

Human Capital & Leadership workshop

Developing Tunisian Global Leadership mindset

in a changing world

TUNIS – Jan. 26, 2018

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Companies tend to develop new cultures that all converge for a better fit with the new global context. Change and transformation are taking place at each level of the organization:

Project management is becoming a must in all operations to master complexity. Pyramidal management belongs to the past, while matrix mode is drifting to more collaborative methods which includes increased initiative and power distribution.

There is a need for networking colleagues based on skills and experience sharing; work-life balance is key to all workers; working collaboratively goes by saying.

There is a need to contribute to climate change (CO2 level) in daily business; processes are looked at in order to improve efficiency, reduce costs and increase value add contribution.

An increased volatility of the ecosystem in its operational configurations: from traditional organizations to joint-venture to joint-activity to networking; from people focus to skills focus .

We all have our own favorite culture at work; however there imperatives that lead us to adapt our values to the business we are in. Shifting our own values to reach an overall cultural profile our company has defined, becomes a must to benefit from the changes and transformation that prevail today.

This guide will recommend you how to shift (increase or decrease) the initial scores of your own values as a Manager, a Team leader or a team member.

The development of this guide is based on years of experience in the international environment and several sources which include major contributors:

Geert HOFSTEDE - McGraw-Hill 1991 - Cultures and organizations, software of the mind

Edward T. Hall - Anchor Books 1987 - Understanding cultural differences - Germans, French and American

KBSH - Kiss, bow or shake hands - Terri Morrison - How to do business in 60 countries - ISBN - 1 - 55850 - 444 - 3

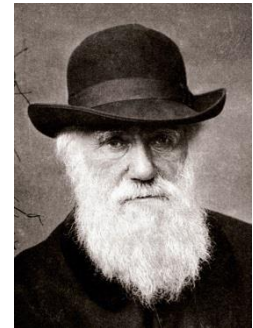
Passport to the world - USA, Germany, United Kingdom, and 21 other countries - World Trade Press - worldpress@aol.com

When cultures collide - Richard D. LEWIS - Nicolas BREALEY Publishing ISBN 1 - 85788-087-0

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Seminar Objectives

- ❖ Understand the *Global transformation* and its resulting *Leadership consequences*
- ❖ Acquire the *Values System at Work* tool to better understand where your Leadership mindset stands



“It is not the strongest of the species that survive, nor the most intelligent, but the ones most responsive to change.” - Charles Darwin (1809-1882)

Agenda - Jan. 26, 2018 - Developing Tunisian global leadership – a new mindset

What makes Leadership so important in today's world

Y and Z Generation's preferences

Your value system reflecting your leadership mindset

AG

Jack MA, Alibaba CEO – his ten rules for success – 8mn video

Shifting your values to support Tunisian business transformation

Actions to make your *future practices at work* a reality

AG,
MB

One definition of Leadership mindset...

Inspire and **mobilize** the team
to carry out a **mission**,
to make a **vision or a goal** a reality,
to deliver a **strategy or a project**
in a defined **ecosystem**.

It requires some capabilities:

- **Understand the ecosystem**, identify its components, anticipate its variations
- **Understand the team**, identify its motivation, anticipate its required skill dynamics
- **Develop responses** to the ecosystem, together with the team in order to deliver the committed results

What makes Leadership so important in today's world

- **Evolution of technology**

- Data mining, Digital, Artificial intelligence, Augmented reality, ...

- **Y and Z Generation's preferences**

- Dispersed, Project driven, Empowerment, Networking, Career switch, ...

