ROUTLEDGE

SMART LEADERSHIP – WISE LEADERSHIP

ENVIRONMENTS OF VALUE IN AN EMERGING FUTURE

CHRISTOPHER STEED

A **Gower** Book

There is a strong link between organisational culture and profit; after all, a happy workforce is a productive workforce. Yet a culture of inertia rather than innovation prevails in many organisations. Wise leaders, however, know how to work with the grain of human value and worth, harnessing it, so as to add shared value both for the organisation and for the good of society. So, how can astute leaders set the right conditions for creativity and cultivate non-economic goods, such as time and relationships, that make for a happy, effective workforce? The author proposes the notion of organisational culture as 'environments of value' wherein inner value translated into external value is embedded within the triple bottom line and indeed an awareness of how an organisation is like a force field: it exercises power and leaves a footprint. This construct informs the emerging concept of 'Shared Value' as requiring five literacies about:

- shareholder value and return for risk;
- value for the social environment linked to respect for the natural environment;
- inner value of those in the enterprise, which, when unlocked, releases energies and adds value;
- nurture of non-quantifiable qualities that promote human flourishing;
- understandings of how power relations distort the way organisations operate.

Steed clearly signposts the link between promoting an environment of value within which these literacies flourish and the added value for the organisation arising from such a culture. *Smart Leadership – Wise Leadership* will be a valuable text for industry experts as well as those studying Leadership and Business at degree level.

Christopher Steed is a writer, management consultant, counsellor, educator, and a research fellow at Southampton University, UK. Chris contributes papers to conferences across multi-disciplinary boundaries on subjects he has taught. He holds an MSc in social theory and international relations, a PhD in theology and a doctorate in social sciences. A member of the British Association for Counselling and Psychotherapy, Chris has a private practice in Totton, Southampton, where he works for the Church of England developing a community hub for social innovation, support services and active listening. Chris asks what the leadership and organisations of the future will look like in a digital era. What kind of 'wise leadership', as contrasted with 'smart' (technocratic) leadership, will be needed as business learns to function in a different way.

BUSINESS

Routledge
Taylor & Francis Group
www.routledge.com

an informa business
ISBN 978-0-415-78891-5

Routledge titles are available as eBook editions in a range of digital formats

SMART LEADERSHIP – WISE LEADERSHIP CHRISTOPHER STEED Routledge

Smart Leadership – Wise Leadership

Environments of Value in an Emerging Future

Christopher Steed

Routledge
Taylor & Francis Group
LONDON AND NEW YORK

First published 2017
by Routledge
2 Park Square, Milton Park, Abingdon, Oxon OX14 4RN

and by Routledge
711 Third Avenue, New York, NY 10017

Routledge is an imprint of the Taylor & Francis Group, an informa business

© 2017 Christopher Steed

The right of Christopher Steed to be identified as author of this work has been asserted by him in accordance with sections 77 and 78 of the Copyright, Designs and Patents Act 1988.

All rights reserved. No part of this book may be reprinted or reproduced or utilised in any form or by any electronic, mechanical, or other means, now known or hereafter invented, including photocopying and recording, or in any information storage or retrieval system, without permission in writing from the publishers.

Trademark notice: Product or corporate names may be trademarks or registered trademarks, and are used only for identification and explanation without intent to infringe.

British Library Cataloguing-in-Publication Data
A catalogue record for this book is available from the British Library

Library of Congress Cataloging-in-Publication Data
A catalog record for this book has been requested

ISBN: 978-1-4724-8473-4 (hbk)
ISBN: 978-0-415-78891-5 (pbk)
ISBN: 978-1-315-58007-4 (ebk)

