

[ Summing up ]

Moving east

New Leaders wanted: now hiring

# Moving east

The model of the twelve 'new kinds of people' described in this book has directional intentions. It is not about abandoning the old set of skills, but about recognizing that pretty much everybody else has the same set. It is hard to accept and sometimes harsh, but, let's face it, there is a 'me-too' pool and a pool of differentiation and innovation. The 'me-too' pool doesn't contain bad things. It is exactly what it says on the tin: 'me-too'.

As usual, the real questions are leadership ones: how far east are you prepared to go in the summary graph (on page 221)? What will you have to do to travel east, to the right hand column, to the differentiated territory? What kind of leadership team will drive the journey? What sort of

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HR policy? What can you do if you are a manager, a divisional head, a team leader, or a CEO, with different degrees of power and influence?

Don't dismiss the East too soon! At least have a debate about the book after you've read it, individually or as a group. But most of all: keep moving, because it may perhaps not be too late.

## 'ME-TOO' POOL

*Traditional skill set (it has served in the past) and/or processes, today a baseline or a 'pass'*

- Analytical skills
- Information/Knowledge Management
- Time Management
- Left brain, orderly management and universal rationality
- Human Resources. People as assets.
- Vertical, Unit, divisional, section management. Top down alignment
- Teamwork, good team workers. Teamocracy
- Organization chart management. Clear, orderly boundaries
- Best Practices
- Project and Programme Management
- Strategy Process with 'tyranny of the or'
- Talk, declaration, missions, followed by actions

## DIFFERENTIATION AND INNOVATION

*New skill set/kinds of people. Taking the organization out of the 'me-too' space towards differentiation and innovation*

- Synthesis skills. Integrators. Sense makers
- Signal spotters (differentiating signal and noise). Extracting meaning
- Space and time creators and protectors
- Right brain, creative, managing irrationality
- HCIF management. People as investors
- Horizontal gluers and binders ('lead(brok)ers')
- Net-workers, relationship builders. Riders of networks. Networkracy
- Chaordics. Ambiguity management. Acrobats
- Disruptive practices, disruptors
- Back-stage/Butterfly management. Distributed leadership
- Cartographers, explorers, conquistadores
- Actions, followed by talk, declarations and missions

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