- **Innovation momentum**

- Imbedded Technology is a must have, Client requirements are volatile

- *Agile-Project management* becomes an opportunity

An ever changing ecosystem companies are facing today

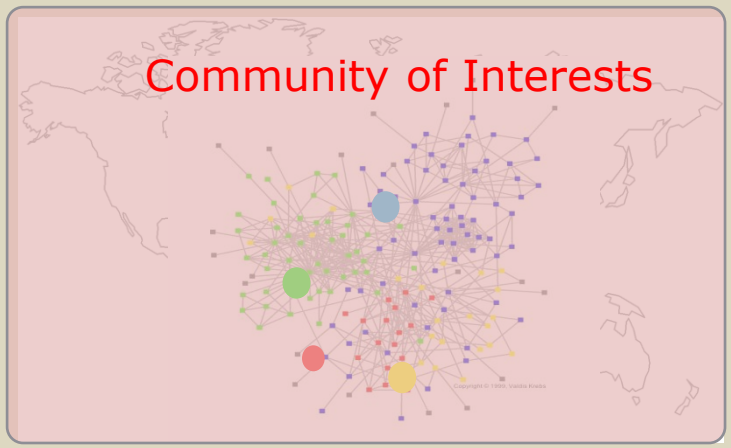
- ❖ **VUCAE** - Virtual, Uncertainty, Complexity, Ambiguity, Ephemeral

- ❖ **Relations** - Subordination > Democracy > Collaborative work > Rebellion leverage

- ❖ **Structure** - Department > Matrix-based > Project-based > Network-driven
> Community of interests

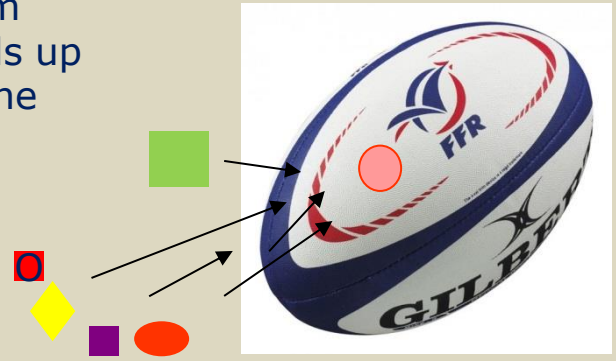
Y and Z Generations preferences

Community of Interests

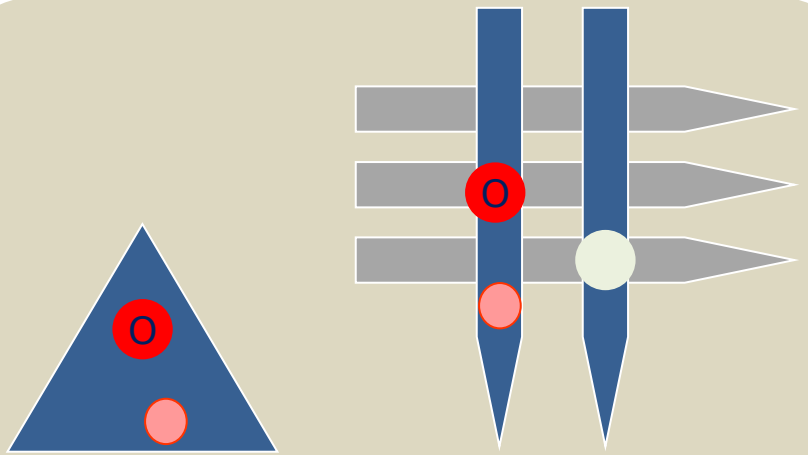


Y, Z - Virtual aggregate-based

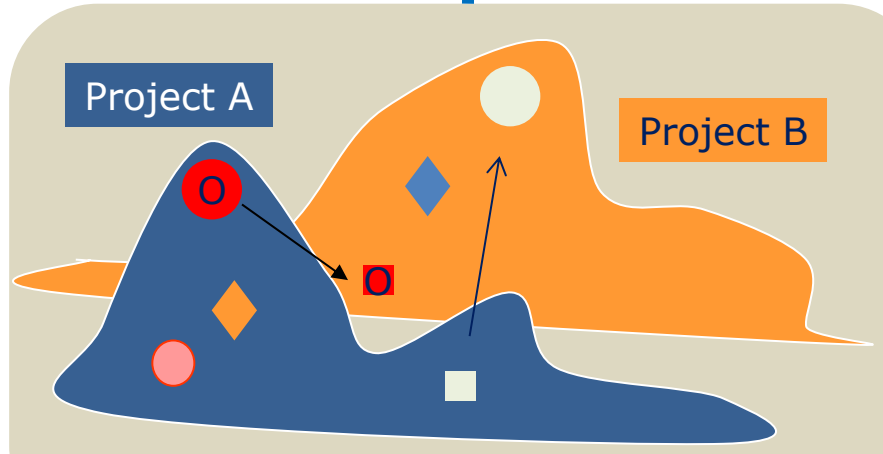
The problem owner builds up and leads the temporary team



