

# The Disruptive Leadership Report

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There is an opportunity now to change.  
**Through the darkness there is light.**

Leaders of all organisations have the chance to come together, really connect with themselves, their purpose, each other, recognise we don't know what we don't know, listen to customers and have positive impact on the world around us.

*John, BACARDI*

## INTRODUCTION

# Old models of leadership are no longer fit for purpose.


We work at the intersection of two worlds: disruptive startups driving the technological changes reshaping how we work, live and consume and the businesses being disrupted by that change.

What we've seen from 20 years of experience is this: old models of leadership are no longer fit for purpose. We're in an age of disruption and many leaders are failing to meet the demands of a rapidly evolving business, political and environmental landscape.

In the last six months, we spoke to 40 leaders and surveyed 120 from organisations of 50 to 120,000 in different industries across the world to find out what's really going on in the minds of leaders as they navigate a time of unprecedented disruption and change. We've combined our findings with insights from interviews with over 150 CEOs in the last two years, to create a new playbook for leaders of the 4th industrial revolution.

**To thrive in an age of disruption you need to be good at one thing above all else: connection – to yourself, to others, to your customer and the system you're in. It's the foundation for creating the shared purpose, collaboration and experiment-driven execution that's driving success.**

## AN AGE OF DISRUPTION



What's disruptive?  
What isn't disruptive is  
more like the question."

Deborah Kan – Founder Being

### CLIMATE CHANGE

The facts are stark. We are living through a sixth mass extinction and have 10 years before we reach the first tipping point toward irreversible temperature rise. Every business leader needs to embrace this new reality and transform their business models so they carbon neutral and have a net positive impact on the environment.

### SOCIAL CHANGE

Companies are coming under greater pressure to take responsibility for their social impact. Movements highlighting systemic racism, sexism and inequality are shaping the agenda like never before. This year, Black Lives Matter protests across the world galvanised organisations to take action on their lack of diversity.

### THE 4TH INDUSTRIAL REVOLUTION

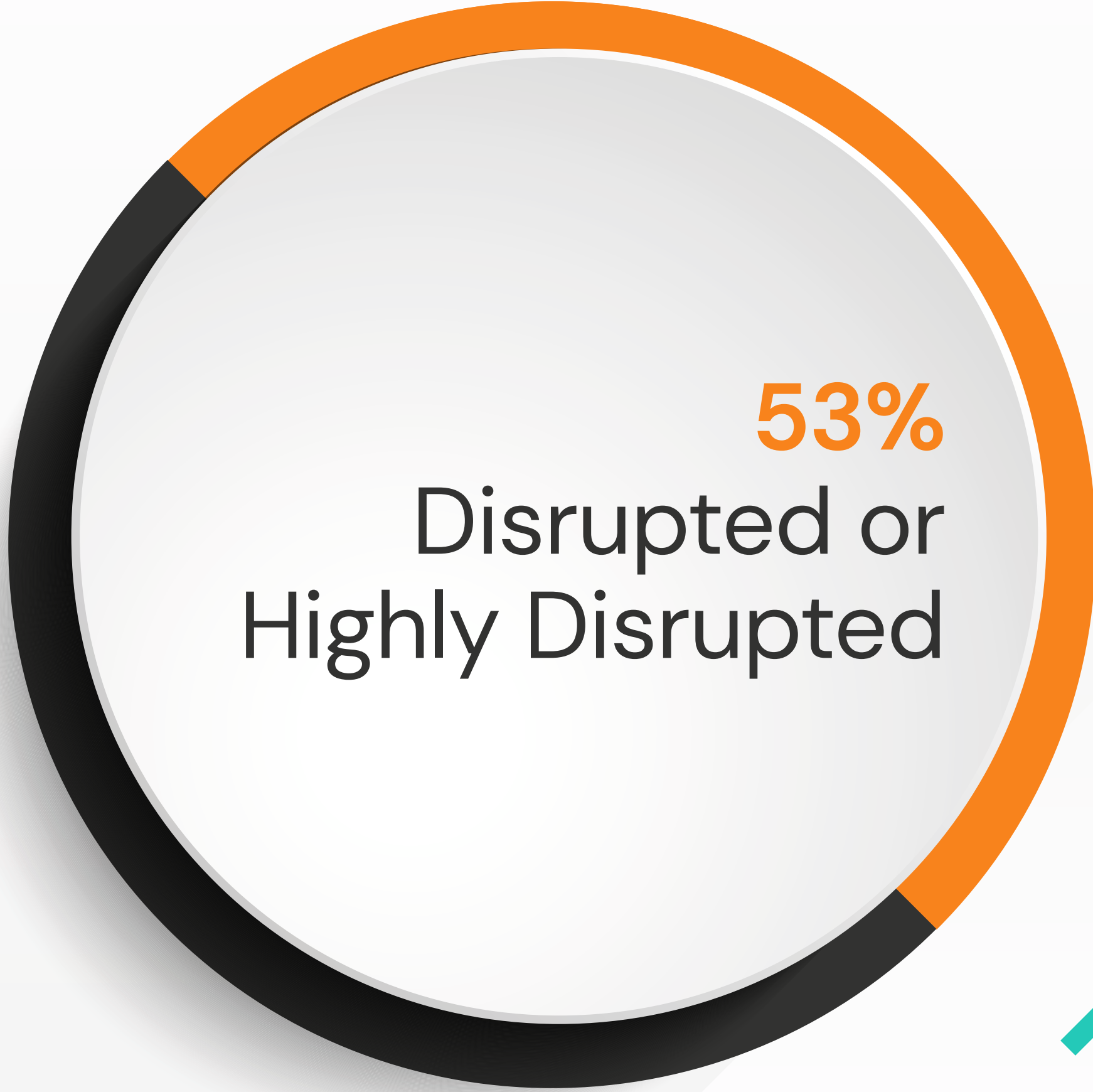
The relentless drive of technological innovation has made digital capability a make or break for business success. Digitally native startups are coming out in front as they revolutionise industries from banking to pharmaceuticals, disrupt markets and rapidly respond to changing consumer habits.

### COVID-19

This crisis has forced every company to rapidly reshape themselves overnight or go to the wall. It has disrupted the global economy and poses major challenges for leaders as they grapple with ongoing uncertainty and rewire their business for a new reality.

## DISRUPTION IS EVERYWHERE

Businesses across the spectrum are experiencing disruption. In our survey of 120 leaders from across the globe we asked two simple questions: “what level of disruption is your organisation facing?” and “how well is it responding?”. We found that, regardless of size or industry, businesses are experiencing disruption, with 53% disrupted or highly disrupted. The same was true for how well they rated the effectiveness of their response to disruption – size didn’t matter. There was no significant difference in the score for large or small organisations: only 18% saying their organisations response was highly effective.



