to be fired.

The leadership development program we designed for this company was a real eye opener to the participants. It’s ironic that the program was designed to help leaders be more collaborative and to combat the poor employee engagement

scores the firm consistently received. We taught leaders about the true nature of leadership, and they contrasted it to what they were experiencing every day. Many of the leaders in our training program resigned for greener pastures and better leadership values.

This firm no longer exists. It was bought out by another organization in a fire sale. The executives walked out with bundles of money after the sale, and many mid-level professionals were laid off.

THE CONSEQUENCES

Today with social media word gets out quickly about where to work and who to work for.

The emphasis on leadership over the past 30 years has grown intense. Organizations are trying to change the model to focus on empowerment and self-actualized achievement rather than control.

Jim Kouzes, author of *The Leadership Challenge*, cited a study he carried out in a recent conversation. He asked a group of leaders to rate themselves as leaders on a number of dimensions. They all gave themselves above-average marks.

Jim then asked their subordinates to rate them, and the marks were significantly lower. Leaders are still out of touch with how they are viewed and how well they are actually doing.

Command/control and greed often go hand in hand and aren't sustainable in a future-proof world of today and tomorrow. People are more educated, more quickly connected, and unhealthy social constraints are breaking down. People are no longer as afraid of speaking up and losing their jobs. Retirement

savings are portable. Health care is more accessible. The “brilliant jerk” can no longer be tolerated.

The rules of the workplace are changing quickly. Expectations of new entrants are different. Today’s workforce is not asking to be engaged, it expects to be engaged.

TWENTY-FIRST-CENTURY LEADERSHIP

Of course, history and business are also full of examples of great leaders. But the nexus of command/control and greed worked in the past—producing obedience and productivity, albeit temporarily.

Because of this, great leadership has been rare. And the perennial debate has been whether great leaders are born or made.

Leadership of the future is really the same kind of leadership that’s always been effective.

Cultural pressures and greed are like magnets, constantly trying to pull leaders off track. And today, there are new pressures and new changes. Staying on track is not only important—it is essential for survival.

Let’s be honest. We know what good leadership is, but we often don’t model it. Why? The purpose and measure of business has been too frequently identified solely as profit.

The twenty-first-century leader understands that business is also about values, purpose, and solving problems. We all have an opportunity to encourage leadership to blossom and become the norm.

Good leaders have a good purpose and are clear about their values.

THE PRIVILEGE OF LEADERSHIP

Leadership is a privilege. It is not bestowed on a certain few who are deemed wiser or by the luck of some draw. Some of the great leaders over the centuries have left lasting legacies and, in some cases, did not hold formal leadership positions. Great leaders lead wherever they are and whatever their career level.

If you ever watch the television show *Undercover Boss*, you see how out of touch many leaders can be from the day-to-day operation. But in these situations leaders are trying to learn what really goes on. They are not trying to catch someone doing something wrong; they are trying to catch people doing things right and reward them!

When they see obstacles in the way of good people trying to do the right thing, they remove the obstacles. They learn a lot from the experience and also understand how tough some of these jobs are. They build relationships that last.

Leaders who see their role as a privilege understand that they have a responsibility to the people who depend on the organization for their livelihood, their families, and communities.

What does it mean to have the privilege of leadership? As a leader you have a great responsibility—not to yourself—but to those you lead. You cannot trash a company like Enron did and not expect serious repercussions.

PERSONAL VALUES CREATE COMPANY VALUES

Leaders need to be clear on their personal values first before adopting and modeling company values. Values must be internalized.

Here's a personal story from Linda, from when she was in graduate school. A professor asked what her values were. She froze and felt a knot in her stomach. She honestly had no idea.

How many of you would have a similar response? Ever felt like a deer in headlights? In our work with leaders around the globe we will often ask this question as part of our leadership programs.

The component part of being a leader isn't platitudes but coming to grips with values on a personal level. Before you select inspirational-sounding phrases for your company or department, be solid on your own personal values.

Joshua Chamberlain, a Civil War colonel in the Union army, was faced with a pivotal leadership challenge. One hundred twenty troops had attempted desertion and were arrested. The typical punishment for this crime was to be shot by firing squad.

But he and his troops faced a daunting battle the next day. Colonel Chamberlain had a monumental decision to make. He gathered the deserters and addressed them. Here are some excerpts from that speech:

I've been ordered to take you men with me, I'm told that if you don't come I can shoot you. Well, you know I won't do that. Maybe somebody else will, but I won't, so that's that. Here's the situation, the whole Reb army is up that road a ways waiting for us, so this is no time for an argument like this, and I tell you. We could surely use you fellas, we're now well below half strength . . .

You know who we are and what we are doing here, but if you are going to fight alongside us, there are a few things I want you to know. This regiment was formed

last summer in Maine. There were a thousand of us then, there are less than 300 of us now.

All of us volunteered to fight for the Union, just as you have.

Some came mainly because we were bored at home, thought this looked like it might be fun. Some came because we were ashamed not to. Many of came because it was the right thing to do. And all of us have seen men die.