Z - Adaptive network-based



B, X - Process-based



Y - Project management -based

A global leadership mindset model responsive to change

Global Leadership values at work

The 6 dimensions – adapted from G. Hofstede (2015)



**The eight Leadership competencies
associated to success today**

The 8 competencies – HBR Nov. 2017 (Egon Zehnder)

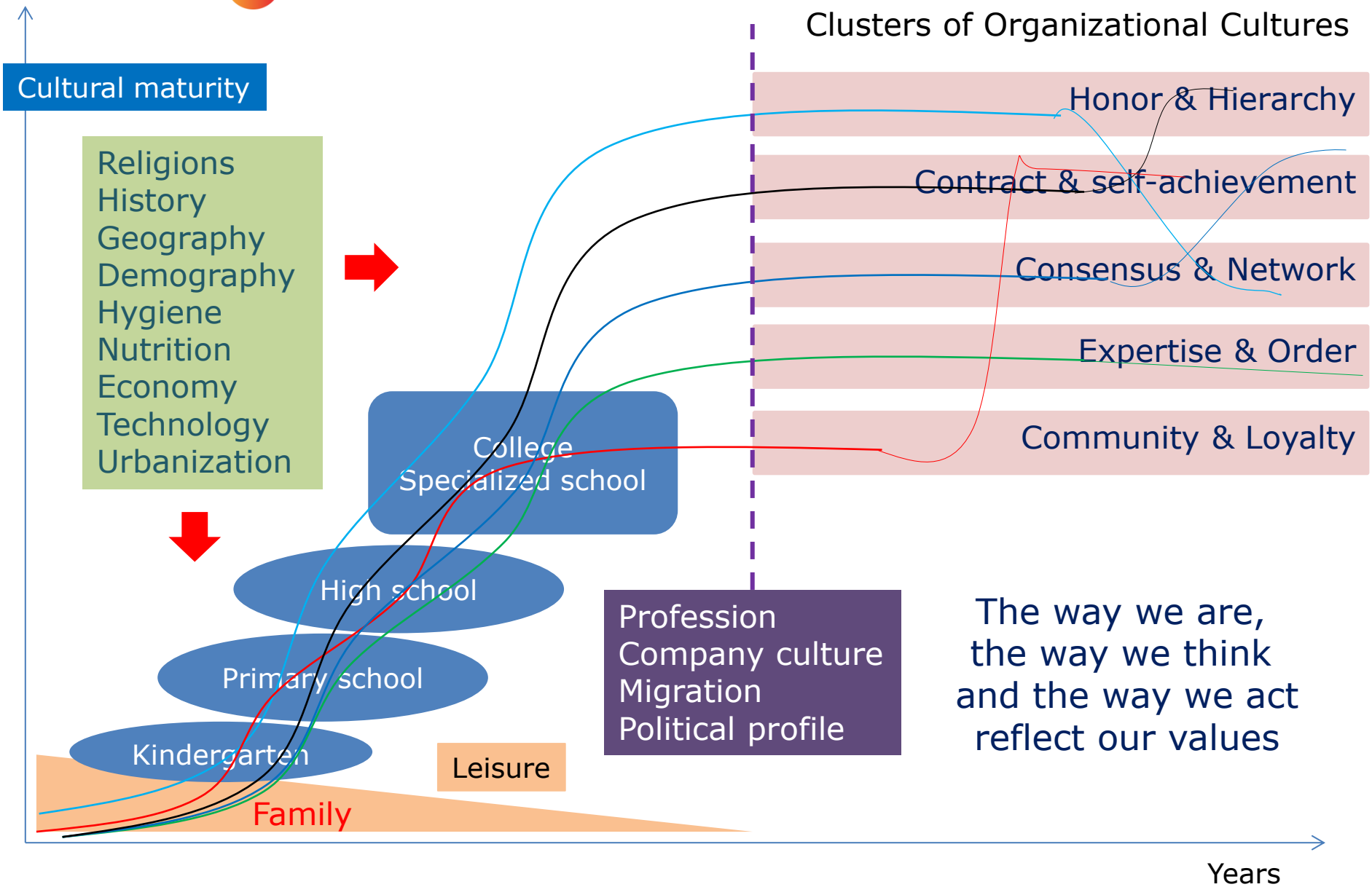


Team Responses to

The ever changing Ecosystem



Culture/value system development cycle



The 6 dimensions



Low score

High score

Position	0 - 9	10-19	20-29	30-39	40-49	50-59	60-69	70-79	80-89	90-99
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Relations to authority	The extent to which the less powerful members of society accept that power is distributed unequally									
	Anarchy	Coordination	Democracy	Subordination	Dictatorial					
TTU 2018										

1. Our boss is expecting us to challenge her view before finalizing the decision.
2. In a meeting, no one should dare speak unless you have been invited to do so.

Individual interests	The extent to which the individual interests prevail over the group's interests									
	Collectivist	Communal	Networking	Individualistic	Self-reliant					
TTU 2018										

1. In our SME, we meet together every morning to share non business topics to feel the climate.
2. I usually do not waste time at the coffee machine, unless I look for someone to help me.

The 6 dimensions



			Low score				High score			
Position	0 - 9	10-19	20-29	30-39	40-49	50-59	60-69	70-79	80-89	90-99

Work-life orientation	The extent to which achievement and success prevail over caring for others and quality of life									
	Welfare		Quality of life		Flexible		Result-based		Engagement	
TTU 2018										

1. I will take over task 3 and let you know .
2. I commit to handle task 3 and come back to you not later than Feb. 20, end of business day.

Anxiety reduction	The extent to which people feel threatened by uncertainty and ambiguity and try to avoid these situations									
	Bold		Relax		Prudent		Anxious		Suspicious	
