

CEO NOW Leadership Report 2019

Five global **megatrends**

Important **global tendencies** of the external environment

Potentials of **digital transformation**

Global **leadership tendencies**

Recommendations from the Management Commission

The leader's own **perspective** towards 2021

Recommendations from Business Institute

The impact of trends on business leadership has reached dramatic proportions over the last decade, leaving leaders insufficiently prepared to navigate in a tumultuous landscape. Executives who are trained in disciplines that were highly relevant three to five years ago find themselves ill-equipped to make decisions that can guarantee success and prepare the way for continuous organizational growth. The implications are clear: every company needs to readjust its talent to rapidly integrate new skills into the workplace - skills that can accelerate and improve effectiveness and, thereby, make it possible to keep pace with the speed of change.

At Business Institute, we want to create insight, understanding and a broad perspective, so a direction can be set, and space can be provided for development and drive. To support this imperative, we have conducted a comprehensive survey among Danish leaders this year and completed an analysis of the forces and dynamics that are most urgent for businesses to respond to. In addition, we have evaluated megatrends in a global context to provide an even more far-reaching perspective on how the business environment will change in the course of the coming decade.

It is our aim that our synthesis of research, as reflected in this leadership report, can create a coherent understanding of, as well as insight into, current and future leadership challenges. The report serves as foundation for Business Institute's contribution to the current and future dialogues on expectations for contemporary leadership in a complex world.

- Lars Ib, rector at Business Institute

Purpose

At Business Institute, we are committed to educate Denmark’s most visionary and current business leaders and prepare them to excel at leading in a context characterized by high complexity. For this reason, Business Institute has a clear ambition to encapsulate the current leadership challenges and outline the trends that are driving the urgent need for change.

Our research methodology reflects a continuous search for new insights, collected annually through both surveys of business leaders as well as secondary research focused on emerging tendencies. The analyses are summarized in this leadership report.

The purpose of the leadership report is to document both present and future leadership priorities at a national and international level. Additionally, we aim to ensure that all of Business Institute’s educational programs reflect the highest level of current thought leadership and ‘Useful Education’ in a time of volatility, uncertainty, complexity and ambiguity. Finally, the purpose is to inspire you as a leader and make you curious on how you can ensure that you and your organization is in sync with the external environment.

Input for the leadership report comes from the following sources:

CEO NOW DASHBOARD

Sources and weighting



Setting the scene

Business Institute's CEO NOW Leadership Report 2019 is structured as a topical view of top-of-mind issues affecting opinion makers globally and nationally, as they look towards 2021.

What is the focus and what is it all about?

The report addresses topics supporting the strategic focus as described above:

- A description of the most important global megatrends with a focus towards 2050
- A global perspective of the most current tendencies
- A global view of top-priority and urgent leadership tendencies

The leadership report is designed as a compendium of insight and themes related to the above-mentioned elements. Although there are potentially cause and effect connections among many of the elements, it is not the report's intention to construct this context.

The purpose of the existing input is to provide the basis for a leadership discussion at all levels and to equip the individual organization and leader for the coming change, laying the foundation for discussion and action based on the following questions:

1. Which megatrends have an impact on our framework conditions now and in the future?
2. Are there megatrends that are significant to us, which are NOT included in this report?
3. Which global tendencies in the external environment are important now and in the future?
4. Are there global tendencies in our external environment that are significant to us, which are NOT included in this leadership report?
5. Which opportunities and threats does the chosen megatrends and global tendencies entail for us now and in the future?
6. Which leadership shifts must become central components of our own development in order to be equipped for tomorrow's market opportunities?
7. Are we seeing the same challenges as other leaders, as we look toward 2021?
8. Can we construct our own leadership mindset to engineer in reverse topical priorities based on the future we see ahead, so we can provide effective leadership to our teams and high-impact strategy to our organizations?

Answering these questions might feel disruptive to our current norms in the short-term, but at the same time, it will force us to confront the new realities of the complex world ahead.

The basis of this leadership report is two-pronged

The first part consists of a systematic coverage of the most central megatrends through the collection and processing of data from the key secondary sources in the leadership report.

The second part consists of the results from a survey of current leaders. The survey was sent to approximately 1.200 leaders and we received approximately 240 responses.

The composition of the respondents is very diverse:

MANAGERIAL LEVEL



NUMBER OF EMPLOYEES



INDUSTRY



The creation of the report

This leadership report is made through investigation of contemporary and future trends and tendencies in a national as well as international perspective. We have consulted universities and leadership thinkers on a global scale to investigate and revise leadership in 2019 and the years to come.

The knowledge and insight we have gained is summarized in this leadership report and it emphasizes how leadership is a constantly progressing profession. Therefore, we have chosen to compose the report on the basis of the theme *Leadership with direction and meaning* this year.

Five global megatrends

The leadership report has its main starting point in the five megatrends which are globally acknowledged.

In 2016, PricewaterhouseCoopers (PwC) composed a report that identified the five main megatrends of today. This report is linked to a report composed by the UN in collaboration with Willis Tower Watson in 2017, in which they also describe and explain the five megatrends based on expert opinions and a worldwide survey.

In this context, the definition of a megatrend is a globally recognized macroeconomic and geostrategic force that affects our world today and is expected to shape and transform our future for many years to come.

In this leadership report, the basis for all transformation – both in the leadership universe and in the uncovered tendencies in the global environment – is that the requirement of change comes from the global megatrends.

The five global megatrends are:

1. The shift in economic power from the West to developing countries
2. Climate change and lack of raw materials
3. Aging and social change
4. Technological breakthroughs
5. Rapid urbanization

Megatrend 1: The shift in economic power from the West to developing countries

For many years, the geopolitical and financial power has been in the West, North America and Western Europe. However, a change of power can be foreseen, as countries like Asia and Africa can expect more global power and influence in the future.

Megatrend 2: Climate change and lack of raw materials

On a global scale, the climate is changing, and this is particularly a result of manmade influences through our carbon emission into the atmosphere and the high consumption of the Earth's limited resources.

Megatrend 3: Aging and social change

Demographic changes are clearly traceable to the Earth's population, which also means changes in our society. There is an unprecedented distribution of age groups, and the society have not yet adapted to the implications this may have.

Megatrend 4: Technological breakthroughs

Technological breakthroughs are already affecting our society today, and this impact will undoubtedly continue in the following years. In the UN's study, technological breakthroughs were estimated to be the megatrend that will change our society the most in the following ten years.