**53%**  
Disrupted or  
Highly Disrupted




Only 18% saying their  
organisations response  
was highly effective.





If size doesn't matter,  
what does make  
the difference?

## PEOPLE MAKE THE DIFFERENCE



**73%** of respondents said their leaders had the capabilities needed to navigate disruptive change. In organisations that weren't responding well, only **19%** agreed.

In our survey, we asked questions about a range of different factors, like leadership capability, approaches to innovation, investment choices but we found that it was leaders, teams and culture that made the difference.

Our research revealed that organisations responding better to disruption had more capable leaders. In these organisations 73% of respondents said their leaders had the capabilities needed to navigate disruptive change. In organisations that weren't responding well, only 19% agreed.

## THE SPECTRUM

Across businesses, we saw two types of response among leaders: The Disrupted who are doubling down and protecting what they have and the Disruptors who are seizing the opportunity and taking bold risks to create something new. As we said above, it wasn't an even split between large or small, corporate or startup – these two responses are present across the spectrum and often in the same organisation.

### The Disrupted

**FIGHTING THE WRONG  
FIGHT WITH ONE  
ARM TIED BEHIND  
YOUR BACK**

### The Disruptors

**DRIVEN BY PURPOSE,  
UNLEASHING HUMAN  
POTENTIAL TO CREATE  
A NEW FUTURE**



## CONTENTS

Our research revealed four big shifts leaders need to make to be successful in an age of disruption – to be a disruptor not the disrupted:

### The Disrupted

**BLIND TO THE PROBLEM** →  
**NO NORTH STAR** →  
**NOT SAFE TO FAIL** →  
**CAN'T BALANCE** →  
**EXECUTION & INNOVATION**

### The Disruptors

**OPEN HUMBLE, HUNGRY TO LEARN**  
**CLEAR PURPOSE-DRIVEN AMBITION**  
**UNLEASHING EXTRAORDINARY**  
**ITERATIVE LEARNING LOOPS**

To make these shifts, we've created a new playbook for leaders with 20 key rules they need to follow...



## THE SPECTRUM

**The Disrupted**  
**NOT SEEING  
THE PROBLEM**

**The Disruptors**  
**OPEN, HUMBLE,  
HUNGRY TO LEARN**

The number one thing leaders need is humility. They have to be confident enough to say I don't know the answer... you people know better than me.

Jeff Turner – Former Director of International L&D, Facebook

I've always lived by this motto that everybody has a story and that it's really important as a leader to listen and give people time to tell their story.

Deborah Kan – Founder Being Patient

## RULE 1 SEE WITH FRESH EYES


The difference between being a disruptor or the disrupted lies in your ability to see things others don't – you spot trends and patterns before others and the opportunities that lie within them. Sensemaking – how you interpret and make sense of the world around you – has become a decisive factor in determining companies' ability to thrive in disruption.

Over and over, our interviewees said that leaders were simply failing to understand the challenges and opportunities in front of them. Hampered by their own biases and assumptions about how the world should work, they're not seeing it as it really is.

Disruptors practice 'beginner's mind' – they challenge themselves to look at existing problems in new ways and gather a team of people who'll have diverse viewpoints and force them to question their own assumptions.



In companies with an effective response to disruption, their leaders are **50%** more likely to question the status quo.



In an alarming number of cases disbelief that there is a problem creates a significant lack of urgency to act.