TTU 2018										

1. Could you please send me some details about this project like a copy of the charter, and other details you feel worth to be read before acting.
2. Could you please send me the three major points to rely on regarding this project.

The 6 dimensions



			Low score				High score			
Position	0 - 9	10-19	20-29	30-39	40-49	50-59	60-69	70-79	80-89	90-99

Time orientation	The extent to which a society exhibits a pragmatic future-oriented perspective rather than a conventional historic or short term point of view									
	Time mastering	Short term	Mid-term	Long term	Fatalism					
TTU 2018										

1. For sure strategy is key; however, the market place is changing very fast; our challenge is doing our daily work as efficient as possible first.
2. What about our skill dynamics, considering the fact we will settle in Africa within 5 years.

Difference orientation	The extent to which a society accepts different truths, different views and different ways of being, thinking and acting									
	Closed	Normative	Open	Inclusive	Cosmopolite					
TTU 2018										

1. Could you please send me a photo of this person you propose; clients like to have nice looking people, generally young and not disabled.
2. I admit I tend to select people for a job according to their origin; I migrated to Europe when I was 24. I need to give back.

TTU team – Jan. 26, 2018 – 23 scorings received

X Your value systems

Global trend (managers & executives profiles looked for)

	0 - 9	10-19	20-29	30-39	40-49	50-59	60-69	70-79	80-89	90-99
Relations to authority	Anarchy	Coordination		Democracy		Subordination		Dictatorial		
Individual Interests	Collectivist	Communal		Networking		Individualistic		Self-reliant		
Work life Orientation	Welfare	Quality of life		Flexible		Result-based		Engagement		
Anxiety reduction	Bold	Relax		Prudent		Anxious		Suspicious		
Time orientation	Time mastering	Short term		Mid-term		Long term		Fatalism		
Difference orientation	Closed	Normative		Open		Inclusive		Cosmopolite		