Typeset in Bembo
by Taylor & Francis Books

此为试读,需要完整PDF请访问: www.ertongbook.com

Smart Leadership – Wise Leadership

There is a strong link between organisational culture and profit; after all, a happy workforce is a productive workforce. Yet a culture of inertia rather than innovation prevails in many organisations. Wise leaders, however, know how to work with the grain of human value and worth, harnessing it, so as to add shared value both for the organisation and for the good of society. So, how can astute leaders set the right conditions for creativity and cultivate non-economic goods, such as time and relationships, that make for a happy, effective workforce? The author proposes the notion of organisational culture as 'environments of value' wherein inner value translated into external value is embedded within the triple bottom line and indeed an awareness of how an organisation is like a force field: it exercises power and leaves a footprint. This construct informs the emerging concept of 'Shared Value' as requiring five literacies about:

- shareholder value and return for risk;
- value for the social environment linked to respect for the natural environment;
- inner value of those in the enterprise, which, when unlocked, releases energies and adds value;
- nurture of non-quantifiable qualities that promote human flourishing;
- understandings of how power relations distort the way organisations operate.

Steed clearly signposts the link between promoting an environment of value within which these literacies flourish and the added value for the organisation arising from such a culture. *Smart Leadership – Wise Leadership* will be a valuable text for industry experts as well as those studying Leadership and Business at degree level.

Christopher Steed is a writer, management consultant, counsellor, educator, and a research fellow at Southampton University, UK. Chris contributes papers to conferences across multi-disciplinary boundaries on subjects he has taught. He holds an MSc in social theory and international relations, a PhD in theology and a doctorate in social sciences. A member of the British Association for Counselling and Psychotherapy, Chris has a private practice in Totton, Southampton, where he works for the Church of England developing a community hub for social innovation, support services and active listening. Chris asks what the leadership and organisations of the future will look like in a digital era. What kind of 'wise leadership', as contrasted with 'smart' (technocratic) leadership, will be needed as business learns to function in a different way?

Forthcoming from the Routledge:

We Count, We Matter
Voice, Choice and the Death of Distance
Christopher Steed
ISBN: 978-1-138-30621-9

The most exciting breakthrough of the twenty-first century will not occur because of technology but because of an expanding concept of what it means to be human.
John Naisbitt, quoted in F. Laloux (2015), *Reinventing Organisations*

Foreword

There is an increasing recognition that organisations today are operating in a context that is increasingly volatile, uncertain, complex and ambiguous (widely referred to as a VUCA context). This gives rise to a need for a fundamental rethink about the way in which our organisations operate and are led in times of such transformational change. Indeed, there is a need to question and challenge many 'givens' that have become core to organisational thinking. One significant aspect of such a core review of organisational paradigms is the need to re-consider the nature of value in a VUCA context.

Since the inception of organisational theory a dominant view of value has been embedded in the concept of shareholder value. This view has informed almost all aspects of thinking about organisational life, ranging from strategy through structure and leadership to the role of individuals and related motivation. However, a combination of all too frequent corporate failures and scandals, environmental challenges and the digital revolution have led to a challenge to the primacy of shareholder value and the emergence of a broader concept of stakeholder value. Indeed, we are already seeing a number of organisations adopting the practice of 'triple bottom line' reporting, covering a combination of social, environmental and economic aspects of business value.

Against this background the role of leaders in organisations has been placed under the spotlight. The 2008 financial crisis (and related corporate scandals) has led to a questioning of the role of leaders in organisations and how they are selected, developed and monitored. In trying to understand leadership our armoury of leadership models and theories has been described as being based in a 'top-down' view of the role of leaders within which we seek 'heroic' leaders who are able to deliver organisational performance. This 'heroic leadership' paradigm is being questioned increasingly, leading to the emergence of a range of 'post-heroic' theories, such as authentic leadership, ethical leadership, responsible leadership and shared leadership. A commonality amongst these diverse theories is a core view that leadership is a relational process that requires leaders to work with a complex nexus of relationships with a diverse range of individuals from different stakeholder groups.