Debora – Bacardi

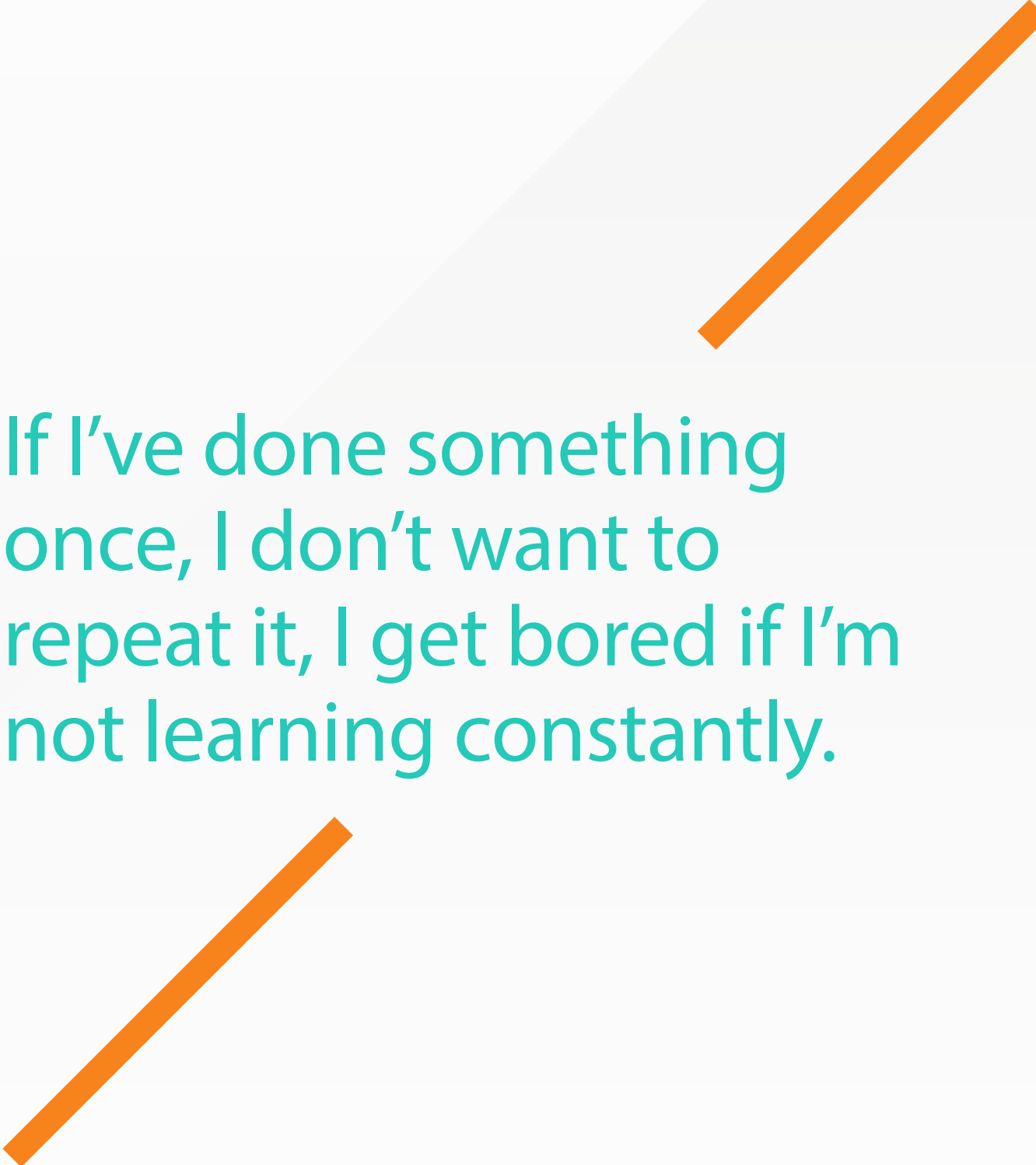
## RULE 2 LEARNING, OVER KNOWING

In the wake of Covid-19, Matt had to rapidly restructure his company and its business model. When Matt talked about this painful transition he had a positive spin – it had been hard but it was a great learning experience. Disruptive leaders prioritise learning over knowing and embrace ambiguity. They have the ‘cognitive flexibility’ needed to unlearn existing ways of thinking and embrace new ones.

This starts with three things: self awareness, humility and curiosity. They know their blindspots, have the humility to say I don’t know and pay deep attention to the world around them, constantly questioning their assumptions. Most importantly, they balance giving guidance with catalysing exploration and new discoveries.



In organisations with an effective disruption response, leaders were **37%** more likely to embrace ambiguity and **41%** more likely to adapt when confronted with new information.



If I’ve done something once, I don’t want to repeat it, I get bored if I’m not learning constantly.

Mattijs – CEO of [mews.com](https://www.mews.com)

## RULE 3 LOOK OUTWARD, NOT INWARD

We found that 'disrupted' organisations look inward instead of outward, they're focused on their own business agenda instead of the shifting agenda of the world around them.

Disruptive organisations are relentlessly focused on bringing the outside in. They constantly scan their environment, looking for diverse perspectives and ideas from across the ecosystem. Crucially, they can prioritise and filter those perspectives and translate them into clear insights for the business that drive their strategy forward. For example, Amazon holds futures meetings each week where they discuss emerging trends and what they mean for their business.



If businesses don't look outside,  
they can't see the shift.

Professor Antonio Davila – IESE Seat Chair of Innovation

## RULE 4 GO BROAD, NOT NARROW

**One of the things that we set out to do is to get a lot of different people from different perspectives on the same platform. Listening to the pulse of the community, finding out what they're looking for and what resonates with them has been crucial to success.**

Deborah Kan – Founder, Being Patient

The disrupted concentrate insight and decision making in the hands of the few rather than the many. Joost Korver, former CEO of Prima Gas, painted a clear example when it comes to customer insights: “The customer is owned by the sales team, rather than engaging the 70,000 employees to act as antennae and gather insight”.

Disruptors gather diverse perspectives from across their ecosystems and use that to drive decision making. Home from Home Care, a company providing care for adults with special needs, runs on what their founder calls ‘extended human intelligence’ – they’ve created a digital platform that collects data points on every aspect of an individual’s care. It’s used by all of their 400 staff and enables their leadership to take quick decisions in response to emerging needs.

**The customer is owned by the sales team, rather than engaging the 70,000 employees to act as antennae and gather insight**



## RULE 5 SEE THE BIG PICTURE

For years we've valued and promoted leaders who excel at logically analysing problems, setting one big goal and planning the steps to get there. Disruptive leaders are as good as synthesis as they are at analysis – they can pull back and see the whole picture and find connections between unlikely sources to generate creative insights. Nintendo disrupted the games console industry and saved their business by adapting the software for airbag sensors and creating the Nintendo Wii.

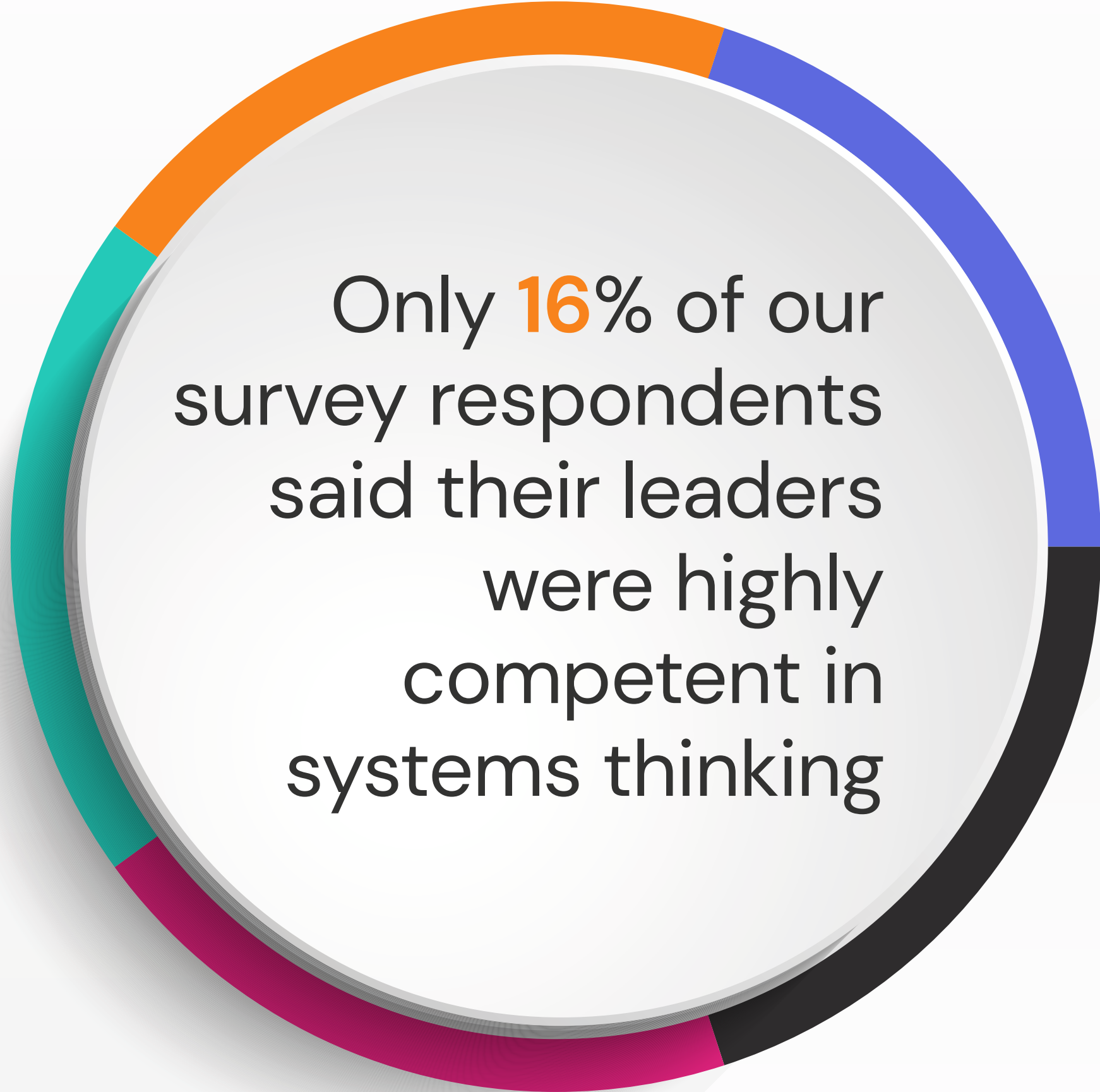
**Innovation for me is best summed up as being like playing a game of extreme, non-linear snakes and ladders. Some of the most exciting innovations can follow on from the biggest failures. It's about stealing ideas from those unlikely places and applying them to your problem domain. It's about serendipity and chance encounters, making leaps of faith.**