6 D model description

Reading only



	0 - 9	10 - 19	20 - 29	30 - 39	40 - 49	50 - 59	60 - 69	70 - 79	80 - 89	90 - 100
RA	The authority is perceived as a role in the group People expect coordination from the leader. Look for professional authority.					The authority is perceived as a social status in the group; People expect subordination from the leader. Dependence - Boss and benevolent father - Look for hierarchical authority				
II	People put group or community interests first. They look for harmony and loyalty. Dependence on the system. Relationship first before talking business. Strong consensus among the community. Boss involved only for final decision.					People put individual interests first. They seek achieving their own self. Autonomy is most important. Feel responsible; tasks before relationship a priori. Limited consensus a priori. Want to be involved in decision process.				
WLO	People tend to take care of others. They seek quality of life first, including in workplace. Feelings and intuition prevail over facts and figures. Look for inclusion. Hide mediocrity and may even be jealous. Rather social and welfare driven.					People look for competition and recognition of their results. Success is most important. Facts, objectives and clear results are basic. Look for inclusion in winning teams. Value winners and discard laggards. Rather result and incentive driven.				
AR	People are rather relaxed. Guidelines is sufficient. They are ready to take uncalculated risks. What is unknown is exciting. May change mind and tactic quickly according to situation. Details are boring; look for crisp and concise information. Cannot predict what will be the final roadmap.					People are stressed. They look for rules to anticipate the unknown. They only take well calculated risks. What is unknown is dangerous. Do not like to change easily predefined way of doing. Details are most reassuring; look for full documentation. Can predict how it will take place (roadmap).				
TO	Spending money for immediate return. Want to master destiny. Short term orientation comes first; Stability is appreciated; quick results are expected.					Saving for tomorrow. The Nature (of which they belong to) masters destiny (fatalism). Long term orientation is better; Adapting to changes is normal; perseverance is a virtue.				
DO	People seek absolute truth; One truth; very normative, do not like diversity of religions or thoughts.					Several truths may exist; Several truths are good things to accommodate. Expect different opinions, different cultures and religions.				

	0 - 50	50 - 100
Relations to authority	<div style="background-color: #00FF00; padding: 5px;"> A coordination A </div>	<div style="background-color: #0056B3; padding: 5px;"> P subordination P </div>
Individual interests	<div style="background-color: #0056B3; padding: 5px;"> C communal B </div>	<div style="background-color: #00FF00; padding: 5px;"> T individualistic A </div>
Work life orientation	quality of life	result-based
Anxiety reduction	relax	anxious
Time orientation	short term	long term
Difference orientation	normative	inclusive
	Adult - Adult Parent - Child Adult - Brother/sister Parent - Teenager	

Distributing your individual dossier

X Your value system

Global trend (managers & executives profiles looked for)


0 - 9	10-19	20-29	30-39	40-49	50-59	60-69	70-79	80-89	90-99
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Relations to authority	Anarchy	Coordination	Democracy	Subordination	Dictatorial				
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z				y	X				
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Individual Interests	Collectivist	Communal	Networking	Individualistic	Self-reliant				
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Work life Orientation

1. Your results (x) – in fact your comfort zone
2. Global trend –  your future anchor point to adapt to any country
3. If your delta (y) is less than 10 points – do nothing
4. If away (z) – actions required to join the leading edge profiles (next topic)

