

Business School's Strategy: Developing Leaders Fit to Lead

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CASA is about leadership training

- International / Global
- Interdisciplinary
- Academic focus
- Future oriented
- New methods / paradigms

- So are we!

Urgent Global Issues

- Global warming.....
- 'Third world' and middle east
- Religious extremism / radicalisation
- Resource depletion - water, oil, forests
- Wealth / power distribution
- Demographics
- Future of men
- Child development / protection

Current Business Paradigm

- Classic economics / theory of the firm
- Largely unchallenged for '200' years
- Environmental and human scale changes
- Evidently failing to achieve objective

Current Business Paradigm

- Individuals *should* act in own self interest
- As *should* organisations and nations
- Competition is 'a good thing'
- Market forces result in optimisation
- Public sector for any adverse aspects
- Natural resources there to be exploited
 - animal, vegetable, mineral...human
- Business / population growth is desirable

Diamond (2005:509) *Collapse. How Societies Choose to Fail or Survive*

“...a society’s steep decline may begin only a decade or two after the society reaches its peak numbers, wealth, and power...

....maximum population, wealth, resource consumption, and waste production mean maximum environmental impact”

Global Leadership

- Contemporary mission
- Global approach
- New paradigm
- Decision making process

Globally Responsible Leadership

- *The global exercise of ethical, value-based leadership in the pursuit of economic and societal progress and sustainable development*
- The Globally Responsible Leadership Initiative. Partnership of the European Foundation for Management Development and the UN Global Compact
- www.globallyresponsibleleaders.net

Mission of AIBS

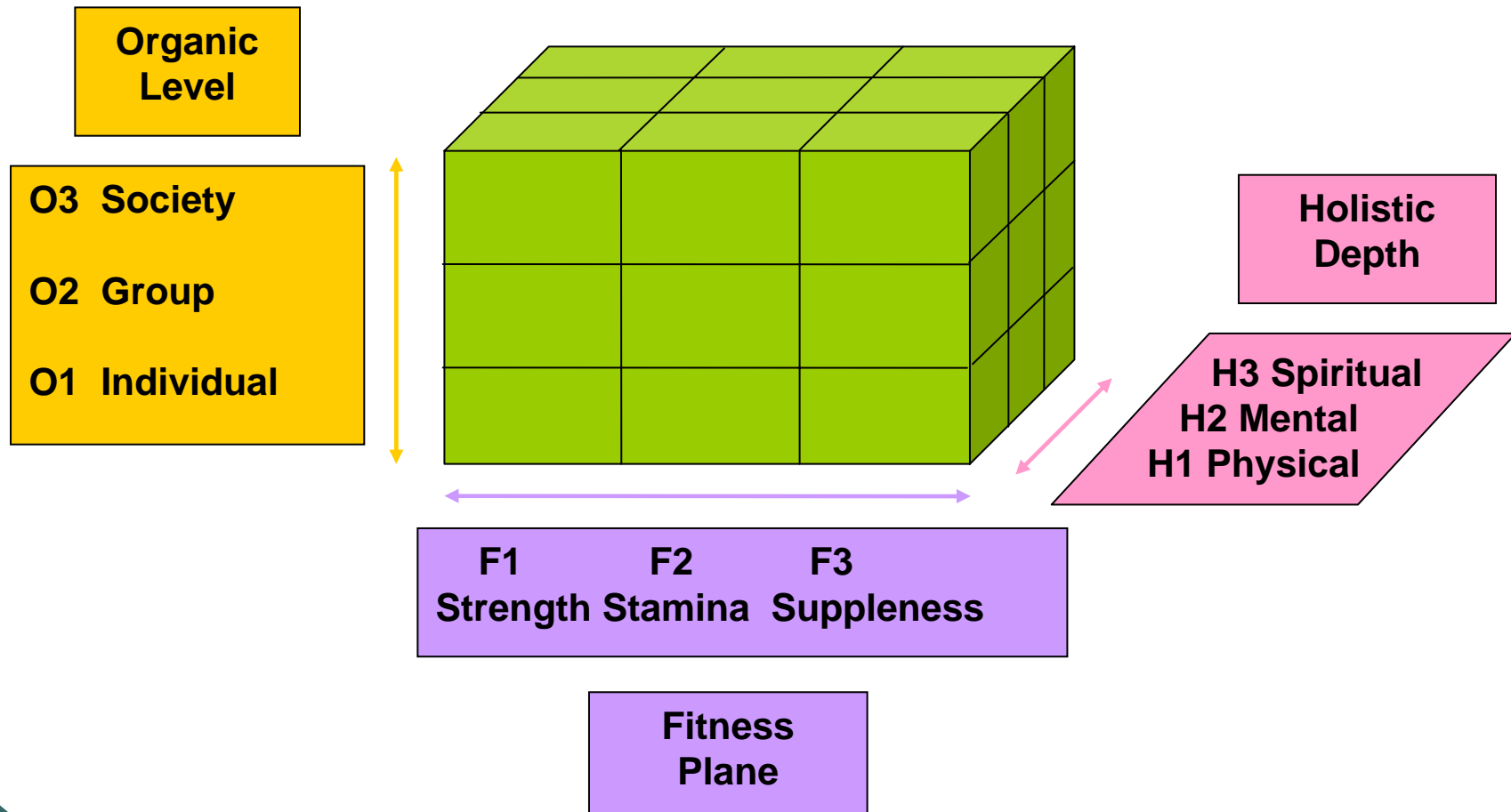
- Develop people
- Confident and inspired
- To achieve career potential
- Impact on organisations and society