Megatrend 5: Rapid urbanization

People are moving to the cities like never before, and especially the increased automation of food production indicates that even more people will leave the small urban communities in favor of the city life. It is estimated that up to 72% of the world's population will live in cities by 2050.

Most important global tendencies of the external environment

In this context, global tendencies are seen as events that are reflecting topical themes. These tendencies are an expression of the themes and topics that experts and opinion makers are most focused on during this period. Our intention here is to deliver the themes that the sources forming the leadership report have had the highest focus on during this period. Hereby, we recognize that there are many other tendencies that also influence society as a whole.

Globalization

Globalization has been an important key to growth and prosperity worldwide and has created a mutual dependence between countries, making each and every one of us citizens of the “global village”. Country borders have been broken down and the result is increased opportunities for global trade, more effective cross-border communication and cooperation between countries and corporations despite differences.

From an economic, political, cultural and social perspective, globalization has a major influence on the life of the individual as well as the society as a whole. But globalization and its related technological developments have also brought about entailed universal changes worldwide.

The changes are historical in size,

speed and scale. We are in a new economic era called *Globalization 4.0*. This era is partially influenced by the Fourth Industrial Revolution, which has changed the way we live, work and connect with each other. Digital technology is developing exponentially, and it is happening at an unprecedented pace. The scale of these changes is especially transforming entire industries on a global scale (World Economic Forum Davos, 2019).

Resistance towards globalization

We are adjusting ourselves to a world view where Donald Trump is president, the United States is in a trade war with China and the United Kingdom is maneuvering in a chaotic Brexit. Many Western European nations are voting for a more protectionist agenda, where nationalistic flows are moving through politics and public sentiment. Millions of Americans and Europeans are dissatisfied with globalization and the economic system it entails (World Economic Forum Davos, 2019).

The growing resistance creates widespread uncertainty and frustration. We are in an innovation-driven economy that has transformed numerous industries through technology and digitalization. It has provided a breeding ground for new jobs and also led to the cessation of others. From an industrial perspective, it creates greater competence requirements for employees, where

the uncertainty and dissatisfaction of many rests in the fear of being left out. The resistance towards globalization is not least directed towards tech companies and their use of personal data (World Economic Forum Davos, 2019).

Monopolies in the digital marketplace

The pace of technological development makes it very easy for tech companies to come to power – now more than ever before. The global economy is currently centered around a few digital giants such as Facebook, Google and Amazon, whose business models are all based on big data.

For centuries, the world economy has been governed by physical products, but today, we are in a world where data and technology are at the center. In many ways, it can be said that the economy is controlled by the companies that own the most data. With increasing access to and control of data from billions of people on a global scale, tech giants have an immense power over their respective markets, our financial future and our society. This power enriches the giants with lucrative opportunities such as being able to tailor products to consumers, but it also often results in negative outcomes such as theft of personal data and loss of control.

With such power, these digital superpowers can be considered as tech monopolies. They are in a near-monopoly position in their respective markets, as their size and

knowhow along with the preference of the consumers makes it difficult for competitors to keep up (World Economic Forum Davos, 2019).

In last year's CEO NOW Leadership Report (2018), Harvard Business Review predicted that a growing hostility towards the well-known tech giants would emerge. This has proven to be the case. The tech giants have come under close scrutiny by critics who believe they have gained too much power over our economy, society and democracy. Therefore, there is a great debate about how to regulate this sector to ensure fairness and equal conditions among all.

Will the future be human?

The technological development creates new norms and provide a breeding ground for innovative thinking of basic principles of business. In a time of continuous worldwide transformation of industries and a deeper integration of artificial intelligence, robotics and automation, we are all facing a new era. In a world where data processing and digital technology have gained massive proportions, we must ask ourselves: *will the future be human?*

Potentials of digital transformation

The organization of the future – Smart Business

A Smart Business consists of an ecosystem of stakeholders that have one common goal. All activity in this ecosystem is coordinated through an online network that uses machine learning for real-time data handling. Enabled by automation, a Smart Business can quickly and dynamically adapt to market changes or changing customer needs, as algorithms control business decisions. The algorithms can quickly change existing software if there are indicators that this will benefit the company. In that way, this organizational structure has a huge advantage over the more traditional company that manually has to make these changes.

The trick with a Smart Business is that the longer the company uses an algorithm, the better it will perform due to the ongoing modifications of the algorithm (Harvard Business Review, 2019).

Augmented Reality as a strategy

Augmented Reality (AR) is the technology that enables transformation of data and objects for analysis into images or animations that “overlap” the real world. Digital technology, thereby, gets integrated in the physical world.

AR has the potential to change a whole business structure and our data handling.

There are three factors in particular that show AR’s potential:

1. AR creates better visualization through the detection of objects or systems that can be difficult or impossible to see with the naked eye. AR is currently being used in medical studies where the patients’ veins are displayed through heat sensors in an AR software, making the tapping better for both patient and student.

2. AR can replace old-fashioned instructions by transforming 2D to 3D. For example, it is possible to use AR to receive holographic instructions that the user can interact with. This can be used for more efficient processes in production, reconditioning or deconstruction of objects.

3. AR can replace physical components via buttons that are “laid on top of” surfaces, so that a machine can be controlled without having physical buttons.

Cultivation of curiosity

Throughout human history, we have created a myriad of great inventions, and they all stem from curiosity. In that way, curiosity is the root of groundbreaking innovation and plays a key role in all companies. By cultivating and implementing curiosity, both business leaders and employees can learn to adapt faster and easier in times of instability. Specifically, curiosity enhances the decision-making

process among leaders and employees and equip them with commitment and enhanced collaborative skills. This strengthens the company through a joint creative problem-solving process. In other words: curiosity increases the performance of a company (Harvard Business Review, 2019).

The tendencies outlined above directly and indirectly reflect the potential impact of the five megatrends. Within this context, the individual leader needs to play an altogether different role than in the past. Rather than focusing on process efficiency in driving current products to market, leaders must master the skills of collaboration, open communication, rapid data integration and connection to new stakeholders in their ecosystem to drive the change that can keep pace with digital disruption.

Global leadership tendencies

In the previous section, the focus was on uncovering the most topical tendencies of the external environment that affect regions, countries, industries and companies. Directly and indirectly, these tendencies will provide a framework for the individual leader's present and future conditions to enable day-to-day business leadership. But is there a correlation between tendencies in our external environment and the leading leadership thinkers current focus?

This section focuses in the key trends in global leadership thinking based on the present focus of Harvard Business Review, Thinkers50 and Singularity University. Accordingly, the articulation of the global leadership tendencies reflects the perspectives of the sources.