Paul Clarke, CTO of Ocado

## RULE 6 DIG DEEP

Too often leaders are attacking surface issues rather than root causes in their response to disruptive change. Disruptive leaders know how to break down complex problems and see the systemic issues underneath. This capability – systems thinking – was the lowest ranked across the board for leaders in every organisation.

Too often leaders are attacking surface issues rather than root causes



Only **16%** of our survey respondents said their leaders were highly competent in systems thinking

There's so much coming at you, you need to help the team focus and at the same time listen and understand the impact of everything that's happening around you – it means being equipped to handle a lot of different pressures and information being thrown at you and translate that into what it means for the path you've chosen.

Gwen Burbidge – Chief People Office, WeTransfer



## RULE 7 FOCUS ON THE HUMAN PROBLEM

Disrupted organisations focus on business problems not consumer problems. They lack the capacity and often the willingness through their own arrogance, according to one interviewee, to really get to know their consumers. As a result, as Konstantin Eckes, CEO of Lindt UK & Ireland, put it, they're "not responding fast enough to consumer changes" and losing out to companies who "respond more quickly and serve the emerging needs [of consumers]."

**Almost half of the respondents in our survey said lack of consumer focus was a blocker to innovation.**

**If we start to focus on ourselves, instead of focusing on our customers, that will be the beginning of the end.**

Jeff Bezos – Amazon

## THE SPECTRUM

## The Disrupted

# NO NORTH STAR

Profit is not a purpose. Purpose is about the function you serve for society.

**Gib Bulloch**

Innovation requires long term commitment but fear of poor stock market reaction to experimentation, combined with bonus based on current year performance drives short-term decision making and means leaders are often fighting the wrong fight.

**McClaren**

## The Disruptors

# PURPOSEFUL CLEAR, ALIGNED AMBITION

Purpose versus profit is a false dichotomy. It is possible for both. Businesses need to deliver a triple bottom line impact, find broader purpose within societal aims. there is enormous untapped value in social and environmental challenges

**Gib Bulloch**

## RULE 8 **THINK BIG**

**We need to make the shift from budget building to headroom thinking, where you focus on what is possible, rather than what is needed.**

Konstantin Eckes – CEO of Lindt UK & Ireland

Our research tells us that one of the biggest problems for disrupted organisations is this: they lack ambition. Even tech giants like Amazon know that if they're only focused on protecting what they have and delivering on reliable bets, eventually they'll fail. Leaders need to focus their energy on looking to the future and investing in big, audacious bets to have a chance at success.

Having a strong sense of purpose means companies can go after impossible goals and, crucially, they have the room to adapt and evolve with changing trends and consumer habits, rather than sticking to a specific set of products and services.

Google's impossibly large mission (to organise the world's information and make it universally accessible) has given it the freedom to branch into services as diverse as payments, media, cloud services, self-driving cars and biotechnology.

**With a clear view of the future and ability to measure impact, the org is aligned and able to make effective trading decisions.**

## RULE 9 DRIVE WITH PERSONAL PURPOSE

Purpose starts with individual leaders. Without a strong sense of personal purpose, leaders are often unwilling to set big goals and lack the determination to deliver on them.

The disruptive leaders we interviewed (and work with) are driven by a burning desire to solve a problem and drive change in systems and people's lives. Paul De Savary, who founded Home from Home Care after seeing his own daughter suffering, put it like this: "we don't go to work every day, we go to war". They set big, often impossible, goals for themselves and their organisations and inspire everyone around them to pursue them.

Leaders can lack grit; the drive to persevere because they believe in something.

Deborah Pellen – Global Director of Innovation, Bacardi

## RULE 10 ITERATIVE STRATEGY

Our research showed that amongst the disrupted, their efforts at innovation often lack a clear strategy with well-defined outcomes, objectives and budgets. As a result, they often over or under invest in projects, either killing fledgling products before they've had a chance to grow or keeping 'zombie' projects alive without a clear view of success.

Disruptors take an indepth look at their market, consumers and the type of bet they're making (whether it's an incremental improvement or 10X) and define their strategy as a set of hypotheses (and antitheses) that will evolve through iterative experiments. They have clearly defined metrics and constantly monitor their progress, gathering feedback and adjusting their direction as they go, gradually finding the right path towards their north star.

**There are 50 experiments going on... they're spending between 10,000 pounds and 10 million with very little rhyme or reason for their budget. It's a bit like playing a fruit machine in a pub, you know it's not a rational decision, but something good might happen. People are watching, it's kind of exciting.**



Stephen Rapoport

## RULE 11 HIGHLY ALIGNED BUT LOOSELY COUPLED

When you are free of process and structure, 'you need to be very aligned on the goal and connected cross functionally to succeed

Deb Gallo - L&D Manager, Netflix

Having a workforce that's aligned around and driven by a shared sense of purpose unlocks individual creativity and motivation in employees. During the pandemic DHL had to respond quickly to support a huge increase in shipping needs, from vital medical supplies to food. Decisions which would have normally taken days or weeks had to be made by telling people to simply 'do the right thing'.

Organisations like Netflix invest in alignment around shared purpose rather than compliance. Deb Gallo, L&D Manager, describes teams at Netflix as 'highly aligned but loosely coupled.'