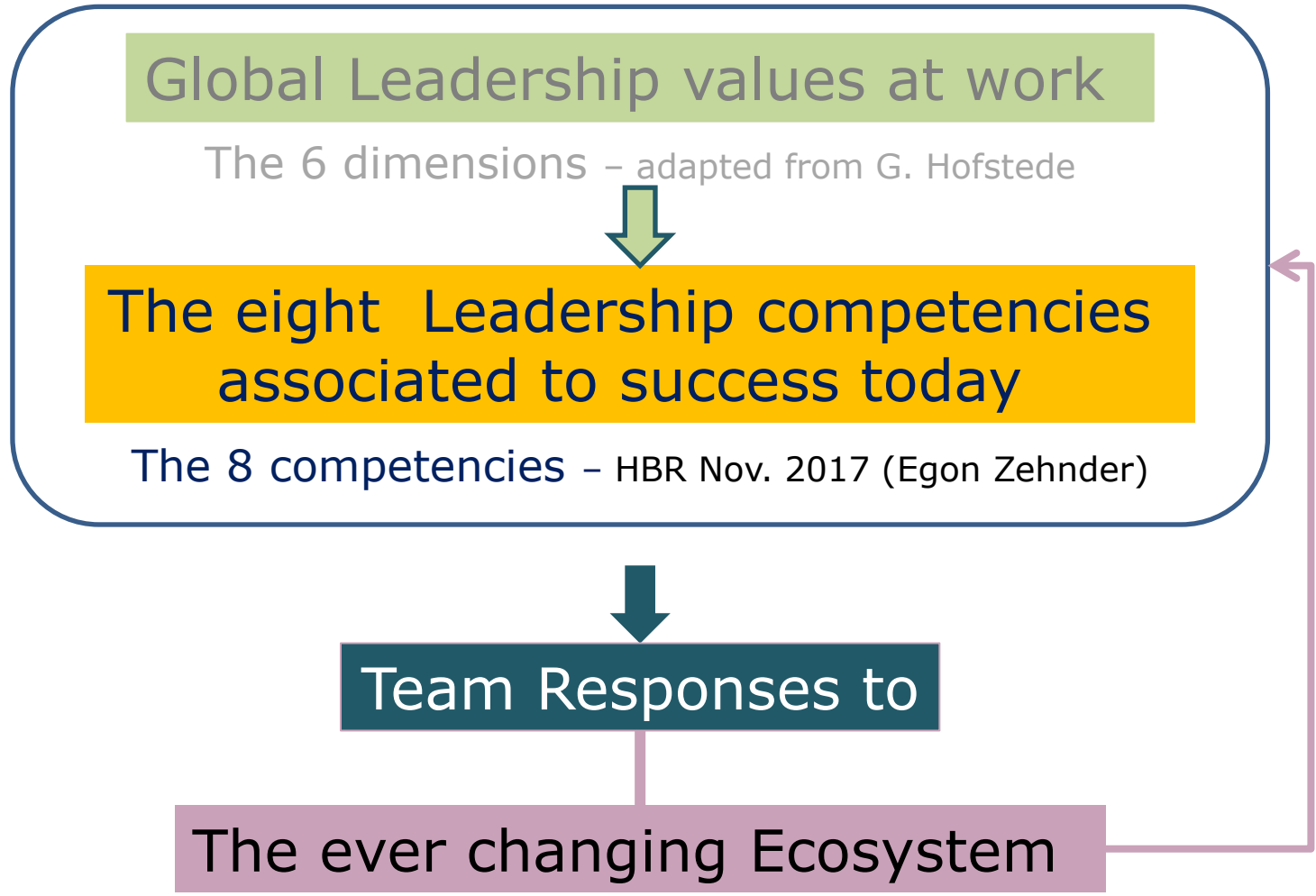
Time orientation	Time mastering	Short term	Mid-term	Long term	Fatalism				
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Difference orientation	Closed	Normative	Open	Diversity	Cosmopolite				
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A global leadership mindset model responsive to change



The eight Leadership competencies associated to success today

Turning potential into success – HBR Nov. 2017 (Egon Zehnder)

Result orientation

- completing assignment >> transforming business model

Strategic orientation

- understanding immediate issues >> developing breakthrough strategy

Collaboration and influence

- responding to requests >> forging transformational partnerships

Team leadership

- directing work >> building high performance culture

Developing organizational capabilities

- supporting development efforts >> instilling culture focused on talent management

Change leadership

- accepting change >> embedding culture of change

Market understanding

- knowing immediate context >> seeing how to transform industry

Inclusiveness

- accepting different views >> creating inclusive culture

Competencies that will support your practices

The 8 competencies - from Egon Zehnder)	The 6 dimensions focus items
1. Result orientation transforming business model	Individualistic, Result-based
2. Strategic orientation developing breakthrough strategy	Relax, Long term
3. Collaboration and influence forging transformational partnerships	Coordination, Networking, Inclusive
4. Team leadership building high performance culture	Coordination, Networking, Inclusive
5. Developing organizational capabilities instilling culture focused on talent Management	Coordination, Networking, Result-based, Inclusive
6. Change leadership embedding culture of change	Networking, Result-based, Relax, Mid-term
7. Market understanding seeing how to transform industry	Networking, Result-based, Inclusive
8. Inclusiveness creating inclusive culture	Coordination, Networking, Relax, Inclusive

Let us listen to one **key player** in the global business

Jack MA, Alibaba CEO – his ten rules for success

https://www.youtube.com/watch?v=9e_mqibZc-Q

Work on your *own vision of your role in Tunisian business transformation* and determine what should be your *Leadership mindset practices at work* using next slide to plug your targets.