The great importance of risks

"Not taking a Risk Is A Risk."

– Terence Mauri

Blockchain, AI and digitalization can be seen like starts on the night sky on Thinkers50's website. These three forces must be reckoned with, and business leaders must proactively learn their potential and devise strategies that capitalize on the power of these technologies. As Terrence Mauri, author of the book 'The Leader's Mindset', expresses, it is too risky to ignore them and not take a risk. Markets and competitors move too fast to allow any individual company to remain complacent, which means that risk taking

is also inevitable in order to survive in our time. Mistakes and defeats are, of course, a part of taking these risks, but without trying, success is a galaxy away (Thinkers 50, 2019).

Become the next Bitcoin

"The best leaders have the courage to shape the future, rather than just live by the norms of today."

– Peter Fisk

Amongst other things, digitalization, cryptocurrency, AI and robotics innovate our world. Peter Fisk, founder of GeniusWorks, has established 18 concepts that can help companies to handle technology optimally. The concepts are gathered here in three points:

- 1.** In constant symbiosis with the technology
- 2.** Create a new, personal view of the customer
- 3.** Think faster, better and newer (Thinkers 50, 2019)(Singularity University, 2019)

Think like a surgeon

"The ability to embrace uncertainty, be agile in leadership styles, and create a systemic view are becoming necessary leadership skills."

– Kriti Jain

Today, we are living in a VUCA world that is governed by the four components of the acronym: volatility, uncertainty, complexity and ambiguity. Therefore, navigating th-

rough the thick fog created by the VUCA components can be difficult and endlessly risky.

When challenges are to be addressed, Kriti Jan from IE Business School proposes developing the “mentality of a surgeon” that is characterized by three components of a surgeon’s mindset:

1. Interaction with uncertainty through training and intuitive thinking
2. Variation of behavior through flexibility in social and business-related situations
3. The holistic is the way forward because of overview and the connection between the internal and external

(Thinkers 50, 2019)

Ditch the winner’s-gene and think inexpensively

“I was interviewed (...) and asked, ‘What is the number one problem of all the successful people you’ve coached over the years,’ and my answer was, ‘Winning too much.’”

– Marshall Goldsmith

Marshall Goldsmith is an expert in leadership, and he has a research-based observation on what it takes to win in the current business environment. The observation is: stop focusing on winning. In the past, leaders looked at the world as a win or lose board game, and it prepared them to surpass expectations and drive their companies toward continuous levels of

economic growth. But, in a VUCA world, the winner’s-gene actually works against success by putting too much emphasis on the competitors on the horizon today and not enough emphasis on emerging forces, other industries and the innovations of startups that are not currently in the line of sight of existing companies.

By definition, the winner’s-gene is rooted in the past. What it takes to win today is the ability to move fast, make mistakes and correct them quickly, enter unknown territory and to think smarter when it comes to strategic execution. One of the ways to do this is to ensure that the innovative initiatives can be introduced in small steps with inexpensive experiments and that they can be implemented quickly.

Hesitation is more expensive than pivoting.

If an implemented product has failed, managers need to ask themselves the following questions to ensure continuous learning:

1. What was the intention with the product/service/initiative?
2. What happened in reality?
3. What can be learned from the process?

(Thinkers 50, 2019)(Singularity University, 2019)

Acceleration

“The future will be far more surprising than most people realize, because few observers have truly

internalized the implications of the fact that the rate of change itself is accelerating.”

– Ray Kurzweil

While the word technology dominates as a key concept at Singularity University, acceleration is the concept that serves as a significant driver of change. Acceleration brings important two implications:

1. Greater complexity

2. Multiple risks

(Singularity University, 2019)

Ekspponential development

“We’re local and linear thinkers in an exponential world.”

– Singularity University

The vibrating block in your pocket has more power than the super-computer that managed to send the first man to the moon – and yes, we are talking about your tiny mobile phone. This is an example of the exponential growth of digital technology, which is much faster than you might think. In just 18 to 24 months, we double the development rate for technology, leading to what we call an “exponential revolution”. This means that acceleration in no way can be ignored in our time (Singularity University, 2019).

Innovation without limits

“Your Biggest Problems Are Your Biggest Opportunities.”

– Singularity University

The boldest mindset of VUCA leaders is of those who can learn how to invent processes, products or

solutions that are ten times better than the last generation of offerings. This is called moon shots. With a moon shot mindset, leaders can approach innovation more bravely by adopting practices such as:

1. Using young labour

2. Entering remarkable cooperation

3. Throwing out bureaucracy - aiming for the inevitable

(Singularity University, 2019)

Strategy behind innovation

“Explore, envision, and unlock the future of your organization”

– Singularity University

The thought process behind moon shooting can be divided into the following three processes, which involve the attempt to make your approach not only twice as good, but ten times better:

- **10x** strategic development where clear plans for innovative initiatives are set

- **10x** leadership training through continuous learning from leaders

- **10x** innovative sprints, especially in phases with testing and prototyping, there needs to be a focus on velocity, so the success rate for a product can be identified quickly (Singularity University, 2019)

Implications of Singularity University’s research

Based on well-documented indicators of the seismic shifts in the market and the rapid change in the

competitive business environment, it is clear that the leadership role is in transition based on global leadership tendencies, where key issues for tomorrow's leader will be:

- **Increased speed**
- **Exponential development**
- **Acceleration**
- **Mindset of a surgeon**
- **Thinking cost-effectively**
- **Innovation**

It is also evident that these leadership imperatives are fueled by technological breakthroughs and the framework conditions that this entails. Secondly, increased pressures based on rapid globalization causes additional uncertainty and complexity.

Recommendations from the Management Commission

In the leadership report, we have chosen to list the recommendations of the Management Commission (in Danish: Ledelseskommissionen) because they fundamentally frame what “good leadership” is in the public sector of Denmark in a topical context.

On June 12, 2018, the Management Commission launched a series of recommendations, which, in particular, focus on the role of the public leader in society. The recommendations are expressed in the following seven points:

Citizens at the center

The public leader must create value for both society and citizens and ensure that the employees put the citizens at the center of their daily work. Citizens should be seen as potential partners rather than passive recipients of public services.

Politicians must trust leaders

There must be a constructive interaction based on trust, mutual understanding and respect between leaders and politicians.

The cooperative system must be simplified

The dialogue between leaders and employees must support the citizens’ perspective. In order to run a workplace, it is important that there is mutual trust between the leader and the employees.

Administrative directors must lead the operations and the development hereof

The administrative directors must be operationally closer to the institutions and people they lead. Additionally, the directors should collect and employ feedback from citizens and companies for further development of operations.