Do the right thing, regardless of how painful [it is] sends a powerful message

Jose Fernando Nava, CEO DHL

## RULE 12 INCENTIVISE THE RIGHT OUTCOMES

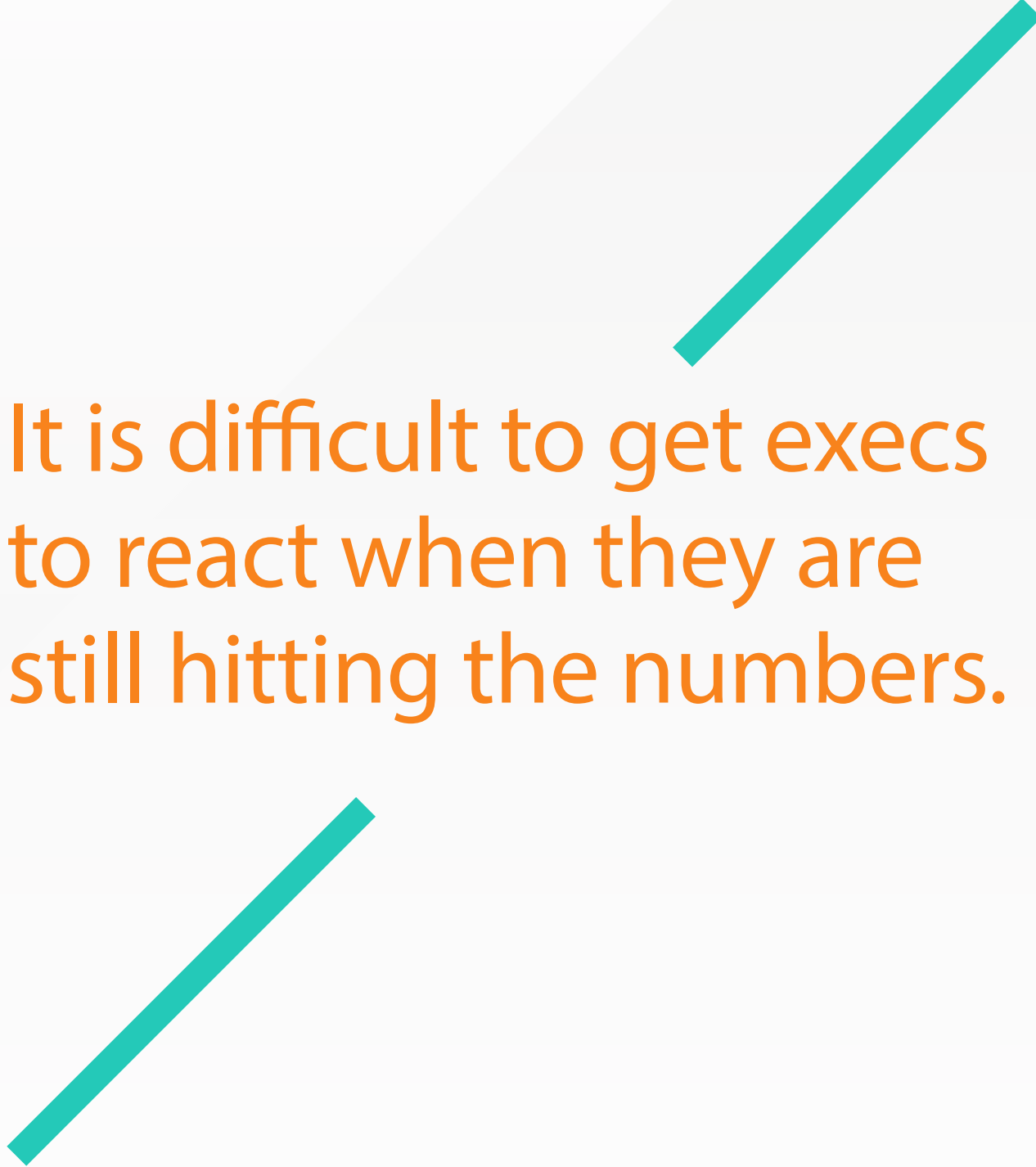
We found that when leaders aren't incentivised to take risks, the organisation's response to disruption was less effective. With bonuses, promotions and stock market valuations dependent on delivering the numbers, leaders don't have enough skin in the game when it comes to delivering innovation – they lose little if innovations fail but a lot if they fail to deliver short-term profit.

Car manufacturers failed to embrace the electric car when the writing was on the wall for decades because they were too focus on generating short-term profit. As Alex Long from McLaren Motors said "the electric car was an uncomfortable annoyance for executives when sales were driven by gas guzzling SUVs."

Disruptors make sure that their staff are actively recognised and rewarded for taking risks and pursuing bold new ideas.



In organisations with an effective response to disruption, **56%** said their leaders were incentivised to take risks and innovate, compared to just **10%** in organisations that were ineffective.



It is difficult to get execs to react when they are still hitting the numbers.

Joost – former CEO & Global Innovation Director, SHV

## THE SPECTRUM

## The Disrupted

## NOT SAFE TO FAIL

Are they willing to be vulnerable?

No, not at all. Never. They are scared of making mistakes. When crisis happens, they protect themselves. And they go into their silos. They blame others. The culture is I know best, and I'm an expert in my area. And if things go wrong, let's find out who's to blame.

Jeff Turner



## The Disruptors

UNLEASHING  
EXTRA-ORDINARY

To really embody a more emergent way of working, you need to talk about loosening the hierarchy and creating teams that come together and then dissolve but it requires a high degree of clarity on what your end goal is – that's hard in large organisation as there are often many different goals.

Ciela Hartanov, Co-founder, humcollective

We need to focus on increasing leaders' capacity to be courageous and take calculated risks. Growth mindset... and psychological safety are the foundations to achieve this.

Madhu, EVP Unilever



## RULE 13 SAFETY DRIVES COURAGE, COURAGE DRIVES EXPERIMENTS

**As a leader, if you're leading from fear, you're not going to take risks. If you're not open to taking risks as an individual, then you're certainly not going to give that space to your employees.**

Debbie Botwick – Senior Director, Pfizer



In organisations responding well to disruption, leaders were **21%** more likely to embrace failure as an opportunity for learning.

50% of the respondents in our survey said a risk averse culture was a top blocker to innovation. In disrupted organisations, leaders are not creating environments where it's safe to fail and try new things. Without that safety, you get a culture where, as one interviewee put it, the "appetite for experimentation is strangled" throughout the organisation.

## RULE 14 IDEAS COME FROM EVERYWHERE

In our survey, we found that organisations with the most effective response to disruption were the ones where innovation was 'just part of how we work'. They had a strong culture of innovation where employees are expected to generate new ideas and robust processes to help them explore those ideas. For example, Microsoft has set up 'the Garage' and WeTransfer has 'play days' and hackathons so people can quickly propose new ideas and get the support they need to test them.

Despite this, we found that culture attracted the lowest amount of investment when it came to innovation initiatives with the majority focused on products on services. 56% of our survey respondents ranked it as the lowest priority in terms of innovation investment.