- We would add:
- Sustainable, just and fulfilling human presence on the planet

Global Approach

- Fitness – to lead or act:
 - strength, stamina and suppleness
- Holistic – all aspects:
 - physical, mental, spiritual
- Organic – levels of humanity:
 - individuals, groups, societies
- Ultimate – global
 - ‘manage the planet’
 - all levels; all life forms

Global Fitness Framework



What is 'Spiritual'?

- A massive 'turn off'
 - Religion
 - Preaching
- Non-existent!

'Spiritual' in the GFF

- Anything NOT physical or mental!
- Physical = body, assets, resources, equipment, weapons
- Mental = decision making, analytical, logical

What is 'Spiritual'?

Connectedness

- Caring and sharing

Life force

- Drive; motivation, objectives
- Natural: vital for evolution / species survival

Higher

- God, unknown forces, magical?

Spiritual Strength

- Depth and breadth of conviction
- Commitment
- Influence and power
- Clarity of beliefs
- Ability to resist attack on them

Spiritual Stamina

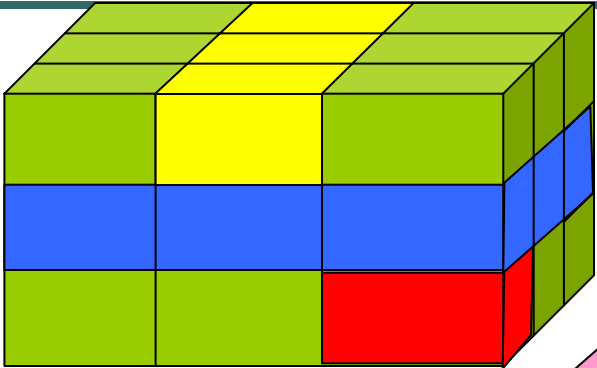
- Able to maintain beliefs and act accordingly
- Consistent long term
- Willing to debate and discuss, but...
- Ready to stand up for a cause or beliefs

Spiritual Suppleness

- Accept varied attitudes, approaches and beliefs
- Each may contain some truth
- Followers as convinced as you are
- Listen to other views with an open mind
- Consider their validity
- Change own views when relevant:
 - new thoughts, ideas, circumstances