Leaders must set the direction

The attentiveness between leader and employee must be prioritized. If the leader is ensuring quality for the benefit of the citizen, the leader must be visible and present to the employee.

Leaders must pick the team

The recruitment process must be professional and include small recruitment committees. In order to avoid leaders who do not solve the leadership task satisfactorily, there must be a focus on the development of qualifications. For this task, the leader must have another responsibility or ultimately be dismissed.

Leaders must evolve

To strengthen a practice-oriented leadership development, workplaces and chief executives must be more active before, during and after executive training. Leadership development is a continuous process and through systematic leadership evaluations, ongoing dialogue and feedback, the continuous development of the leader is ensured.

The Management Commission's recommendations express a contemporary view of a common Danish macro approach to the leadership role. Although the recommendations are designed for a public context, we believe that these conditions are also highly relevant and applicable to the private leader.

Applied to a leadership context, the Management Commission's recommendations provide direction for the role of business leaders. Multiplied by the complexity inherent in those recommendations within a larger global context, it is clear that managers need to consider each of the Management Commission's themes and reflect on how to incorporate each theme into their companies' paths toward economic success.

The leader's own perspective towards 2021

In relation to the preparation of the CEO NOW Leadership Report 2019, Business Institute conducted a quantitative questionnaire survey. *2021: Spotlight on Future Leadership* was distributed to approximately 1.200 respondents in Denmark with approximately 210 responses.

The study was conducted to uncover the leader's perspective regarding:

- Change in the leader's external environment towards 2021
- Expectations for growth in revenue towards 2021
- The leader's challenges towards 2021

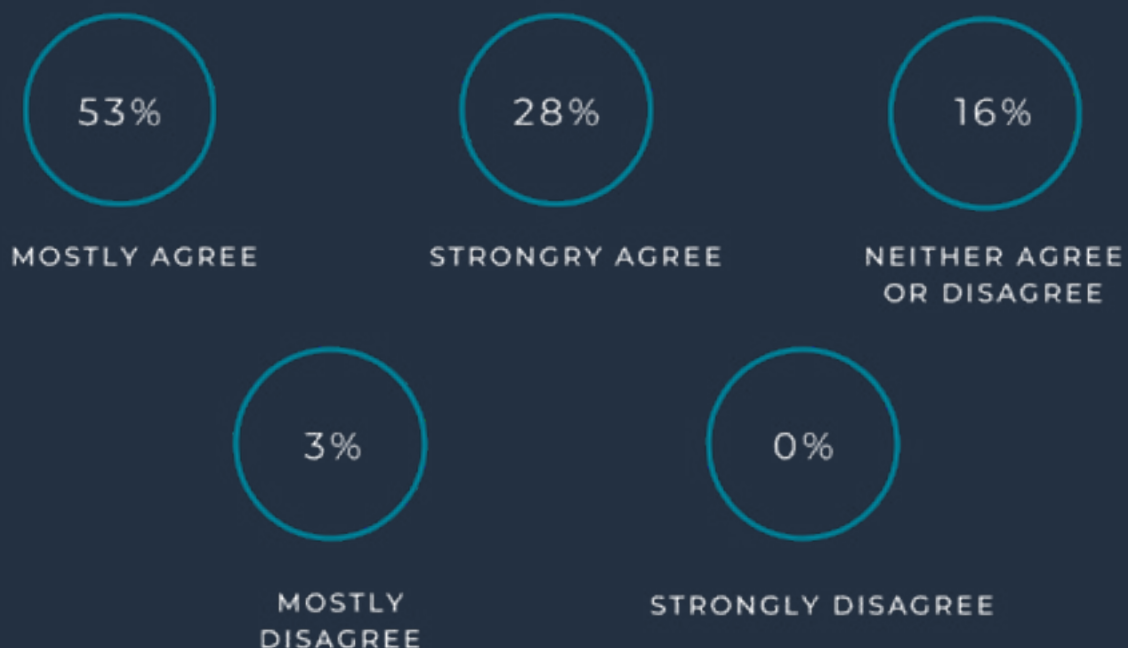
The uncovering of the leader's own perspective gives an idea of whether the leader is in sync with the changing and evolving external environment.

The leader in a VUCA age

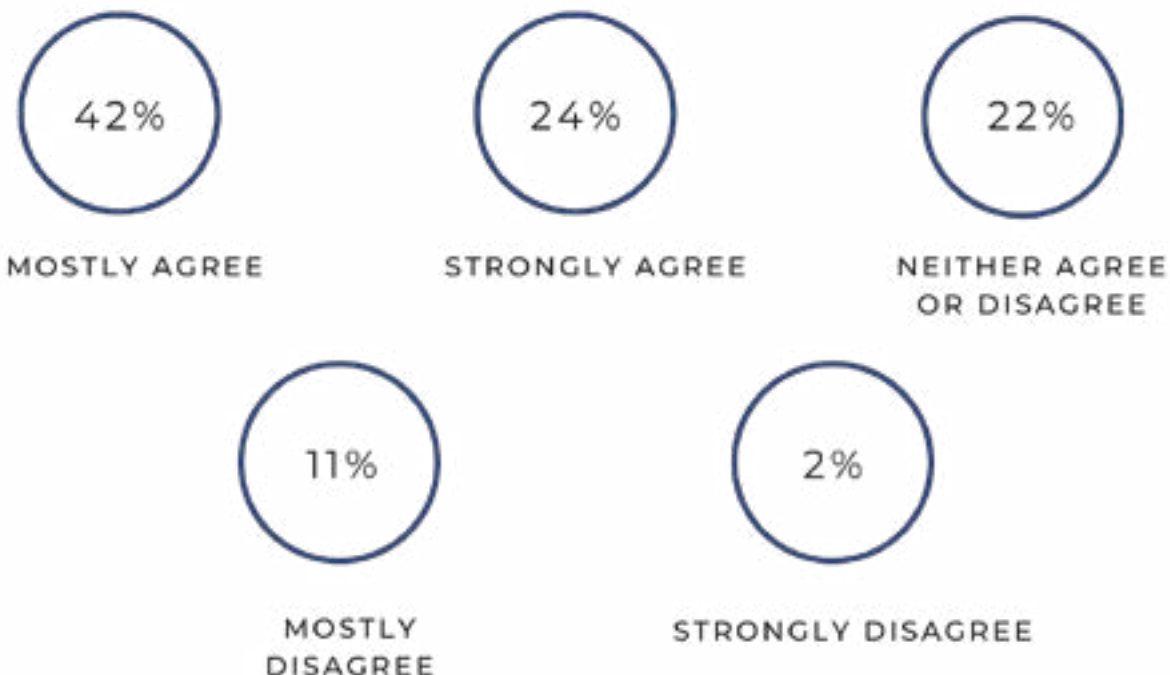
Within the context of a leader's perception of challenges between today and 2021, respondents expect an even greater degree of complexity in the future. The reason for this is, in particular, disruptive changes in the external environment, which gives rise to greater complexity and a need to constantly work with effectivization. The conclusion is quite clear here: in a VUCA perspective, the complexity will increase in the coming years.