**It starts with everyone.  
Anyone can start an innovation.  
Ideas come from across the  
organisation not from senior  
leadership. It's our job to  
facilitate their ideas.**

Gwen Burbidge – CPO, WeTransfer

## RULE 15 CELEBRATE DIVERSITY

Amongst the disrupted, we found that lack of diversity, be it social diversity or cognitive diversity, was a clear blocker to innovation. Without hearing, diverse perspectives, leadership teams are falling prey to group think and failing to generate the insights and new ideas needed to drive innovation forward.

Our research found that leaders in organisations with effective response to disruption were 30% better at building diverse teams. They build inclusive cultures where diverse perspective are celebrated and constructive challenge is encouraged.

At Atomico, one of the world's largest venture capital funds, have recognised this as so important that founders who receive investment from them sign a pledge to have a diverse team within 12 months, according to Dan Hynes, Head of Talent.



Our research found that leaders in organisations with effective response to disruption were **30%** better at building diverse teams.

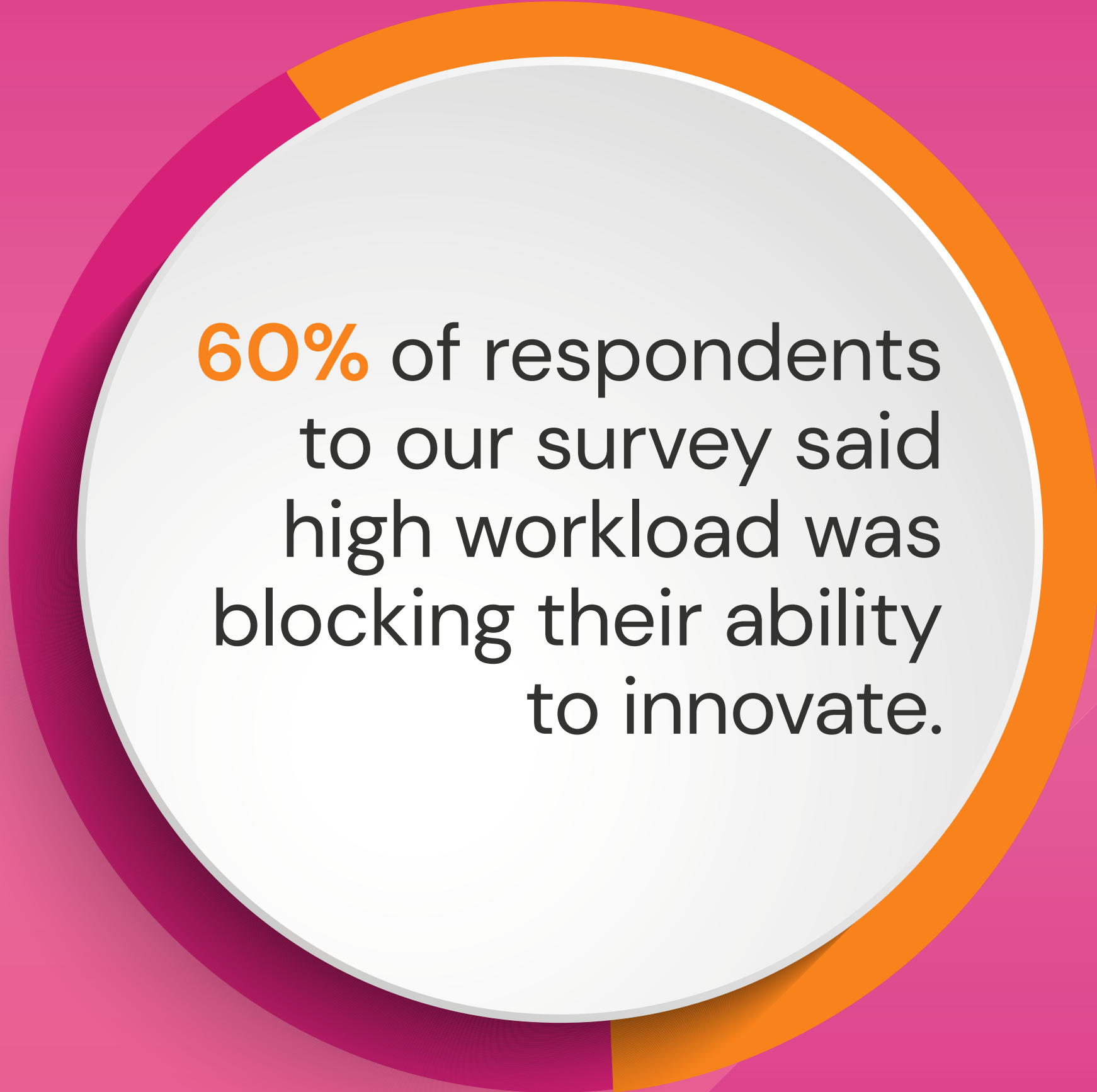
**A failure to overcome our tribal instincts continues to lead to white men in their 50's dominating C-level. Teams are affirmed by people who think the same as they do. Thinking differently is simply not celebrated. As result, a lack of cognitive diversity and ability to think differently prevails.**

Alex Long – MD, McLaren Motors

## RULE 16 CULTIVATE RESILIENCE AND GRIT

The uncertainty brought about the pandemic is just an extreme form of what most businesses have been living with for years. The disrupted are dealing with disruptive change in a linear way. They believe they are moving from A to B, from one stable state to the next, when the reality is we're now moving through cycles of continuous change. They continue to try to optimise for predictability and control, thinking the next restructure will be the last.

Disruptors understand the importance of cultivating resilience to change in themselves and their teams. In our survey, we found that in organisations with effective responses to disruption, leaders were 44% more likely to be resilient in the face of challenge.



**60%** of respondents to our survey said high workload was blocking their ability to innovate.

Resilient leaders build a work environment with healthy expectations about what can and can't be delivered. They are transparent – clearly explaining the why and how behind changes in their business. They show up with compassion and care, and make space for people to share their feelings and concerns. Above all, they maintain and build hope, while being honest about potential challenges and difficulties their organisation is likely to face.

**Uncertainty hurts. The DNA of many organisations and their leaders is seeking clarity and predictability.**

John McCusker, VP Talent, Bacardi

## THE SPECTRUM

### The Disrupted

# CAN'T EXECUTE & INNOVATE

Profit is not a purpose. Purpose is about the function you serve for society.

**John Bacardi**

They're using a team of people with an operating model and culture that have been expertly crafted over a hundred years to deliver 3% growth with minimal risk in their core markets to build innovation as well. It's very slow and very expensive and results in failure... a hundred percent of the time.