This is a different kind of army. If you look back through history, you will see men fighting for pay, for women, for some other kind of loot. . . . We are an army out to set other men free. America should be free ground, all of it, not divided by a line between slave states and free—all the way from here to the Pacific Ocean.

Here we judge you by what you do, not by who your father was. . . . It's the idea that we all have value—you and me. What we are fighting for, in the end, we're fighting for each other. Sorry, I didn't mean to preach. You go ahead and you talk for a while. If you choose to join us and you want your muskets back, you can have them. Nothing more will be said by anyone anywhere. If you choose not to join us, well then you can come along under guard, and when this is all over, I will do what I can to ensure you get a fair trial, but for now we're moving out.

“Gentlemen, I think if we lose this fight we lose the war, so if you choose to join us, I will be personally very grateful.”

Amazingly, all but six of the deserters immediately rejoined the regiment, and another four joined shortly after. They went on

to win the battle of Little Round Top, which proved to be a pivotal victory.¹

Notice how this leader operated according to his values in the face of literal life and death decisions. Kind of makes the next staff meeting seem a bit more manageable, doesn't it?

Life and business throw tests our way. Without values you won't be an effective leader.

Solid personal values give you the platform and the confidence to translate those convictions into authentic company values.

Authentic values create a vibrant company culture. Values are the DNA of culture.

This is where the DNA culture is born and grows.

No matter where you are on the organizational chart, begin applying and articulating your values.

DEFINING VALUES

Value is no longer defined by how much money a company makes but rather moving toward how much good it contributes to society.

There is a moral fiber in the new leaders of today. They do not start their discussions with financial charts but rather with how the company is living its values. Leaders who understand that it is a privilege to lead others have a very strong moral compass. They lack the hubris of the past and the trappings of the role.

When leading a session for a company's 140 global leaders, we discussed their values. They shared honestly about how well

they lived their values at work. In some cases they were ashamed of what they did and didn't do.

The senior team did not blame them or punish them for telling the truth. They provided the space and time for their direct reports to discuss what they needed to change. Together they created peer-coaching groups to help support each other in learning how to engage with others.

The CEO did not redirect the conversation to financial outcomes because he knew that without this reflection the financial gains would be short lived.

We love the story Marshall Goldsmith tells about Alan Mulally, former CEO of Ford Motor Co. Mulally started every staff meeting by asking who needed help with what they were trying to do.

In most organizations people would be afraid to admit they needed help. But not on Mulally's team. And the results were astounding. Real teamwork is not fake teamwork. Real teamwork has trust and camaraderie that runs deep and can be seen by all. For Mulally and Ford the message was, *we are all in this together*. What is also interesting is that Ford did not take any of the bailout money during the recent Great Recession and maintained a strong financial presence in the market.

This is leadership that understands it is a privilege to lead. Good leadership drives out fear, builds support for team members, and fosters relational connections.

LEADERS WITH HEART

William Ewart Gladstone, four-time British prime minister during the nineteenth century, famously said, "We look forward to a

time when the power of love will replace the love of power. Then will our world know the blessing of peace.” Jimi Hendrix sang a similar message in the twentieth century.

In Linda’s previous book, *Winning with Transglobal Leadership*, she and her coauthors Nazneen Razi, Peter Barge, and Rob Cooke set out to discover what exactly made great global leaders. They wanted to scientifically discover the key attributes of leaders that were directly correlated to positive business outcomes.

They defined positive business outcomes as: a provable great culture, high employee engagement scores, solid financial results, sustainable performance, and stellar marketplace reputation. They wanted to know what really drove results.

They found five critical dimensions that set these leaders apart from everyone else.

1. They are purpose driven even in times of great ambiguity.

These are leaders that don’t require a mountain of details. They can make sense out of the “trees” and create a compelling purpose for the future. They are purpose driven themselves. They have reflected on who they are and make it a habit. They act with a strong sense of personal purpose about what they are trying to achieve. These people make sense out of chaos and help others see a compelling path forward.

2. They act with heart and love toward those they lead.

They do not expect others to cater to them. They take a deep interest in their teams and fellow employees. They see their role as helping others be the best they can be. They are personally engaged in the development of others. It is their mission and passion to help others meet

their aspirations. They are not the benevolent dictator of the past, rather they create paths and opportunities for people to grow and achieve what they want to achieve professionally.

It was a pleasure to meet with Suhail Bin Tarraf, CEO of Tanfeeth, a United Arab Emirates outsourcing company, and to tour his facility in Dubai. Here is a man who embodies heart. You walk into his facility and everyone knows him, and, as important, he knows his employees. He stops to chat and engages in real conversation with everyone he encounters.

Every day Tanfeeth managers start the morning with a discussion of how their team members are feeling. If someone feels sad or is having a problem at home, they can talk about it. The team rallies around the person to provide support. If the person needs to go home to take care of a sick child or parent, for example, they can leave.

People are grateful for the chance to take care of an issue that is sapping their focus. They come back more determined than ever to do a good job. The remarkable thing about Bin Tarraf is that he would never dream of interrupting one of these meetings for a concern he had, no matter what it was. Allowing people to think through the day and express personal concerns is so important to him that he waits. How many of us can say that?