Team work: **table**

Duration: **20mn**

Results: **recording table's results on the consultant's PC**

Debriefing: **comments on the general trend only**

Position your future practices (2019 Year end) , supporting the Tunisian business transformation

TTU team – Jan. 26, 2018

Your value system
 Global trend
 Your future practices at work

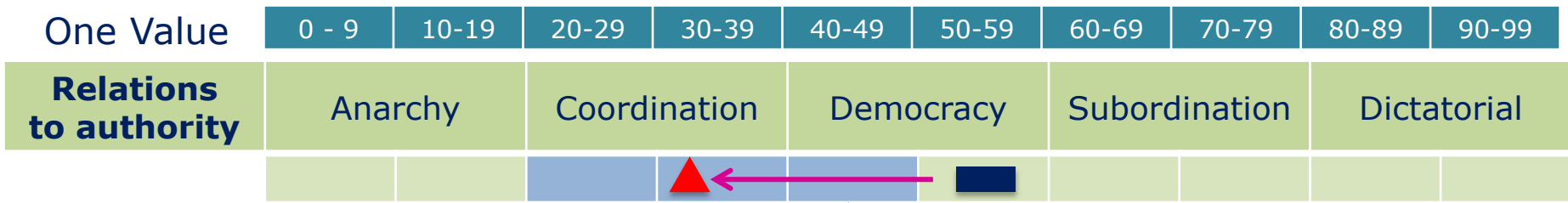
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▲										
Time orientation	Time mastering	Short term		Mid-term		Long term		Fatalism		
▲										
Difference orientation	Closed	Normative		Open		Diversity		Cosmopolite		
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Shifting your values at work to new practices

 your target

 your comfort zone

 new scope of practices

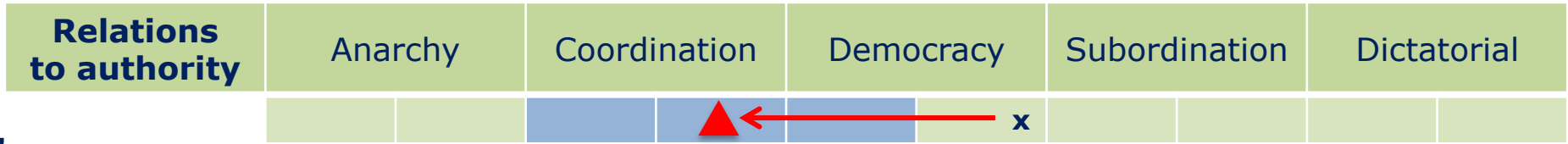


Practices target

You

Operational change

Shifting your practices at work



Shifting your practices at work

From Subordination to Coordination - empowering

- Avoid unnecessary tight control of performance of team members.
- Develop trust and deserve people' trust
- Reinforce your active listening and you tutorial approach
- Suggest and recommend more that asking and commanding.
- Stop asking people if job has been done; ask a checkpoint and be available to support people.
- Stop asking why the job has not been completed; ask for potential obstacles or issues.
- Empower people and bring them to a high level of performance.

- Select the dimensions that require some shifting (a gap > 10pts from your comfort zone).
- Identify the actions (from the guide) that would contribute to the shifting of your values to the targeted practices.
- Record your actions on next slide.

Team work: **individual**

Duration: **20mn**

Results: **record your results on next slide.**

Debriefing: **round table (one major action you intend to put in place).**

Actions to make your *future practices at work* a reality, thus, supporting the Tunisian business transformation

Date:	<i>Actions to adapt</i>
Relations to authority	
Individual Interests	
Work-life Orientation	
Anxiety Reduction	
Time Orientation	
Diversity Orientation	



Thank you for your contribution to the seminar !