**Stephen Rapoport**

### The Disruptors

# ITERATIVE LEARNING LOOPS

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**

To really embody a more emergent way of working, you need talk about loosening the hierarchy and creating teams that come together and then dissolve but it requires a high degree of clarity on what your end goal is – that's hard in large organisation there are often many different goals.

**Ciela Hartanov**

## RULE 17 BE A 'CREATION ENGINE'

Disrupted organisations are either great at execution or innovation – but they don't balance the two very well. Large corporates are set up to deliver flawless execution and fall down when they try to deliver innovation. On the flipside, small organisations growing rapidly are often slowed down by their inability to execute through because they lack process and structure.

Large companies invest millions in building expensive accelerators, incubators, venture-building arms to fuel innovation but our research found that none of these initiatives correlated with a more effective response to disruption. They often produce costly failures because, according to Professor Antonio Davila, "the odds of having the winning chip are too low." As well as this, it's often hard to resolve the tension between two different ways of working: 'Incubating from within is the hardest thing to get right, reconciling startup life, in the life of a corporate,' Jose, DHL.



Tech giants like Amazon and Google have built 70:20:10 organisations where **70%** of resources are focused on executing their core, **20%** on improving it and **10%** on disruptive bets

Tech giants like Amazon and Google have built 70:20:10 organisations where 70% of resources are focused on executing their core, 20% on improving it and 10% on disruptive bets, like self-driving cars. But innovation isn't restricted to the 10% – it's part of everyone's job (alongside execution), and the right incentives are there so people deliver on both.

We found that in organisations with an effective response to disruption, 21% said, they invested the majority of resources in disrupting their own business model, and 33% after the core, they invested resources in innovating on the current business model and creating new markets. In organisations with an ineffective response to disruption, only 20% said that they prioritised spending.

To manage disruption well, companies need to be 'creation engines' that get the balance right between executing the core and innovating at the same time within their main organisation.

## RULE 18 MINIMISE SILOS, HIERARCHY AND BUREAUCRACY

Of survey respondents in large organisations, 72% said silos and 61% said top down decision-making were blockers to innovation. As a result, people driving innovation succeed, as one interviewee described it, through 'acts of insurgency and heroism [and] by breaking all the rules – but you can't industrialise rule-breaking'.

Disruptive organisations are flexible, open, inclusive, and nonhierarchical; teams are organised around creating consumer value and empowered to make decisions. At Netflix a leader's job is create 'space and freedom'. Rather than fixed budgets and weighty approval processes, employees with a new idea first 'farm for dissent'. Their ideas are circulated to get critique and feedback before going ahead. Even large

**72%** said silos and  
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multinationals like Novartis have now embraced 'unbossed' as a central value – indicating their commitment to unleashing entrepreneurship in their organisation.

Disruptive leaders are catalysts, coaches and connectors – not experts who give others directions to follow. They unlock and unleash leadership in others, remove obstacles to progress, optimising for speed and impact not control and they act as semiconductors in their organisations, connecting the right people around new opportunities.

## RULE 19 BUILD YOUR EXPERIMENTATION MUSCLE

Many large organisations have been focused on perfecting their execution for so long that their senior leaders don't have the knowledge or experience to work in an experiment-driven, consumer-centric way.

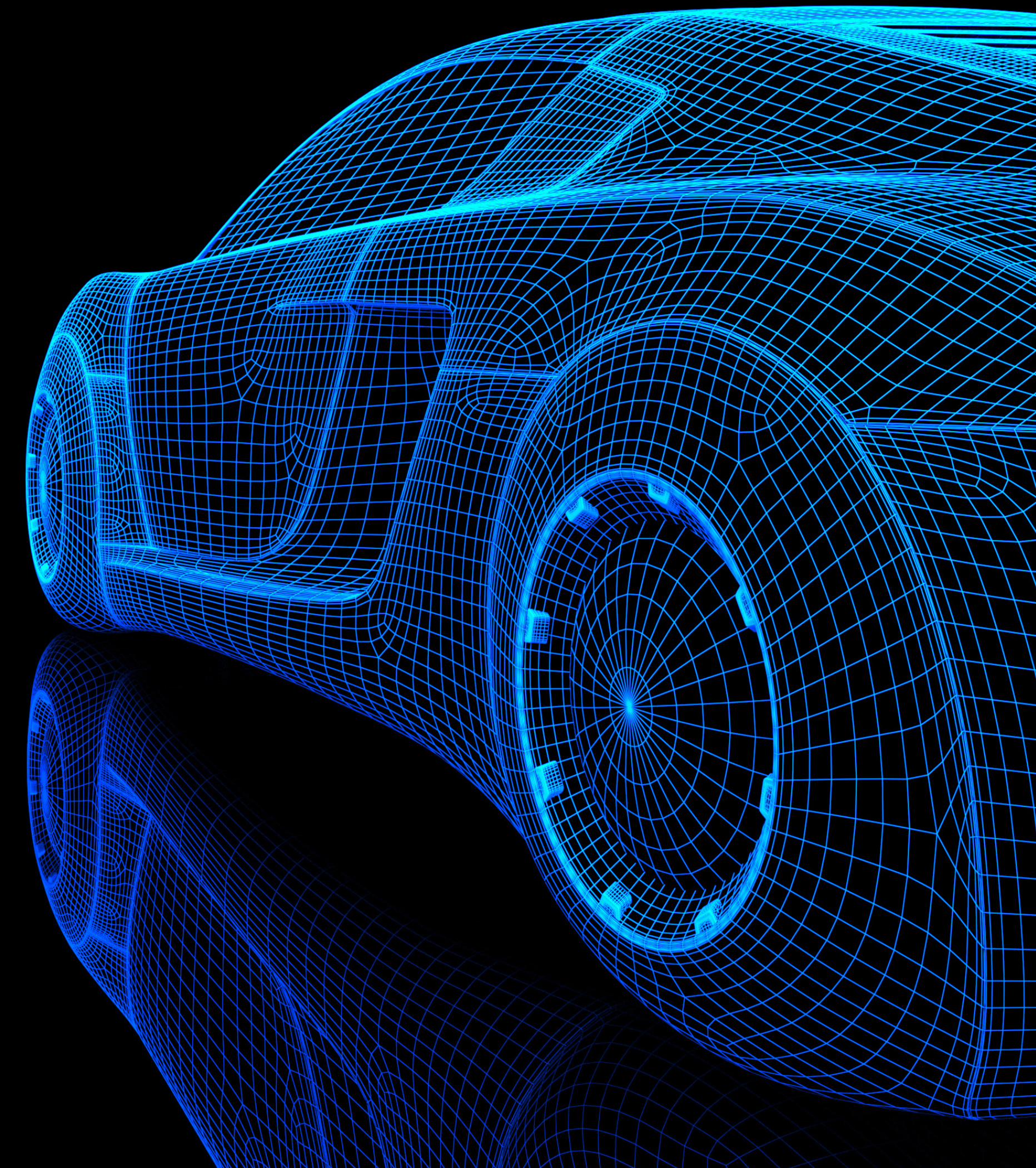
As one senior VP put it, in his organisation:

"no senior leader has ever in their career worked on a project that you would consider to be disruptive innovation. And there's this sort of belief of, well, how hard can it be? I'm sure we can figure it out."