3. They are team builders but not in the traditional sense.

These leaders are not just about developing their own teams but developing a team spirit in everyone. They create and connect pods of people around the world to solve tough problems. They are boundary-less in how they develop teams. It is about getting the right people

together to tackle issues no matter where they are in the organization, or who they report to.

Organization charts do not bind them, and they don't operate in silos. They don't keep the people who report to them in a box. They willingly get them involved in important purpose-driven projects. When the project is over, team members move on to the next key project.

Rich Sheridan of Menlo Innovations comes to mind when we think about a leader who lives this dimension. He has very few managers in his organization. People either work in pairs or teams to solve customer problems and learn from each other. When the problem is solved, they move on to the next group or team that needs their help or that they need to learn from. Not only is this a great development tool but it also builds strong relationships across the company.

People naturally learn to support and help each other without the constraints of an organization chart and leadership hierarchy.

4. They are highly perceptive.

These are leaders that pick up cues from others and know when others don't understand, or agree. These leaders don't just assume everyone is on board. They spend time understanding the other person's point of view.

A great example of this is Mathew Yu, a team leader from Proctor & Gamble. His job was to go around the world and help bring Lean Six Sigma to all the P&G sites. At first he would give instructions about how to implement Lean Six Sigma. But it was not sticking. People did not follow through. Initially, Yu thought it was because people in the rest of the world were resistant to anything

western (ironic given that Six Sigma is based on Kaizen philosophy, which came out of Japan). What he discovered, because he was perceptive enough to see that something else was going on, was that it was not resistance at all. People were anxious to learn, they just did not understand it in their own context.

Yu started with a small “SWAT team” and met with the local teams to explain what they were trying to achieve. They then asked, “How is this done here?”

This one question made all the difference. Teams worked through how they would achieve the goals and outcomes in their country, and embraced the tools. They wanted to learn but just didn’t understand how it would work where they were. Yu was so successful that he received many promotions and his process was adopted around the world.

5. Leaders are crystal clear about their values.

They live their values every day but do not impose their values on others. They will never do anything unethical. They have a very strong moral compass. But they understand that they may have to adjust their values slightly to reflect other social and cultural conditions relative to where they are at the time.

Jackie Mitchell Wynn, an executive at Dell EMC, told a story about her son’s training at West Point. The teacher posed a question to the class about a meeting that was to take place in Saudi Arabia.

It was a highly sensitive meeting and a very serious situation for our country. The best person to conduct the meeting would be a particular senior officer who is a woman. “You value women’s equal rights. What would you do?”

The class had a long debate. Ultimately it was decided that they would not send the women, and they would adjust their values for this situation. They understood that if a woman led the discussion in this environment every Saudi man would walk out of the room, and they would not get to square one.

This scenario is hard to believe, but sometimes you have to adjust your values for the greater good of what you are trying to achieve for others.

In fairness to the Saudis, we have personally seen change in their attitudes toward women. Conversations about women's rights in the workplace and beyond are starting to occur.

These dimensions are the ones that will carry you into the twenty-first century.

A DECISION TO LEAD

Walter McFarland, of Windmill Human Performance, noticed that the greatest leaders had three things in common. "The first big theme was passion," he told us.

"When you read the statements of the people who accomplished the most, it didn't happen by chance. They didn't achieve because they were obsessive or compulsive. They did it because they cared about it, right down to their very DNA."

The second theme: "They seemed consistently able to attach whatever their task was to that higher purpose," Walter said. "It was about changing something in a bigger and better way. It was about the opportunity for people to engage and make a real difference in the makeup of their organizations.

“And the third piece was always that somehow, in the midst of doing these global, galactic, big things, they found time to develop people. They did that without exception.”

We couldn't agree more.

“The best way to predict the future is to create it.” —Author unknown. (Probably because he or she was busy creating, leading, and empowering others!)

When you practice these three behaviors, not only will you help others and show you care, you will feel great about yourself. You can look yourself in the mirror and say, *I lived my life's purpose. I helped others live their dreams and achieve their goals, no matter who they are, where they live, and what religion they practice.*

This is the power, privilege, and purpose of leadership.

FUTURE-PROOF YOUR COMPANY

- If leading with clear convictions were easy, everyone would do it. Here are some ways to begin. Ask yourself: What guides you in your daily life, and where did you learn those ideals?

- What nonnegotiables will guide you in life and work?

- Ask yourself these questions:
 1. How would others describe me as a leader?

 2. What is driving me to be a leader?

 3. What is the legacy I want to leave?

Reflect on your answers. Share them with trusted colleagues, and write their observations in a journal and see if you like the picture they paint.

FUTURE-PROOF YOUR CAREER

- Pick one behavior that you want to do more of, or less of, to be the leader you want to be. Think about what you are going to do to live that behavior. Start every day this way.

- At the end of the day, note how well you did and when you could have done better. When you have made that behavior a habit, move on to the next. Make this practice part of your lifelong learning process.