



LEADERSHIP DISRUPTED

THE NEW PLAYBOOK FOR LEADERS OF THE 4TH INDUSTRIAL REVOLUTION

Event takeaways 18/11/20

Official launch event for **The Disruptive Leadership Report**

TOPIC: THE FUTURE OF LEADERSHIP

The playbook for leaders of the 4th industrial revolution

Chair:



Stephan Thoma, former Global L&D Director at *Google*

Panelists:



Ed Essey, Director Intrapreneurship & incubation, Microsoft



Deb Gallo, Learning & Development EMEA, Netflix



Jessica Middlemix, Head of Operations, Dyson Institute



Odharnait Ansbro, Senior L&D Partner at *T-minus*

About T-minus:

T-minus specialise in leadership development in the context of disruption, high growth and innovation. We work with startups and scaleups, leading technology companies and large corporates looking to develop new leadership capabilities which deliver business outcomes.

The Event:

We kicked off the launch of the Disruptive Leadership Report on Wednesday by sharing some the highlights from our research. We interviewed 40 leaders, surveyed 120, combined our insights with interviews we've conducted with 150 CEOs in the last two years and our work with 1000s of leaders:

Disruption is everywhere: 53% of businesses are disrupted, from small to large and across industries. Only 18% think their response to that disruption is highly effective. We asked the 280 attendees who joined us about levels of disruption they're experiencing and 64% said they were disrupted, only 11% said their response was highly effective

Size doesn't matter, leadership does: The big difference between effective and ineffective responses to disruption was the quality of their leadership – in organisations managing disruption well 73% said their leaders had the capability needed, vs. only 19% in organisation not doing so well

T-minus identified 4 shifts & 20 rules: We identified two types of leadership response – the disrupted and the disruptors and highlighted the four big shifts leaders need to make to become a disruptor:

1. Not seeing the problem to open, humble and hungry to learn
2. No north star to purposeful clear ambition
3. Not safe to fail to unleashing extraordinary
4. Can't innovate and execute to iterative learning loops

During the event we explored some of the 20 rules to live by to lead the 4th industrial revolution and discussed some key themes which emerged

THEME 1: THE FUTURE OF LEADERSHIP

What is the future of leadership might be the wrong question? What I think we will see is self-organising, non-hierarchical, bottom up, democratised, more conscious model of leadership’.

Gib Bulloch

We talked about the nature of disruptive leadership and the paradigm shift we need to make from seeing leadership as in the hands of a few, governing through hierarchy and handing down direction to something that’s more about the ‘networked operating system’ in an organisation where, as Essey said “leadership is emerging by what you do and how you behave and how you act” and the need to create spaces where titles go away and all levels of the organisation can collaborate on an equal footing. Odharnait Ansbro talked about the need to shift to a new way of thinking about leadership, encapsulated by a quote from the report: What is the future of leadership might be the wrong question? What I think we will see is self-organising, non-hierarchical, bottom up, democratised, more conscious model of leadership’

THEME 2: CULTURE & GROWTH MINDSET

The importance of an organisation's culture came out again and again, as Ed Essey put it, to create successful innovation products, to bear fruit, you need not only to create a tree (your innovation conveyor belt) you need to cultivate the right soil

The importance of an organisation's culture came out again and again, as Essey put it to create successful innovation products, to bear fruit, you need not only to create a tree (your innovation conveyor belt) you need to cultivate the right soil – a culture of innovation “where anyone in the company with any idea could land in this fertile ground and have a chance to grow and flourish and then eventually yield fruits”, where people are not only allowed to but expected to innovate. It needs to be built into their day to day work, said Deb Gallo, not something added on top to really be successful. On top of that you need to prioritise and have clear metrics for success to enable people to focus on big bets rather than splitting attention across multiple projects, said Ansbro.

Core to creating this culture of innovation is embedding growth mindset. Growth mindset, which Essey described as reserving ‘the right to be smarter tomorrow’ is one of the foundational pillars of Microsoft's culture and enables them to build a customer-obsessed, diverse and inclusive organisation

THEME 3: SYSTEMS THINKING

Systems thinking also emerged a key enabler of disruptive leadership – the ability to pull back, see the big picture, connect the dots between unlikely sources of information and break down complex problems to see the systemic patterns beneath. In our research only 16% of leaders were highly effective at this core capability

Ansbro talked about the need to think and act systemically in order to tackle the big disruptive challenges that we're currently facing like climate change. No single business can solve these alone and every business is contributing to the problem.

Essay talked about the need to act from the perspective of the good of the whole system and company as 'local optimisation leads to global pessimism'. Deb talked about the need for leaders to recognise that when they're trying to change things at a systemic level, "traditional leaders will think 'I can control this but you can't control the system. You can nudge it and it can have intended or unintended consequences. It requires a "willingness to let go of control and sees what happens."

Operating at a systems level means you have to embrace complexity and use tools like the Cynefin framework to help you diagnose what's needed, said Ansbro. Leaders need to embrace the fact that they can't cut and paste models or frameworks into their organisations – they can use their principles as a guide but they need to run constant experiments, getting feedback and iteration as you go.

CLOSING REMARKS FROM THE PANEL



Ed Essey
Director of Intrapreneurship &
incubation
Microsoft

As a leader you need to give innovation projects three things: funding, influence (unblock projects, clear obstacles, make exceptions to policies) and identify a clear 'catcher' for the idea, someone who'll take it forward and scale it up once tested.



Deb Gallo
Learning and Organisational
Development Manager EMEA
Netflix

Disruptive leadership comes down to knowing yourself- being able to disrupt yourself. As Brene Brown says "you either walk inside your story and own it or you stand outside your story and hustle for your own worthiness". You have to be courageous enough to come face to face with your story and own it.



Jessica Middlemiss
Head of Operations
The Dyson Institute

It took James Dyson, 5127 prototypes before he succeeded in building the first cyclonic vacuum cleaner. a lot of people would have considered that to be 5,127 failures, but he learned something from every one of those. And his resolve didn't waiver because he was clear about the problem he was trying to solve. Keep your eye on what your customers really need and work steadily towards that. Figure out how to fail fast



Odharnait Ansbro
Senior L&D Partner
T-minus

It has to start with developing self awareness, knowing yourself and your blindspots and being open to change, willing to question your own assumptions and let go of what you think you know to be true about yourself, your customers and what's possible –that's when we're really open to radical new possibilities emerging



Ian Forshew
Founding Partner
T-minus

To build disruptive leadership in your organisation you learning needs to be built into peoples day to work.

LEARN MORE & GET IN TOUCH

If you would like to receive a copy of the full disruptive Leadership Report, or want to push the boundaries of leadership, learning, people & culture in your organisation, drop us a line at info@wearetminus.com and let's get together.