Disruptors are design thinkers – they are skilled in the art of finding creative solutions to consumer problems, prototyping them and iterating fast. They know how to use agile principles as they execute; constantly testing, learning and adapting based on new information and data, relentlessly pursuing consumer value.

Organisations trying to transform often think that training people in agile or lean startup skills will suffice without making the investment in a genuine shift in the culture and wider system that's still reinforcing old ways of working. Senior leaders not only need to upskill themselves – they need to confront hard truths about their current ways of working and be prepared to drive change in their organisations.

**No senior leader has ever in their career worked on a project that you would consider to be disruptive innovation. And there's this sort of belief of, well, how hard can it be? I'm sure we can figure it out.**





## RULE 20 USE ITERATIVE LEARNING LOOPS

As we said above, disrupted organisations flounder because they fail to learn and adapt at the level of the system – they hold onto entrenched processes and structures even when they no longer serve their goals. Disruptive organisations focus on delivering outcomes not fixing tactics, which gives people the freedom to pivot quickly if needed. They work in iterative learning loops – applying agile principles not only to their products but to building their culture, systems and processes. Importantly, says Stephan Thoma, former Director of L&D globally at Google, “they capture and institutionalise their learning, increasing the intellectual capital of the organisation as they go.”

Our ability to constantly evolve our innovation machine is one of the most crucial and differentiating aspects of our business.

Paul Clarke, CTO Ocado

WE TOOK OUR FINDINGS  
AND CRYSTALISED THEM INTO  
**FOUR CRUCIAL CAPABILITIES**  
FOR LEADERS OF THE 4TH  
INDUSTRIAL REVOLUTION...

# T — 4 KEY CAPABILITIES TO MAKE 4 BIG SHIFTS

From blind to the problem, stuck in automatic responses to intentional, open and aware of their impact

## AWARENESS

Leaders need a **deep awareness of themselves**, how they show up, how they are perceived by others, their behaviours, motivations, strengths and limitations

1

From no north star, pulling in different directions to clear, purpose-driven ambition galvanising others

## AMBITION

Leaders need **blinding clarity on their ambition**, and how to galvanise others towards this goal in the context that they are operating in.

2

From not safe to fail to unleashing extraordinary together

## COLLECTIVE BRILLIANCE

Leaders need to actively create the conditions of psychological safety and inclusivity for others around them to thrive.

3

From Can't balance execution & innovation to iterative learning loops

## EXPERIMENTATION & EXECUTION

Leaders need to be comfortable in uncertainty, **focused on continuous learning** and enabling experimentation and execution to happen together.

4

# ACE THE T-MINUS DISRUPTIVE LEADERSHIP MODEL 2.0

## AWARENESS

- 1 See with fresh eyes
- 2 Learning, over knowing
- 3 Look outward, not inward
- 4 Go broad, not narrow
- 5 See the big picture
- 6 Go deep
- 7 Focus on the human problem

## EXPERIMENT TO EXECUTE

- 17 Be a creation engine
- 18 Minimise silos, hierarchy, bureaucracy
- 19 Build your experimentation muscle
- 20 Use iterative learning loops



## AMBITION

- 8 Think big
- 9 Fuel with personal purpose
- 10 Iterative strategy
- 11 Highly aligned, loosely coupled
- 12 Incentivise the right outcomes

## COLLECTIVE BRILLIANCE

- 13 Ideas come from everywhere
- 14 Celebrate diversity
- 15 Safety drives courage, courage drives experiments
- 16 Cultivate resilience and grit

## BUILDING DISRUPTIVE LEADERSHIP: FOUNDATIONS OF SUCCESS

### Buy in from senior leadership –

Genuine commitment, motivation, time dedicated to the change

### Clear goals and a clear 'why' –

Know why you're doing it, what you want to achieve and articulate your goal in tangible measures of business impact

### Bottom up and top down –

Work with a cross-section of your organisation

### Light fires –

Create small experiments to test out new ways of working fast

### Tell the story –

Communicate success (and failure!) across your organisation

### Work at a systems level –

Support the change with a rewire of your systems

### Celebrate –

Recognise and reward new behaviours

Know why you're doing it,  
what you want to achieve and  
articulate your goal in tangible  
measures of business impact

## BUILDING DISRUPTIVE LEADERSHIP: USING ACE 2.0 AS A FRAMEWORK

### AWARENESS

CONNECT TO THE PAIN POINTS AND AREAS FOR DEVELOPMENT AT THE LEVEL OF SELF, TEAM AND ORGANISATION

- Connect to yourself, colleagues and your organisation
- Listen deeply and with empathy to your customers / wider ecosystem
- Question your assumptions, bring fresh thinking in from outside the organisation and generate new insights

### AMBITION

CRYSTALISE A SHARED SENSE OF AMBITION FOR THE CHANGE YOU WANT TO CREATE TOGETHER

- Situate in context of vision, mission and values of the organisation
- Prioritise the behaviours & capabilities to build
- Establish moonshots, clear goals and the right metrics for success

### COLLECTIVE BRILLIANCE

GATHER IDEAS FROM ACROSS YOUR ORGANISATION AND CO-CREATE POTENTIAL SOLUTIONS

- Work in partnership at all levels across the org
- Design initiatives to build capability in the flow of work
- Co-design experiments and initiatives to test out new ways of working and leading together

### EXPERIMENTATION & EXECUTION

RUN EXPERIMENTS, ITERATE THEN SCALE TO EXECUTE

- Run your experiments gathering feedback, measuring success and iterating as you go
- Build the right systems to support the change
- Continue to refresh your connection to the problem to solve

## METHOD/INFO ABOUT T-MINUS & AUTHORS

We took a 'grounded theory' approach to our research. We conducted interviews with 50 leaders from across different industries, in different parts of the world. Based on our findings questionnaire with 119 leaders from organisations of every size and industry across the world and combined this with the data we've collected from XX number of interviews we've conducted with leaders over the last three years in the course of our work to create a snapshot of today and put it in the context of the trends we've seen emerging.



We conducted interviews with 50 leaders from across different industries in different parts of the world.

T-Minus team



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