

# Disruptive thinking for a disruptive world



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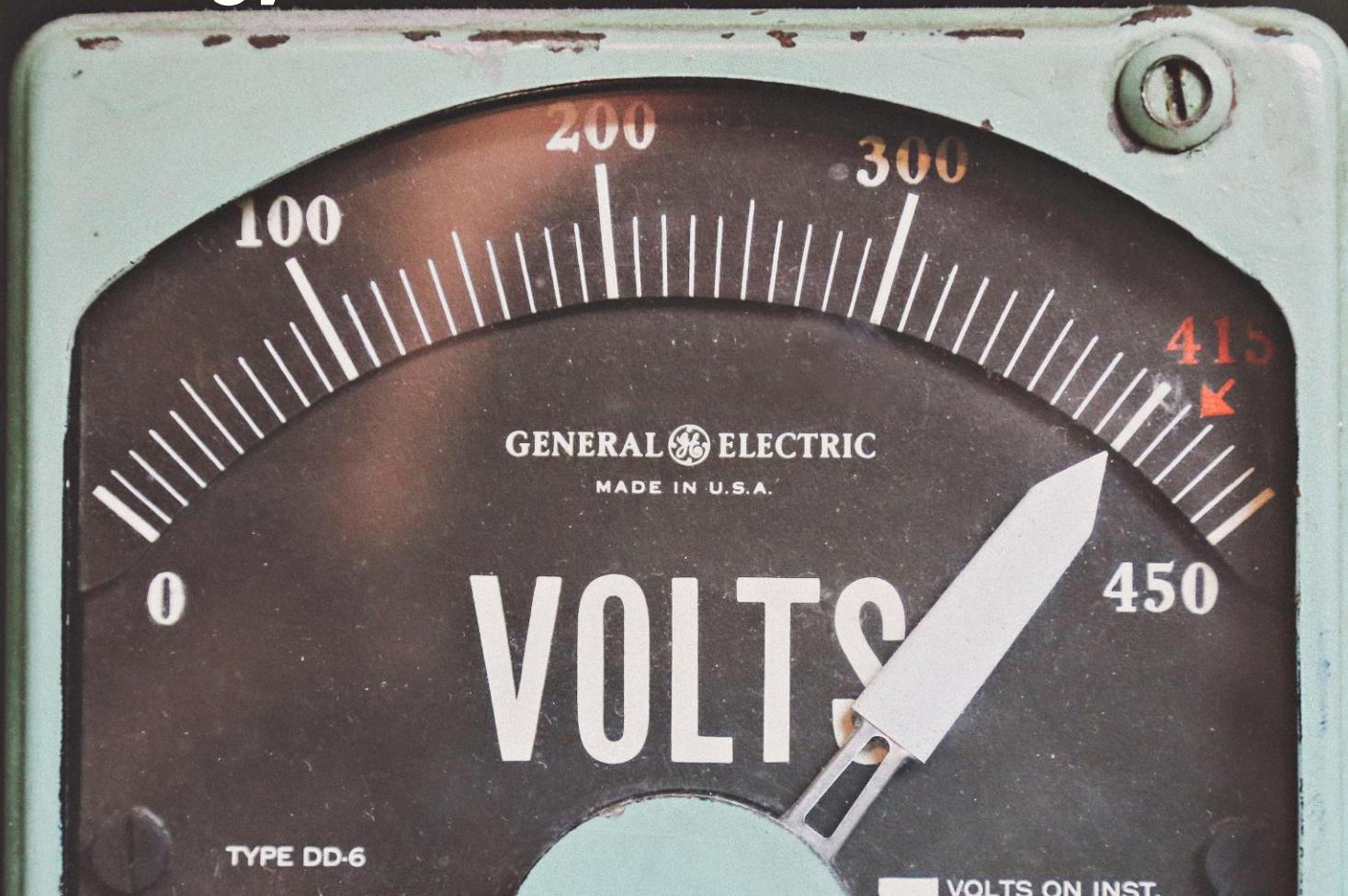


Fast paced!