Within an organisation a major focus of leadership relationships relates to those with other employees. Alongside all of the other changes facing organisations and leaders the employees are also changing. People come to work with a different set of expectations, beliefs and personal values priorities. Developing engagement of employees with their work, organisation and leaders is seen as being a core challenge facing leaders. The significance of employee engagement to organisations is underlined by a range of research that demonstrates strong relationships between engagement and performance. Therefore,

our concept of value in an organisation needs to be extended to include valuing the people who work within it. To achieve this shift in thinking requires a careful examination of the purpose and culture of the organisation, resulting in a need for leaders to contribute to creating a culture that provides an 'environment of value'. It is this proposition that forms a core theme in Chris Steed's argument in *Smart Leadership – Wise Leadership*.

In this book Chris works on a very broad canvas and uses this to explore the changing context and challenges facing today's organisations. In doing this he takes the reader through fundamental rethinking ranging from the nature of an organisation's purpose, through formulation of strategy and creating a culture of value, to the role of leaders and the role of wisdom in leadership. In exploring the role of leadership Chris places his thesis clearly within the frame of 'post-heroic' relational leadership and highlights the core role of value, values and self-awareness. Furthermore, in Chapter 10 he looks to the future, highlighting the need to consider the overall role of education in developing individuals to provide a pool of future leaders fit for the challenges to be faced.

Chris proposes a new construct that probes the association between inner and external value; the inner worth that participants in an organisation may or may not feel and how that is translated into their tasks. For analytical clarity and rooted in client observation, he assembles evidence to show that connection through its contrast prism – what makes staff disengaged or demotivated. The next question is under what circumstances inner worth and value can be channelled positively to create a valuing environment, or 'an environment of value' to use his terminology. If this is valid, it is an important insight. 'Smart leaders' need to know how to work with this grain to maximise their bottom line even if purely self-interested. Wise leaders implicitly understand this is important in itself if the workplace of the present and future is not to damage its greatest asset – people!

Smart Leadership is not 'yet another book on leadership'. The discussion throughout (very usefully illustrated by the use of case studies) explores the complexities of leadership within a fast-changing context and highlights the need for constant reflection and adaptation around a core belief in purpose and the valuing of people.

This is not a 'how to' book with simple rules or formulae for success. Rather, it is a book that causes the reader to think and reflect through challenging much of our 'conventional wisdom'. Most importantly it does all of this in an interesting, refreshing and enjoyable style.

Malcolm Higgs
Professor of Organisation Behaviour and HRM
Southampton Business School University of Southampton
November 2016

Contents

Foreword viii

Setting the scene 1

1 Smart leadership from the emerging future 12

2 Re-conceiving strategy 27

3 Eating strategy for breakfast 39

4 The Fourth Industrial Revolution and the human dimension 56

5 The creation and conversion of shared value 69

6 Three ingredients of a valuing environment: Proposing a construct 81

7 Lifting the LID on your organisation 93

8 Communities with a purpose: Significance with belonging 105

9 Environments of value, systems and the organisations of the future 122

10 The future leadership garden 129

11 Listen to the music (and help change the song): Wise leaders and transformative change 146

12 Leadership with spirit: Wisdom and the black box of power 159

Postscript 168

Index 180

此为试读,需要完整PDF请访问: www.ertongbook.com

Setting the scene

The world stands at the dawn of the Fourth Industrial Revolution. It is a transition to a network economy that has become social; to networked individuals; to a new set of systems, bringing together digital, biological and physical technologies in new and powerful combinations. Much will change fundamentally in the emerging network economy, including organisations and the role of their leaders to nurture enabling environments. The challenges of our time require strategies and solutions that span private, public and civil sector spheres. Digital technologies are unleashing new economic and social dynamics. A country's industrial might no longer determines its future. The prizes will go to highly adaptive leadership; leadership with spirit; leadership with purpose.