This is expressed in the following illustrations, which are all based on the period towards 2021:

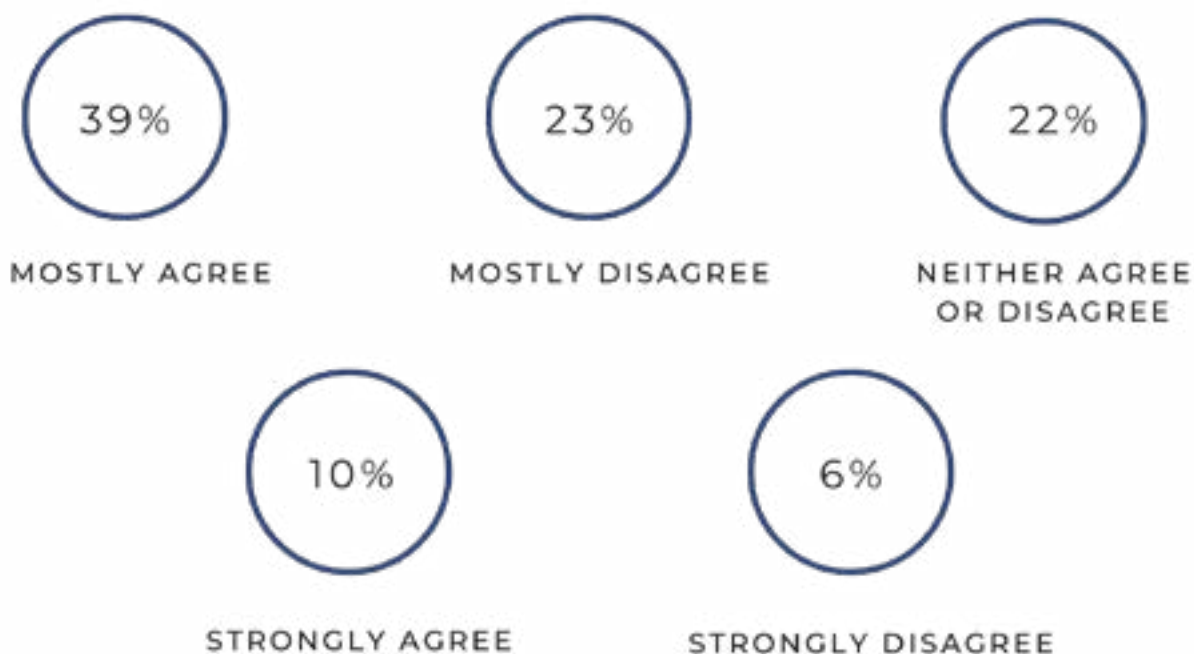
WILL BE INFLUENCED BY DISRUPTIVE CHANGES IN THE EXTERNAL ENVIRONMENT



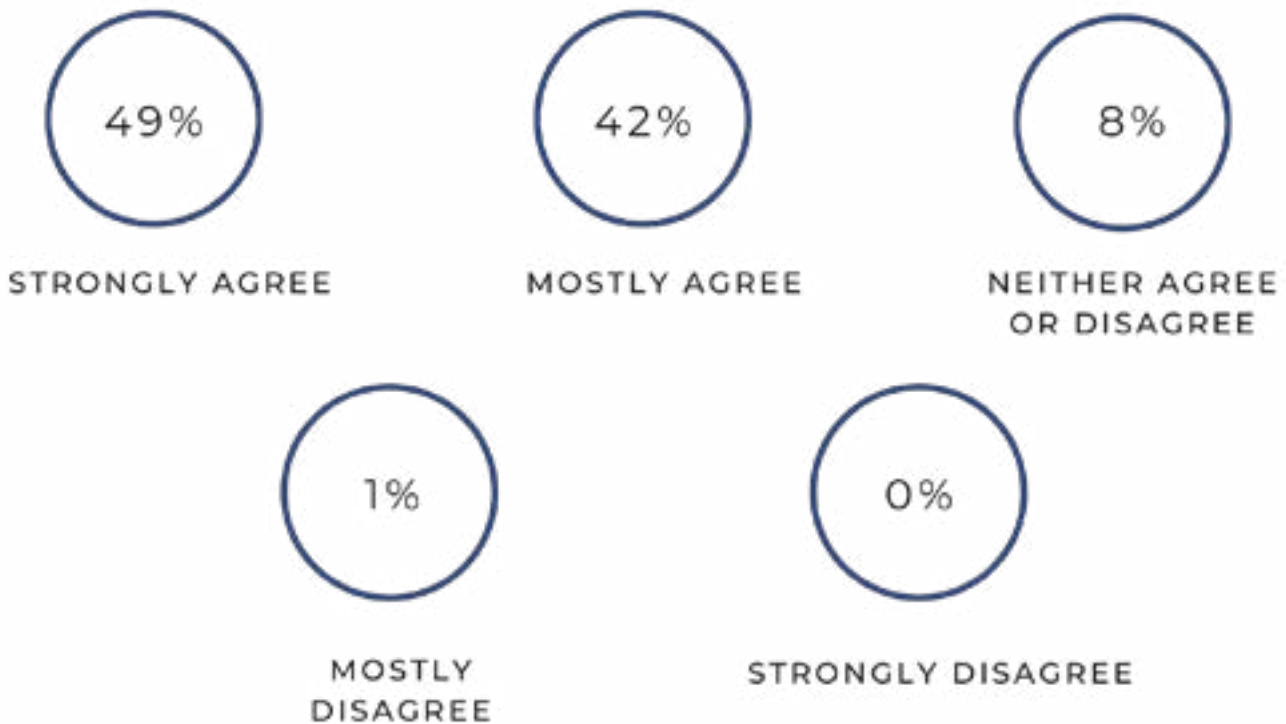
MY COMPANY/INDUSTRY WILL BE EXPOSED TO INCREASED COMPLEXITY, CHAOS AND CONFUSION