Illustrative Focus Points

O3 Society
O2 Group
O1 Individual



H3 Spiritual
H2 Mental
H1 Physical

F1 F2 F3
Strength Stamina Suppleness

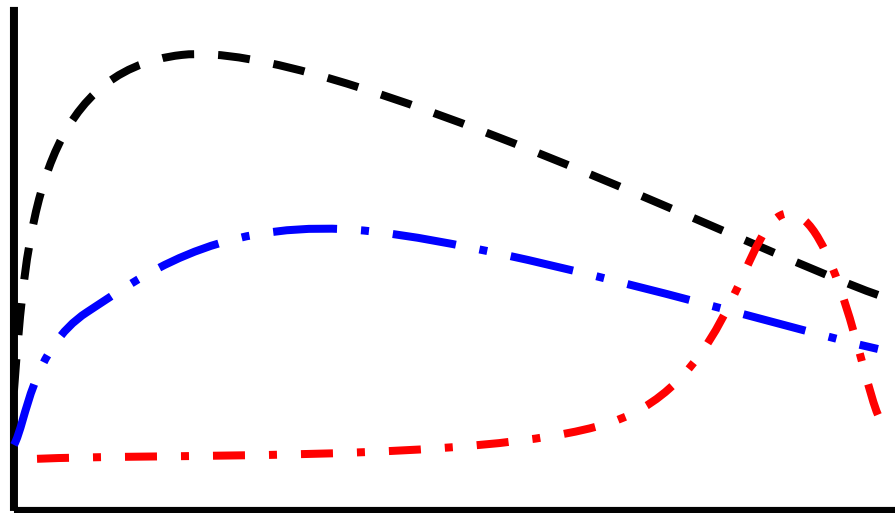
H1, F3, O1: Physical suppleness of an individual

H1-3, F2, O3: Holistic stamina of a society

H1-3, F1-3, O2: Holistic fitness of a group

Fitness Levels of Individuals

Fitness Level



- Physical
- . - Mental
- . . Spiritual

Age

New Business Paradigm

- Sustainable, just and fulfilling human presence on the planet
- Closely related to our view of spirituality, connectedness, sharing and caring
- And that the current system is failing
- Quickly and catastrophically (Diamond)

Leaders and Decision Makers

- Act ethically, honestly and with integrity
- Aware of global issues
- Recognise their role in shaping the future of humanity and the whole planet
- All aspects of their followers' lives are important, and need to be valued and nurtured

Organisations

- Co-operate with customers and suppliers, collaborate with other businesses
- Actively reduce use of natural resources and negative global impact
- Develop the local community

Nations and Societies

- Recognise each individual's basic humanity, value and rights
- Act together to tackle issues
- Share resources fairly
- Reduce exploitation of resources and people

Decision Making Process

A appreciate

S specify

K causes

S solutions

I implementation

R review

L learn

ASK and Learn

- Urgent global issues
 - Environmental appraisal
 - Risk management
 - Anticipation
 - Change management
 - Challenge assumptions
-
- Learning organisations
 - History (Diamond)

Mind Games

- Challenge assumptions
- Flexible thinking
- Unconventional approaches
- Different angles; problem reversal
- Suspend judgement
- Dominant ideas
- Crucial factors

Summary

- Current paradigm
- Compete, Exploit , Divide, Defeat

- Effects
- UGIs; Steep decline

- Global Leadership
- Contemporary mission; Global approach
- New paradigm; Decision making

Who will lead?

- Religions
- Government
- United Nations
- G8
- You
- Business

Role of Business Schools

- Help them all

Lead

Think

Educate

- Are they 'fit for purpose'?
- Focused on Individuals and Groups
- Too much Mental Strength / Stamina
- Too little on Spiritual Societies Suppleness

Physician, heal thyself

- Appreciate the problem
- And that they are part of it
- Break from current business paradigm
- Attack their own foundations
- Adopt global leadership strategy

GFF Launch in March 2008

- Chelmsford, Essex, UK
- ? China and America
- Seeking involvement
- Papers, discussion
- Possible applications

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