> The leadership for this day and age is the leadership of cross-sector experience and collaboration. But where will we find these leaders when our universities still offer siloed professional programmes such as business, engineering, law or medicine? How will such medical schools train the doctors needed to develop user-experience-design for medical technology that will make many doctors obsolete? What business school programme helps students acquire the socio-political business savvy needed to develop legitimate participation for private enterprise in welfare sectors without sacrificing trading quality for profits? What about the socially conscious engineers needed to develop scalable technologies to support social development and catastrophic relief efforts?[1]

Equipping organisations to tackle the future will require a management revolution no less momentous than the one that spawned modern industry. As Gary Hamel described in his 'Moon Shots for Management', most of the fundamental breakthroughs in management occurred decades ago.[2] Work flow design, annual budgeting, return-on-investment analysis, project management, divisionalisation, brand management – these and a host of other indispensable tools were all part of the application of scientific principles to management. Yet management, like the combustion engine, is a mature technology that must now be reinvented for a new age. With this in mind, a group of scholars and business leaders assembled in May 2008 to lay out a road map for reinventing management, charting a new, communitarian approach to capitalism as long as leaders imbue it with a social purpose. In an enormously volatile and unforgiving environment, how in an age of rapid change do you create organisations that are as adaptable and resilient as they are focused and efficient? How, in a creative economy where entrepreneurial genius is the secret to success, do you inspire employees to bring the gifts of initiative, imagination,

and passion to work every day? To successfully address these problems, executives and experts must first admit that they have reached the limits of the industrial-age paradigm built atop the principles of standardisation, specialisation, hierarchy, control, and primacy of shareholder interests. Tomorrow's business imperatives lie outside the performance envelope of today's bureaucracy-infused management practices. Chief amongst the tasks of revisiting the philosophical foundations of management is the reality that in tomorrow's interdependent world, highly collaborative systems will out-perform organisations characterised by adversarial win-lose relationships. Looking again at what underpins much management practice is the need to eliminate the pathologies of formal hierarchy which cannot but undermine the self-worth of individuals in an organisation. Leaders of the future will re-define strategy as an emergent process. In the future, top management will not themselves make strategy but create conditions in which new strategies evolve.

This is a definite issue for the turn to 'financialisation' that has been a marked feature of the neo-liberal project. When companies turned from banks to the open market to fund expansion; when, in return, banks turned to consumers as a new source of profit amidst some highly complex loan arrangements with debt re-packaged into financial instruments and traded in the marketplace something new was going on. The systemic dominance of finance over industry had damaging implications for productive activity. Hedge Funds did not care for the industry they were entering or assets they were stripping. Extracting maximum share values was top priority and capital investment now a revenue stream.[3] High-value work was accompanied by a high-octane environment that was often pernicious. Those involved report the restless jockeying for position, the relentless pressure to prove one's worth by following the best bet. The tendencies that can be found everywhere in corporate life – the grasp of position and status, looking over your shoulder to see who is coming up behind you, and personal rivalry – were accentuated in such a pressure cooker.[4] In the process, ethics and responsible business leadership often failed. Too often, as Whyte noted about 'the organisation man', there is conflict between how an individual can flourish and how organisations can succeed.[5]

As a *Harvard Business Review* points out, 'Leaders find it tough to ensure that their people adhere to values and ethics. The prevailing principles in business make employees ask, "What's in it for me?" Missing are those that would make them think, "What's good, right, and just for everyone?"' The notion of 'the wise leader', not just a 'smart leader' is receiving more attention today though hardly mainstream.[6] People behave less ethically when they are part of organisations or groups. Common rationalisations, such as that you are acting in the company's best interest, or justifications, such as that you will never be found out, lead to misconduct.

Those that came of age around the year 2000, the millennials, frustrate managers by being willing to migrate to the next exciting opportunity that calls forth purpose. Yet, as digitally native, entrepreneurial and cosmopolitan world citizens, they are the generation that will have to address unprecedented new challenges and somehow acquire that wisdom. The iconic status attributed to people like Bill Gates and Steve Jobs has encouraged the notion that if a company finds the right leader, everything else will fall into place. The pathway of wisdom, however, points to a different lens; that it is the role of leaders to foster a collaborative sense of common purpose. They can do this through working with the grain of what we will call 'environments of value' that draw out the inner worth of those they work with and translate it into their tasks.