**Lane4**  
Engagement, excellence, edge

# High energy!

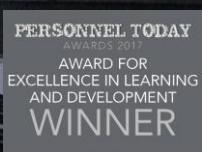




Have you leave feeling something like this!



Creating winning organisations  
and  
improving people's working lives





First time in Barcelona?

Yes

No

If you were reborn in a new life, would you rather be alive in:

The past



The future

A close-up photograph of a person's hand holding a black camera lens. The lens is held up, revealing a bright, scenic landscape through its circular frame. The scene beyond the lens shows a calm blue lake, green mountains under a clear blue sky with a few white clouds. The background behind the hand and lens is a soft-focus view of the same landscape.

As a leader in business, is it better to focus on:

Results  
and performance

Health and happiness  
of your people

# As a leader in business, is it better to:

Innovate  
gradually after  
noticing what  
works and what  
doesn't



Make radical  
changes to things  
that work well in the  
hope of achieving  
something much  
better

# Today...

- Enable you to generate new ideas to the challenges you are facing today
- Encourage you to challenge some of your own (and others') orthodoxies
- Get you excited for the next three days by having some fun and helping to break the ice
- Start a leadership movement...

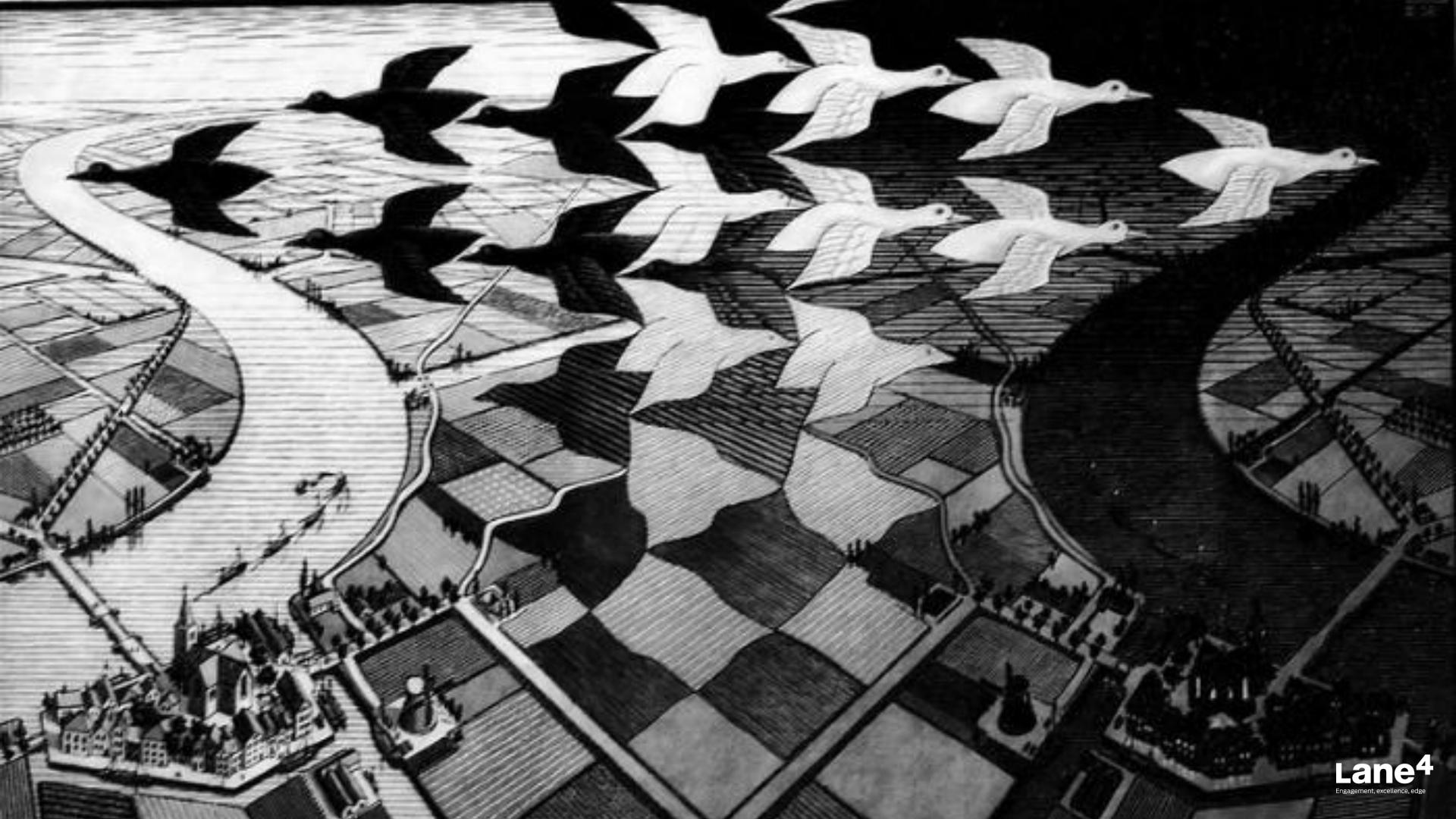
#beboth

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# What mindsets and skills do leaders need now to ensure success of their organisation in the future?



**Extensive literature review:** Over 200 reports and academic papers



**C-suite survey:** 159 leaders from businesses with a turnover from £10 million to over £500 million



**Interviews:** 17 leaders from across the globe who have won industry awards for their future thinking, innovation, and/or disruption

# The world of work is changing...

## ...company lifespan is shrinking

Big data era

Political  
volatility

Increasing  
scarcity of  
natural  
resources

Record  
numbers of  
disruptive  
start-ups

Shifting  
customer  
expectations  
on businesses  
to act  
sustainably

Conflicted  
ideological  
landscape

Rising in  
equality and  
disillusionment  
with capitalist  
system

Increasingly  
urbanised

Economic  
powers shifts  
(China, India,  
Brazil)

Advanced AI,  
robotics and  
automation

Hyper-  
connection  
through social  
media

Narrowing  
gender gap

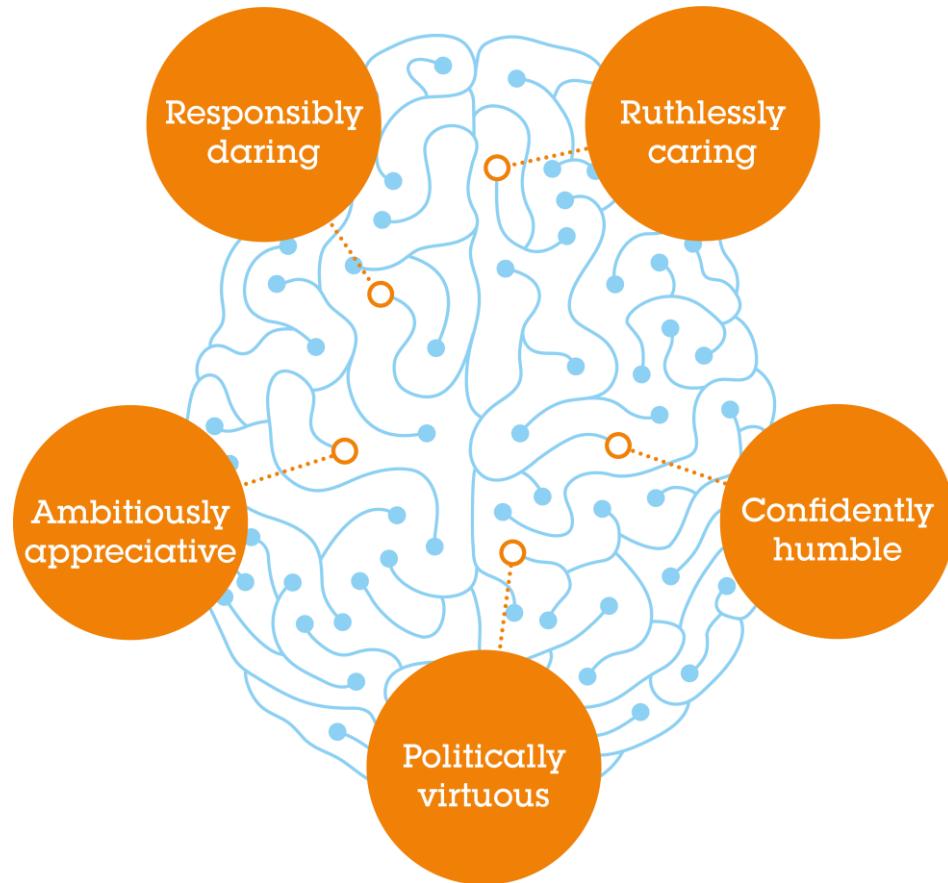
More global  
competition for  
top talent

