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IPMA CONFERENCE
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Change is Here

What is the biggest change you have seen in the last 5 years
Dizzying Change

Globalization

Demographic Change

Digitization
Technology

20th Century
Human is extension of the machine

21st Century
Human and Machine integration

Ethics key - How will we respond?

LINDA SHARKEY, Ph.D.
FUELING GLOBAL TALENT: DELIVERING RESULTS
6 Essential Factors

- Leadership
- Purpose
- Inclusion
- Culture
- Relationships
- Technology

Human Capacity

Digital revolution equals Human revolution
Leadership

6 Essential Factors

Human Capacity

Digital revolution equals Human revolution
How would you describe the leadership in your organization?

1. Struggling to keep up. I don’t have much confidence in them.
2. Innovative leaders of change. I have confidence in their ability to embrace change.
3. We have inconsistent leadership with bright spots (role models) and hot spots (brilliant jerks).
Develop the right leaders

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<th>Yesterday’s Leaders</th>
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<td>What they have?</td>
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<th>Today’s Leaders</th>
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<td>What they can do?</td>
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<td>Being good</td>
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<td>Thrive with Change and Ambiguity</td>
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<td>Viewpoints &amp; Creative Tension</td>
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6 Essential Factors

Leadership

Culture

Human Capacity

Digital revolution equals Human revolution
When it comes to your organization's culture...

1. It is guarded. There are elephants in the room, topics we don’t discuss and try to work around.
2. We tolerate toxic behaviors and attitudes that undermine success.
3. We walk the talk. There is a clear line of sight between what we are trying to achieve and how we do it.
Culture

- Problems vs Possibilities
- Conformance vs Individuality
- Profits vs Innovation
6 Essential Factors

Leadership  Culture

Purpose

Human Capacity

Digital revolution equals Human revolution

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FUELING GLOBAL TALENT. DELIVERING RESULTS
What is your purpose?

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6 Essential Factors

Leadership

Purpose

Inclusion

Culture

Human Capacity

Digital revolution equals Human revolution
Digital revolution equals human revolution
When it comes to relationships, in our organization...

1. It’s not personal. It’s business. We operate within silos, with politics and turf wars.
2. Business is personal. We strive to be allies. We actively seek out opportunities to collaborate and to deliver mutual success.
3. My team is solid; if those folks over there need help, they’ll ask. We are happy to help.
Digital revolution equals Human revolution
Technology
Regarding the use of technology...

1. The government gets new tech faster - ours is a closed environment controlled by IT.
2. We LOVE cool new tech. We are early adopters and seek out opportunities for business efficiency through technology.
3. We introduce new technology only to see it languish unused because we didn’t consider the human interface.
The traditional human interface with work is exploding.
What We Must Do

❖ Rethink Human Development
  • Constant up-skilling - more about learning
  • Leadership is about deep emotional connection
  • Build learning for these dynamics

❖ Redesign Organization Structures
  • Limited layers - pyramids are dead
  • Co-creation and flexible structures required for innovation
  • Align rewards to this reality

❖ Exam and Eliminate Unnecessary Processes
  • Less is more - one size does not fit all
  • Less about compliance and more about fulfilling purpose
  • Adjust/dump 20th C industrial processes that control and build adaptive policies that unleash
Tips to Thrive

Ask

Listen

Think

Respond

Repeat
Practice ALTRR

- Write down one thing you will do differently tomorrow
- Stand up and grab 4 people around
- Share your change item
- Ask for one idea about how you might implement your change item
- Write it down
- Do this for everyone in your group
Thank you!

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