Capitalism and the free market, with their gospel of globalisation and the primacy of growth and GDP as a measure of happiness, are under siege. Against the background of the 2008 global financial crisis and its aftermath, the questions keep coming.

> The impact of the global financial crisis has not only been profound, but enduring. The crisis has not led to any fundamental reappraisal of the nature of capitalism, or how to 'govern' it. For the majority in work conditions have deteriorated, while those without employment have been subject to ever more punitive sanctions. Inequalities are increasing and working lives becoming more precarious.[7]

Perhaps it took the crash and crisis to create the conditions of mass youth unemployment, austerity, poverty and growing inequality that arguably were the precursor to the new business models of digital start-ups and sharing economy platforms. I argue elsewhere that for the future societies to work, we need to get rid of our endemic emphasis on what work and jobs mean to our self-worth.[8] Yet, for all the talk of the meaning and purpose of our jobs being a prime means through which we are validated, most people see work merely as a means to an end. According to a massive global survey by Gallup, only 29 per cent of employees in North America say they are engaged (worldwide, the number is 13 per cent).[9] Perhaps the very nature of work that allowed families to prosper and individuals to build a sense of self is under attack. Work might be losing its value to people.

Ethereum is a software development company founded by a 21-year-old called Vitalik Buterin to help develop decentralised platforms.[10] The first company formed to work with the grain of Ethereum's technology was ConsenSys. 'It became clear to me', said its founder, Joseph Lubin, 'that instead of people wasting their time walking down the street with posters on sticks, we could all work together to just build the new solutions to this broken economy and society.'[11] ConsenSys is attempting to nurture the idea of 'holocracy' rather than bureaucracy. 'Holocracy' is a collaborative rather than hierarchical process for getting things done. It involves dynamic roles rather than traditional job descriptions, distributed not delegated authority, transparent rules rather than office politics and rapid reiterations rather than big reorganisations.

Even in a high tech age, leadership remains vital. As the developing Fourth Industrial Revolution transforms the technological foundations of global enterprise, the phenomenon of firms growing at extremely rapid rates has become unprecedented. What is labelled 'hypergrowth' has moved out of Silicon Valley and gone global; from high tech start-ups to companies both old and new. Challenges facing hypergrowth firms have a huge impact in today's global economy. Yet from talent shortages to regulatory impediments, growth challenges are a consistent management priority. According to *Mastering Hypergrowth*, the World Economic Forum's study of nearly 200 companies around the world, over half (55.6 per cent) of CEOs say that finding, motivating and keeping the best people is one of their most pressing challenges.[12]

As I write these words, issues of culture come inescapably to the fore. Within a few days (in early July 2016), the internal culture of Western intelligence agencies was found to be severely wanting. They had singularly failed to challenge the belief that weapons of mass destruction remained in Iraq at the time of the US- and UK-led invasion of 2003. Confirmation bias had set in.[13] The fall-out from the Libor interest rate-fixing scandal continued to haunt the banking sector. The following day, shootings of black men by

the police in America raised angry shouts against institutional racism, quickly succeeded by the shooting of five police officers.[14] A UK Parliamentary Select Committee was preparing to censure a major retailer, Sports Direct, for 'Victorian and inhumane working practices, resembling those of a workhouse', despite the company protesting it was committed to dignity and respect.[15]

Institutions are under strong scrutiny. As we will discuss, the chess game of 'institutional defence' is constantly played out as official bodies rally round themselves in the face of external criticism. A wearying refrain sets in, that certain actions and malpractice are the result of 'a few bad apples'. Lessons must then be learnt. One wonders what this education was, now acquired, that was not known before. There do seem to be systemic structural problems. Public bodies and authorities everywhere are seen as offering remote leadership. The challenge is to do things on a more human scale, as if people come first.[16] De-personalisation is now a major problem in Western societies, both internal and external to an organisation. Part of the distance created by impersonal systems is that government seems over-complicated. It is the combination of distance and complexity that alienates voters. In his book *Simpler: The Future of Government* Cass Sunstein, Barack Obama's regulatory tsar from 2009 to 2012, said he had worked hard at conducting a war against redundant laws and regulations as well as trying to ensure that rules are easier to understand.[17] For the most part, targets, systems, processes and especially bureaucracy are not good words.