Aging population  
and  
multigenerational  
workforce

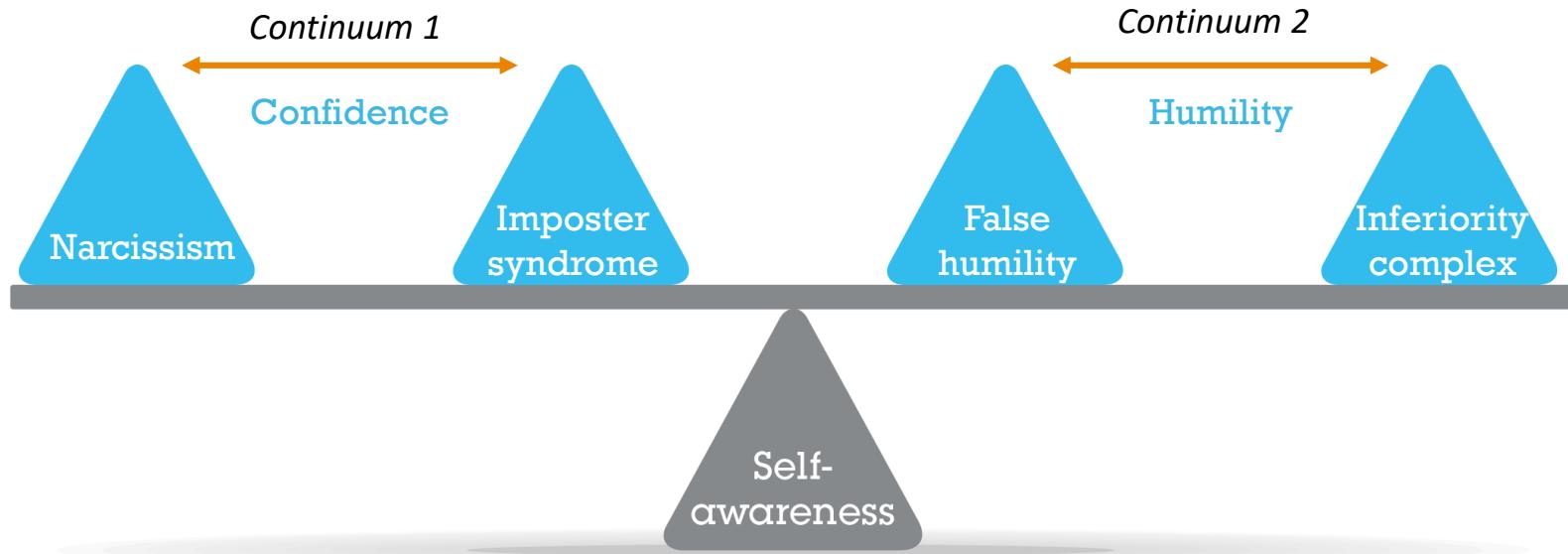
# Five leadership mindsets

*Lane4 definition of a mindset:*

**The beliefs, attitudes and values that filter the way that we look at the world.**



# Think ‘both/and’ not ‘either/or’





#beboth



*Maria has a high-performing direct report named Michael who just won't get with the programme.*