WILL BECOME MORE IMPORTANT TO ACT DECISIVELY WITHOUT CLEAR GOALS AND SECURITY



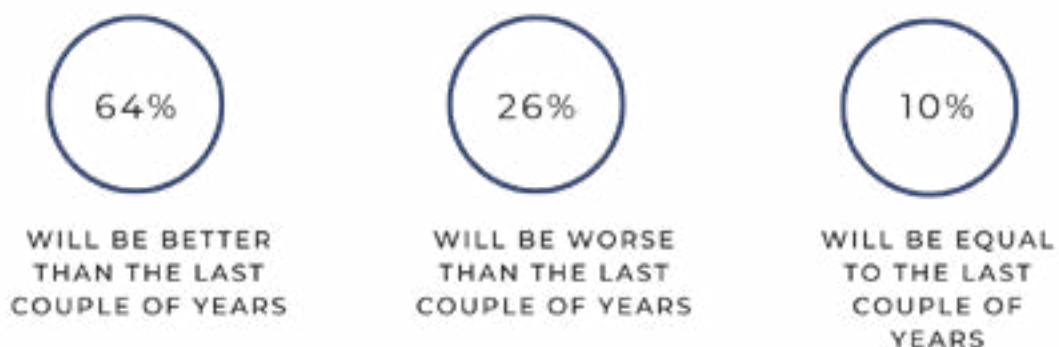
INCREASED EFFICIENCY REQUIREMENTS CAN BE EXPECTED DESPITE CONSTANT VOLATILITY



Danish leaders in particular express the expectation that the VUCA component *complexity* will get a bigger influence in the future. In that context, disruptive change plays a considerable part, as it creates great complexity in the form of unpredictable fluctuations and changes in a market. In addition, there is a constant demand for efficiency and increased growth that leaders must take a stand on.

Furthermore, there is an expectation of economical growth towards 2021 as well as increased VUCA intensity.

EXPECTATIONS FOR THE COMPANY'S ECONOMIC DEVELOPMENT



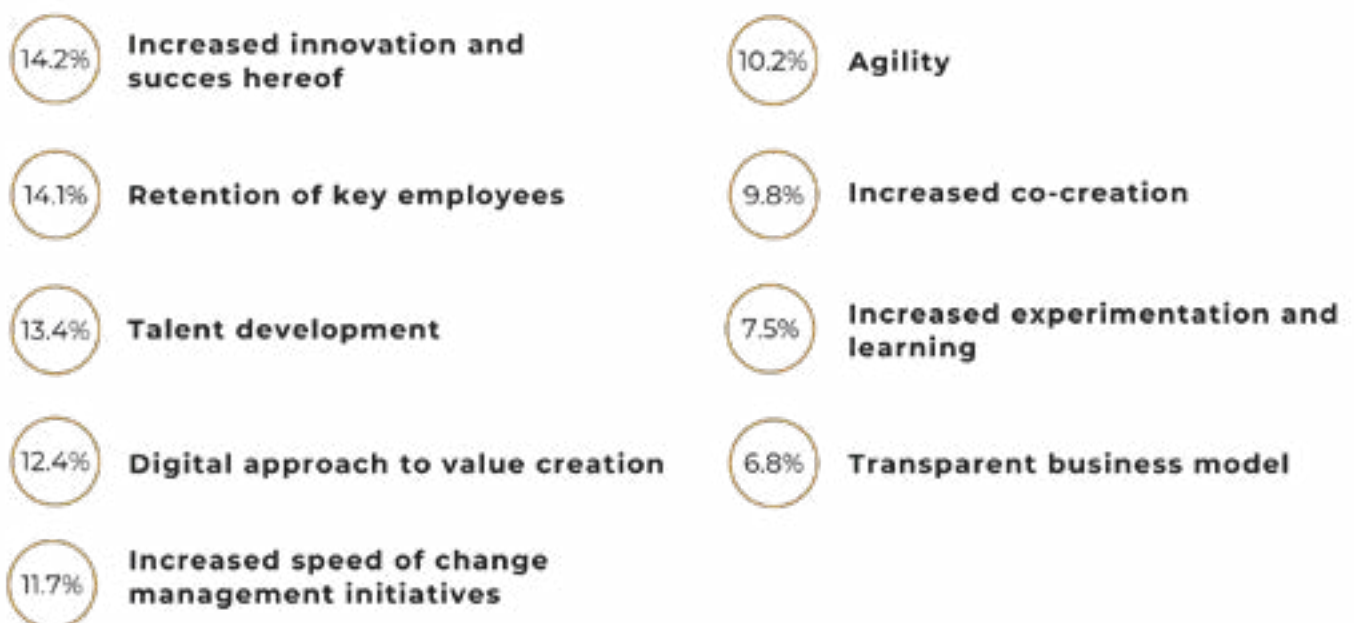
The combination of continued growth and increased VUCA intensity can be expected to create even greater pressure on the individual leader/employee, the individual leader's/employee's mental readiness and organizational and learning readiness at all levels. This pressure is created, as it becomes harder to make decisions on a daily basis that shift between short-term operational-oriented tasks that will satisfy economic metrics and long-term thinking.

Simultaneously, the answers of the respondents show that there is a need to concentrate on strategic and organizational preparedness so that managers can navigate through the changes that will arise from the increased VUCA intensity.