How can we ensure that organisations are engaging places – not the kind of toxic environments that are all too frequent?[18]And how can we continue to ensure that organisations are humane places when the future of work is an issue that becomes hugely challenging in the wake of the gathering flood of what may well be the job-killing Fourth Industrial Revolution? What kind of Smart Leadership is needed to cultivate the human dimension in a digital era? What does it mean to cultivate 'leadership with spirit'? Can wise, ethical and responsible leadership that is not off-balance become the default position and not just 'smart leadership'? We will explore the idea that leaders should be wise, lifting organisations to a higher dimension than just technocratic through engendering humane environments that, under certain conditions, best translate the value of people into their collective endeavours.

This book presents a new construct about leadership and how organisations flourish. It is the task of leaders to facilitate a workplace culture where the value of people is best expressed. Our term for this will be an 'environment of value', an organisational 'community of practice' that draws out the inner value of its participants and translates that into external, added value for the enterprise. It acts as a catalyst for the conversion of internal value into the purposes of the organisation. It seeks to build value precisely because it works with the conditions by which a valuing environment can be cultivated. An environment of value therefore digs into motivational drivers because it mobilises the factors that will encourage people to give of their best.

New perspectives on creating positive organisational changes are much needed. As I write, Siemens have just offered a report about the reasons for the productivity puzzle in the UK. Workers seemingly produce for longer hours than their US or European counterparts but their output is up to 20 per cent less. Siemens suggested that 75 per cent of the deficit is due to poor leadership and practices that do not make the most of the potential of their staff.[19]

A generation ago, Peter Drucker, the leading guru of management, argued that we were in the middle of a great social transformation, akin to the Renaissance. The computer was the symbol of this immense change whereby the primary resource was no

longer capital, land, or labour but knowledge (hence 'post-capitalist'). Drucker argued that knowledge had become the means of production, creating value by 'productivity' and 'innovation' when applied to work. The new class of post-capitalist society was now made up of knowledge workers and service workers. This presented a major challenge for society. How should we preserve the income and dignity of service workers (who lack the ability to become knowledge workers but constitute the majority of the work force)?[20] Many lament there simply are no quality jobs anymore.

More recently, the financial journalist Paul Mason pondered if we are not on the brink of a change so big, so profound, that this time capitalism itself has reached its limits and is changing into something wholly new. It is the information technology revolution, Mason argued, that has the potential to reshape utterly our familiar notions of work, production and value; and to destroy an economy based on markets and private ownership – in fact, he contended, was already doing so.[21]

As the Fourth Industrial Revolution takes hold, the factors that build value through the human dimension in an enterprise will change. Automation and robotics are threatening to wreak havoc on employment, reshaping the way society works. The march of the machines is giving considerable cause for considerable angst. 'Policymakers need to get going now because, the longer they delay, the greater the burden on the welfare state.'[22] A Universal Basic Income (UBI) is coming to the fore and was voted on at the time of writing in Switzerland. It would be the ultimate benefit. If it had been passed, every adult legally resident in Switzerland would have been paid the same and received an unconditional income of 2,500 Swiss francs (£1,755) a month whether they work or not. Supporters for the Yes vote dressed up as robots to highlight the increased use of technology in factories where retail and finance has replaced human employees with machines. Speaking as hundreds of 'robots' danced on the streets of Zurich, campaigner Che Wagner said: 'The robots are saying "we don't want to grab your work and make you suffer. We want to make you free", that's why they want a basic income for us humans.' In Switzerland over half of all work that is done is unpaid – in the home, care, in the communities – so, that work would be more valued with a basic income.[23] Critics objected that the rich would have to be paid the same as the poor so who would pay for it? The libertarian right to be lazy would undermine society and erode the work ethic so that people will not be industrious. An alienated idleness will break the welfare state.