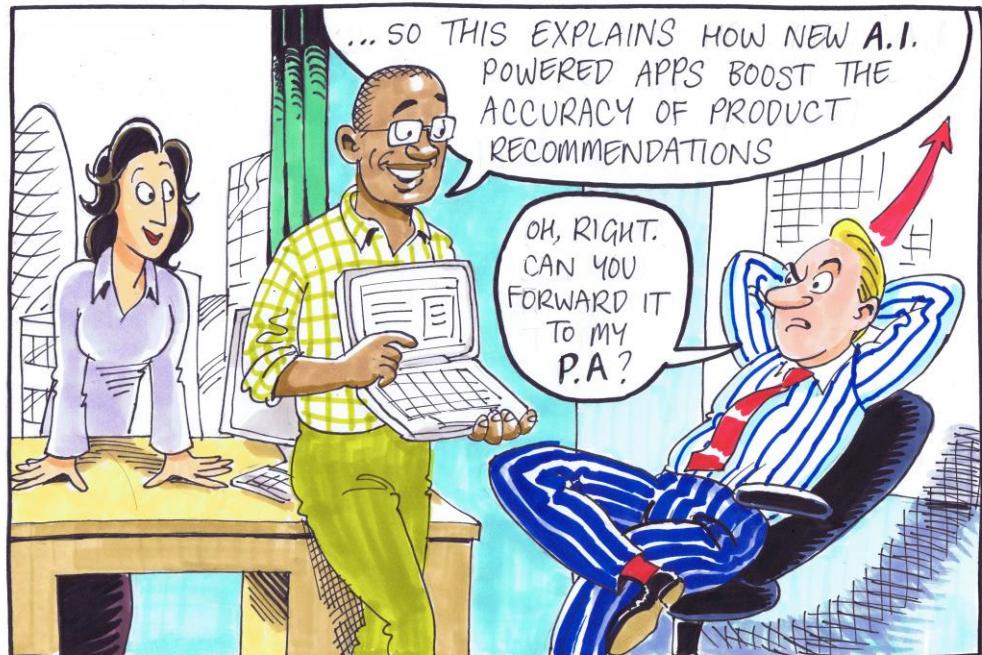
*Michael, her Head of Sales in Europe, is an absolute rock star when it comes to finding and securing big client deals BUT...*

*He just isn't interested in the wider executive agenda...*

*The decision has been made to invest in a new Customer Relationship Management (CRM) system which integrates several AI applications.*

*Michael is the executive responsible for making sure the system gets integrated effectively. BUT, he's having no part of it...*

*He thinks the project is a waste of time and money.*



*He doesn't want his sales team distracted.*

And, it doesn't stop there...



*Michael rarely shows up for executive team meetings.*

*When he does, he's on his phone constantly or always has to leave early.*

*Needless to say, María is not the only one frustrated, but Michael is completely adored by his staff and team in the Europe office...*

How might an  
extremely 'political'  
leader behave in this  
scenario?  
The good and bad.





#beboth

How might an  
extremely 'virtuous'  
leader behave in this  
scenario?  
The good and bad.



# What might #beboth look like?

**Political**

To enhance performance, I'm shrewd in the circumstances

+

**Virtuous**

I always try to do the right thing, first time round

=

?