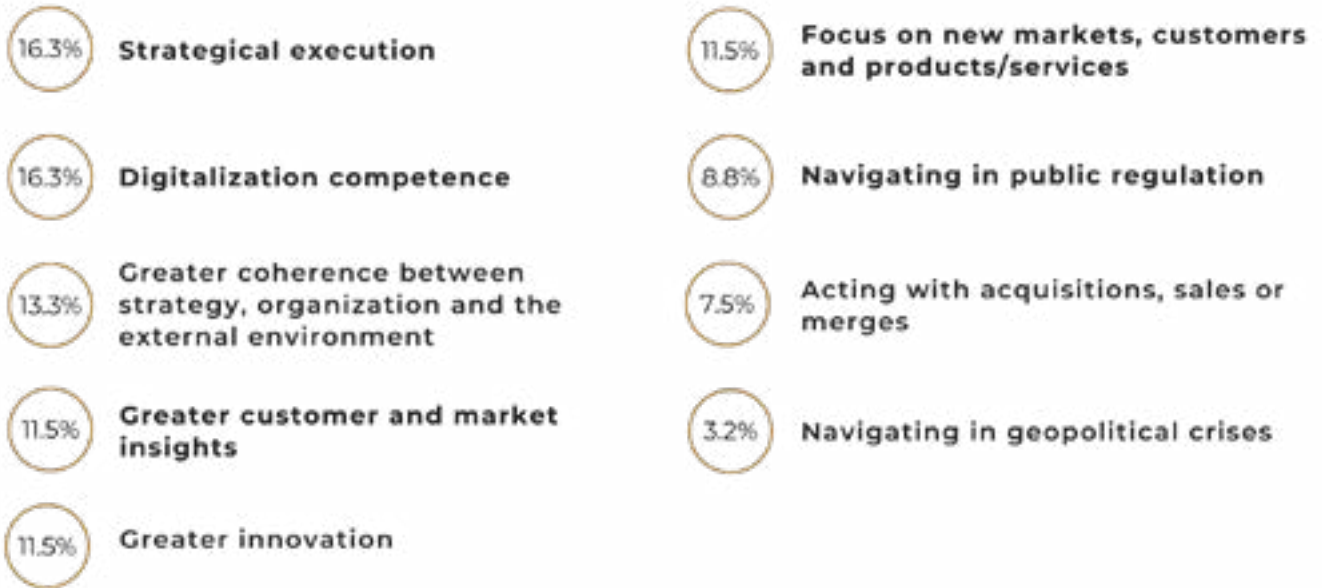
The leader's challenges towards 2021

The following focal points are the result of the expressed leadership challenges from the respondents.

GREATEST CHALLENGES OF CREATING PROGRESS IN STRATEGY AND EXECUTION



GREATEST CHALLENGES OF CREATING PROGRESS INTERNALLY IN THE ORGANIZATION



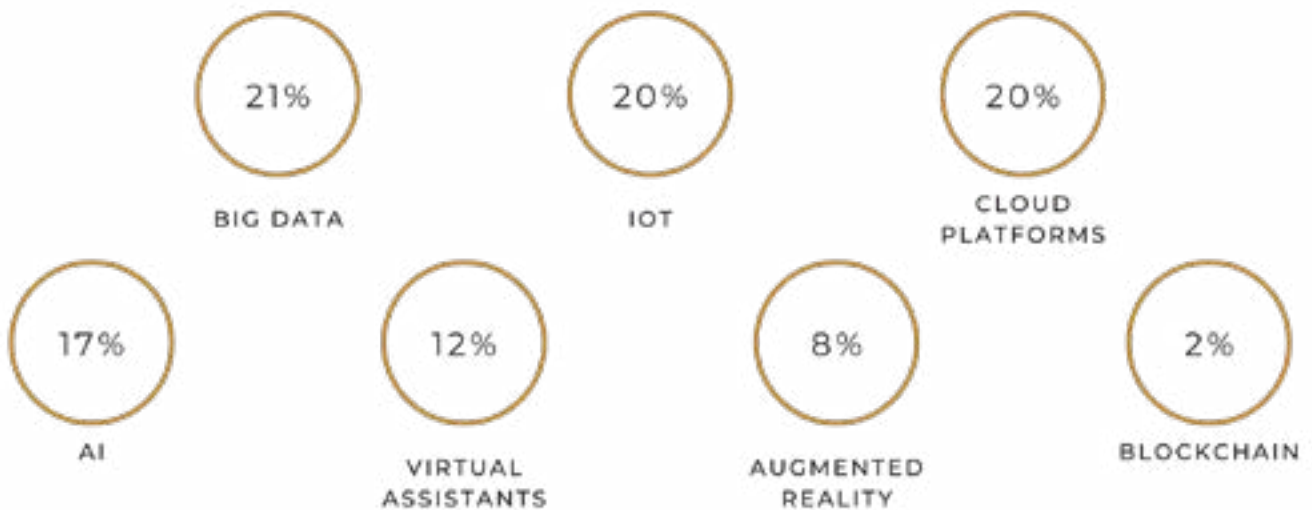
GREATEST CHALLENGES OF GAINING SUCCES IN THE LEADERSHIP ROLE



IMPORTANT ABILITIES IN MEETING FUTURE DEMANDS OF THE EXTERNAL ENVIRONMENT



TECHNOLOGIES THAT WILL INFLUENCE ORGANIZATIONS MOST IN THE FUTURE



Recommendations from Business Institute

The CEO NOW Leadership Report 2019 intends to form a clear picture of the most important global trends and tendencies today combined with the challenges that the leader is facing towards 2021. The intention is that you, as a leader, can become “wiser in a hurry” and that this insight can provide you with points of orientation you can actively use to develop your own leadership and organization.

Below, you will find Business Institute’s recommendations on how to actively work on key conclusions in the report:

- How you purposefully can work with your own leadership to be in sync with the external environment
- Recommendations for strategic dialogues

Targeted and intentional leadership synchronized with time

The leadership report forms a picture of relevant development themes that can enable the leader to intentionally and actively be in sync with the present and future:

- Set a meaningful direction
- Secure the spread and anchor of the values in the organization
- Think in unities and break down silos
- Learn to navigate with greater certainty in the leadership contrasts
- Put your talents better into play in relation to opportunities and chal-

lenges

- Create a competent external network that can contribute concretely to your opportunities and challenges in the form of co-creation

It requires a special insight into one’s own capabilities and capacity in order to solve the abovementioned leadership tasks. It is important to find one’s own style, be true to own values and find the right tools and sparring partners to achieve this. Therefore, we must all be our own leadership architects. We need to find out how to tie theoretical leadership tools with practical leadership.

You can work purposefully with Business Institute’s ten leadership dogmas to ensure that you are always in sync with your present and context. The intention with the dogmas is that every leader reflect on what the individual dogmas mean exactly for him or her personally. It is not a definite recipe for what role each dogma should play – they should be considered as a way to define each leader’s own role and leadership style. The dogmas are as following:

- 1.** Separate leadership from management
- 2.** Maintain personal integrity
- 3.** Develop your craft
- 4.** Go on adventures and experiment
- 5.** Set goals and create movement

6. Be stubborn and hardworking
7. Results are more important than rules
8. Create meaning and simplicity
9. Be humane
10. Believe in a better world

If you are inspired to work with your own leadership role, you can download a more detailed description of [the ten dogmas](#).