Nevertheless, the genie of technology has been let out of the bottle. Prospects for a world without work due to a fully automated society co-exist with technological upheaval that is already reshaping the global economy. Automation already holds out the promise of a cyber meadow where we live free from the drudgery of work plus a platform for people to create new jobs. Alternative narratives of a digital future are available. On the one hand is a post-work world where most jobs are low-paid. On the other is the creation of many new platforms on which to build a whole new economy and the worse jobs are done by machines and algorithms.[24]

The plates are shifting, shifting so fast that everywhere on the planet is no further than hours away and no one further than milliseconds on the Internet. Distance has all but died. Everywhere the impact of living in a wired-up, globalised world asserts itself. Everywhere we see the reaction against the impersonal and the imperative towards personalisation. Organisations have to flourish in a very different climate than they did a generation ago before these trends became so accentuated. Leadership and nurturing the human dimension through fostering talent are more important than ever.

Nevertheless, there is a highly significant alignment between jobs being automated out of existence and the new participative paradigm that is emerging. In both the second and third waves of industrialisation, the emphasis was on quantity, on output, on top-down command and control so that ever greater yields could be cranked from given inputs. As the majority of the people on the planet are wired together in a Fourth Industrial Revolution, it is no accident that the Internet being midwife to a new economic infrastructure is taking place at the same time as there is more emphasis on quality. An organisation that stresses industrial scale quantity, not quality, is not thinking deeply enough.

A recent paper (at the time of writing) has suggested that such fears do not take into account the extent to which tasks can be unbundled.[25] Machines can only handle some of these tasks. Bookkeeping, accounting and auditing were susceptible up to a massive 98 per cent risk. However, three-quarters of those jobs involve face-to-face or group tasks. A major shortcoming of the typical arguments about technological non-employment is that there is no clear reason why the effect of new technologies will be different now than in the past when they did not create widespread reductions in employment.[26]

As the age of capitalism yields to the knowledge society and now to the digital economy, the radical effects it will have on society, politics, and business now and in the coming years are far-reaching. Now that since about 1980 far fewer people in the West work in factories – and even China is busy de-industrialising – we have already moved from a society based on capital, land, and labour to a society whose primary source is knowledge and whose key structure is the organisation.

In the digital future, environments of value will be different from the old industrial-era institutions that created public services. It is not solely the case that if an organisation is well managed it is well led. Future organisations will not just be cranking out quantity but quality. Creativity and empathy have not been really needed except for the creative or caring industries. In the future, they will be vital for all enterprises. The leadership needed to foster such environments will be different from the old top-down style where instructions are given. They will be open, transformative processes, where we no longer speak about bosses and workers, processes based on subject–object relations, but about creating space for all involved, if not in equal relation then in creative dialogue. This is surely the workplace of the future, not old hierarchical models but where creativity and empathy fuse to generate all-round shared value. The future of work will still entail successful organisations being those employing worthwhile people doing worthwhile jobs and tasks.

Rooted in the well-rehearsed notion that organisational success or competitive advantage is achieved through its workforce, the proposition for a new construct is this. Human activity in organisations flourishes at its optimum in a valuing environment where the link between inner value and external, added value is optimised. Wherever a human community has a task at its heart and there are jobs to do, this can be expressed as 'significance with belonging'.

Having thought about the smart leadership needed to lead from the emerging digital future, we go on to discuss the ingredients of what constitutes an environment of shared value, the corporate or organisational culture within which the human dimension can be motivated and harnessed. Often one hears statements such as 'culture will take care of itself – leadership doesn't need to support culture'.[27] I argue that it is the role of leaders to build positive cultures within their organisations against the backcloth of empirical

此为试读,需要完整PDF请访问: www.ertongbook.com