# Learnings from the real-life CEO:

- ⦿ People like people who like them
- ⦿ Persuasion is more effective when it comes from peers
- ⦿ Make commitments written, public and voluntary
- ⦿ Use ‘loss language’ to create urgency
- ⦿ Don’t assume expertise is self-evident because you’re CEO



# Politically virtuous

To enhance performance, I'm savvy in the circumstances

AND... I always try to do the right thing

## Outdated mindset



- If it's legal it's ethical
- It's ok for businesses/leaders to wash their hands of the ethical issues
- It's ok to brush bad decisions under the carpet

## Core beliefs and values



- It's important to be open, honest and transparent with people
- Leaders shouldn't use knowledge as power
- Leadership is earned by what you do, not what you say

## Key behaviours



- I face up to and openly admit mistakes
- I aim to do 'the right thing' from the first opportunity
- I'm willing to stand up for what I believe in/do something about it and challenge others
- I'm willing to do things differently
- I don't just take the quickest, easiest option
- I'm honest with people, even when I can't be completely transparent
- I can judge when telling everyone everything will be counter-productive
- I lead by example

# Learnings from future-fit leaders:

- ➊ Do what's right when you first get the opportunity
- ➋ Live your values
- ➌ Be honest about what you can't be transparent about

#beboth

*It's three years on...*



*Maria has just had a call letting her know they've lost the supplier contract for their biggest client.*

#beboth

*Trade wars have meant tariffs are now being imposed on key equipment materials such as steel and aluminium.*

*Maria is beginning to think the CFO is not up to the job; she seems unable to maintain margins amid rising input costs.*

*Her reading of the situation is these tariff challenges are only set to get worse in the months to come.*



*The bank and investors are also getting nervous...*

*Maria is struggling to sleep and rapidly losing confidence in the executive team around her.*

*She's seriously considering handing in her resignation.*

*The uncertainty all feels too much to handle; she feels stuck in a problem she can't solve and that things are starting to spiral.*

*Maria knows the lack of sleep is causing her to lose perspective on the situation.*



*In the past she's prided herself on her ability to work through difficult patches, always succeeding in the long-run no matter what the challenge put to her...*

**How might an  
extremely 'confident'  
leader behave in this  
scenario?**

The good and bad.

#beboth





#beboth

**How might an extremely  
'humble' leader behave  
in this scenario?  
The good and bad.**



# What might #beboth look like?

**Confident** + **Humble** = ?

I inspire others to have confidence in me and my ability

I'm honest about my limitations, and aware I can't achieve ambitious goals alone

# Learnings from the real-life CEO:

- Most powerful question: 'if you knew you couldn't fail, what would you do?'
- Keep talking to your customers and suppliers (ask them to stay with you)
- Trust, support and candour are key
- CEO forums are super useful
- Talk to your partner, use your support network



# Confidently humble

I must inspire others to have confidence in me and my ability

AND...

I know I can't achieve ambitious goals alone

Outdated mindset



Core beliefs and values



Key behaviours



- I can solve any problem or challenge (Heroic leadership)

- Trust is key for business success
- I'm not perfect (mistakes are ok)
- I value everyone's ideas and opinions

- I'm inspired by others (no matter what level they are)
- I apply the same rules for me as everyone else
- I trust in others
- I am willing to be vulnerable
- I surround myself with experts
- I create an empowering environment
- I use people as sounding boards
- I build my credibility

# Learnings from future-fit leaders:

- ⦿ Surround yourself with experts
- ⦿ Be honest about your own limitations
- ⦿ Get inspired by other people
- ⦿ Don't be afraid to build your credibility

#beboth

# What about your leaders?



#beboth

What behaviours do you see that indicate this?



Over the next few days...

What do you notice about your leaders having done this exercise?

What specific development might your leaders need considering today's session?

# Questions

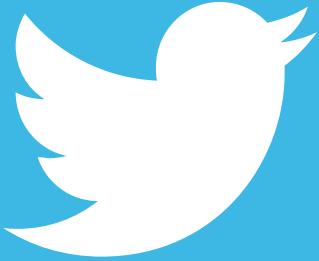


#beboth

“The test of the first-rate leader may be the ability to exhibit contrary or opposing behaviours (as appropriate and necessary) while still retaining some measure of integrity, credibility, and direction.”

*Dennison, Hooijberg, and Quinn (1995)*





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the post