Below are references to relevant books that can be used for personal leadership development:

- ['Act Like A Leader, Think Like A Leader'](#) by Hermina Ibarra
- ['The Founders Mentality: How To Overcome The Predictable Crisis Of Growth'](#) by Chris Zook and James Allen
- ['Collective Genius: The Art And Practice Of Leading Innovation'](#) by Hill et al.
- ['Leadership Blindspots: How Successful Leaders Identify And Overcome The Weakness That Matter'](#) by Robert Bruce Shaw
- ['Ledelse Gennem Paradokset: Om Ledelsesmæssig Handlekraft I Organisatorisk Komplexitet'](#) by Lotte S. Lüscher

If you are more concerned with leadership in terms of generations and diversity, we recommend:

- [Diversity Management](#) by Business Institute
- ['What Millennials Want From Work: How To Maximize Engagement In Today's Workforce'](#) by Jennifer J. Deal

Recommendations for strategic dialogues

The report's sub-conclusions paint a picture of the following strategic dialogues:

- Technological breakthroughs
- Exponential development and speed
- Purpose

DIALOGUE 1

Technological breakthroughs

Do you and your organization have the necessary focus on what technologies that can and will impact your organization, services/products, customers and the external environment? Below, you can find a number of specific recommendations for what you can do to gain greater awareness.

Standpoint of digitalization

The table below reflects the executives' attitudes towards technology and digitalization in relation to a number of themes. The table can be used as a basis for a dialogue/workshop on where your organization's leadership focus is. It can be used for leadership and strategic dialogues about your current outlook along with development potentials in your organization. The table and the four outlooks will help to make you aware of where your organization is located:

	Outlook 1	Outlook 2	Outlook 3	Outlook 4
Focus	Digitalization is about supporting processes and automation.	Digitalization is about process improvement: Creating new processes or optimizing existing.	Digitalization is about creating business value. There is a focus on developing new products/services.	Focus on creating the future through new business models or transformation of the industry.
Co-operation	IT runs separate from the remaining organization.	Co-operation between IT and the remaining organization, but still not merged.	The co-operation between IT and the remaining organization functions as a partnership.	IT and the remaining organization are fully integrated. IT-strategy is merged with the overall business strategy.
Purpose with IT	To streamline and create local improvements. IT rather than manual handling.	To reduce costs, streamline and create better interaction across the organization.	To deliver business value and create growth.	To transform the company/industry from within and to create new business models.
Leadership focus	"How can we support current IT practices?"	"How can we implement new systems to improve our processes?"	"How can we develop our products and services?"	"How can we use our own and others' insights to create the future?"
Leadership profile	Typically leads based on requirement specifications. Limited/No co-operation with other business units.	Understand standard systems, processes, user maturity and focuses on gains.	Curious about technological developments. Initiates initiatives where the results are not known.	Seeks to be part of ecosystems where co-operation with external and internal actors together create value. - Visionary leader.
Changes	Change from manual handling to IT.	New work processes and IT systems.	Changed culture, skills and co-operation relations.	New business foundation, organizational framework and perhaps a whole new business.

Zoom In – Zoom Out

In combination to this, the following dialogues can advantageously be conducted:

Zoom In:

- What initiatives are in progress/implemented, where we have not been able to reap the rewards?
- What initiatives must be taken to enable us to reap the benefits as described above?

Zoom Out:

- What digitalization initiatives should we take to secure and promote our competitiveness?

All proposals for initiatives should be ranked according to their potential impact on the competitiveness.

The abovementioned dialogues regarding technology will provide greater strategic awareness which can subsequently result in concrete strategic efforts. Further inspiration and directions can be found here:

- ['Unlocking Success In Digital Transformations'](#) by McKinsey & Company
- ['Den Fjerde Industrielle Revolution'](#) by Klaus Schwab
- ['Matchmakers: The New Economy Of Multisided Platforms'](#) by David S. Evans and Richard Schmanlensee
- ['Sense And Respond: How Successful Organizations Listen To Customers And Create New Products'](#) Jeff Gothelf og Josh Seiden

by Jeff Gothelf og Josh Seiden

DIALOGUE 2

Exponential development and speed

Technology drives the exponential development. Thereby, technological breakthroughs become the trend that is of greatest importance for the increased rate of development.

Technology drives exponential development and, thereby, technological breakthroughs becomes the tendency that is of greatest importance for the increased rate of development. Therefore, all organizations and leaders should focus on the following:

- Is your organization in sync with the external environment?
- Challenging your own business model

Is your organization in sync with the external environment?

Do you want insight and understanding of the strategic challenges facing businesses in the 21st century? Many people find that the marketplace and the world is moving faster and more unpredictably than the company is capable of adapting to. This requires constant adjustments to the surrounding world, and leaders should, therefore, focus on devoting the necessary time to seek the abovementioned insights and understandings.

As a starting point for dialogue, we recommend the following book:

• ['The End Of Competitive Advantage'](#) by Rita Gunther McGrath

Challenging your own business model

Another exercise is to challenge and break down your own business model in order to gain awareness of strengths and weaknesses, so that you can proactively address these. You can use the following books as a starting point. The books provide very specific recommendations on how to gain insight into the business model's strengths and weaknesses:

• ['Value Proposition Design'](#) by Osterwalder et al.

• ['Exponential Organizations: Why New Organizations Are Ten Times Better, Faster, And Cheaper Than Yours \(And What To Do About It\)'](#) by Ismail et al.

• ['Find Your Next: Using The Business Genome Approach To Find Your Company's Next Competitive Edge'](#) by Andrea Kates

DIALOGUE 3

Purpose

It is essential for the organization to formulate its strategic intent and purpose. As concrete methods for establishing the desired purpose, you can use the following approaches as a starting point:

To establish purpose on the strategic level:

• ['Design Driven Innovation: Changing The Rules Of Competition By Rediclylly Innovating What Things Mean'](#) by Roberto Verganti

• ['Overcrowded: Designing Meaningful Products In A World Awash With Ideas'](#) by Roberto Verganti

• ['Playing To Win: How Strategy Really Works'](#) by Roger Martin

To establish purpose on the leadership and organizational level:

• ['Collective Genius: The Art And Practice Of Leading Innovation'](#) by Hill et al.

• ['On Fire At Work: How Great Companies Ignite Passion In Their People Without Burning Them Out'](#) by Erik Chester

• ['Holocracy: The New Management System For A Rapidly Changing World'](#) by Brian J. Robertson

Final thoughts

Leadership and development of leadership in the 21st century is a very time-consuming and continuous discipline – and the way we each approach the task and with what intensity will differ from person to person. The CEO NOW Leadership Report 2019 provides inspiration for *what* one should be aware of, but not on *how* to approach the task, as it must be up to the individual leader to assess the focus points and tools.

It is, therefore, our hope that the recommendations provide an opportunity to change the leader's perspective or mindset and, thereby, contribute to more deliberate and targeted efforts within selected leadership areas.

All inspiration is based on globally recognized leadership literature. We have already made the quality assurance for you!