



# Leadership 2020

Understanding the Changing Nature of  
Leadership

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A photograph of President George W. Bush in a military setting, wearing a green jacket and speaking to a crowd of soldiers in uniform. The background is filled with the faces of many soldiers, some looking towards the camera and others looking away.

**THE END OF LEADERSHIP ....**

**.... AS WE KNEW IT?**

"My answer is bring 'em on."

—President George W. Bush, challenging militants attacking U.S. forces in Iraq, July 2, 2003

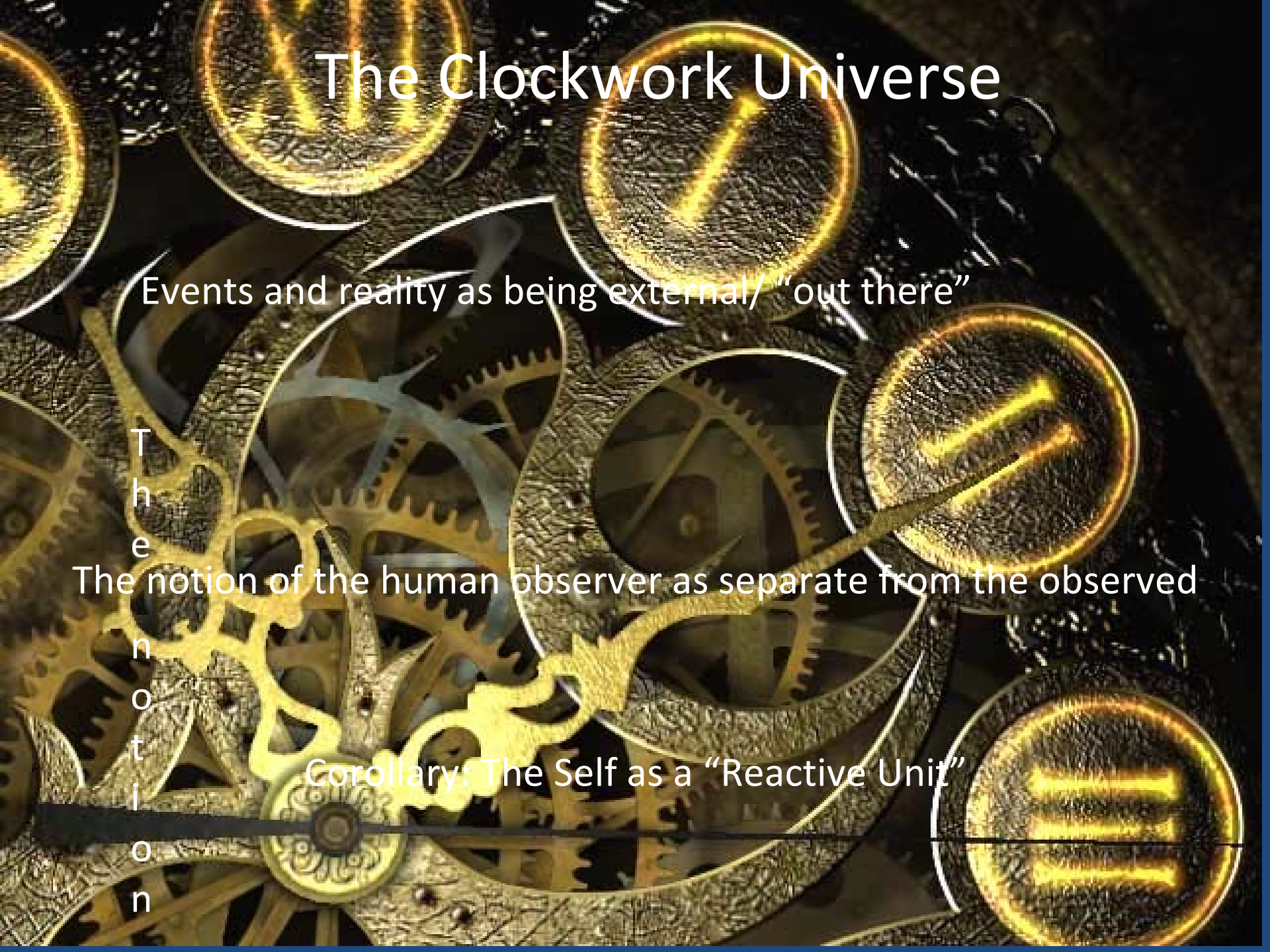
# The Clockwork Universe

Events and reality as being external/ "out there"

The notion of the human observer as separate from the observed

Corollary: The Self as a "Reactive Unit"

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What are the other consequences of the Military-Machine metaphor that we have hung on to for the past 300 years?

*Need for centralization*

*Need for predictability*

*Top down communication*

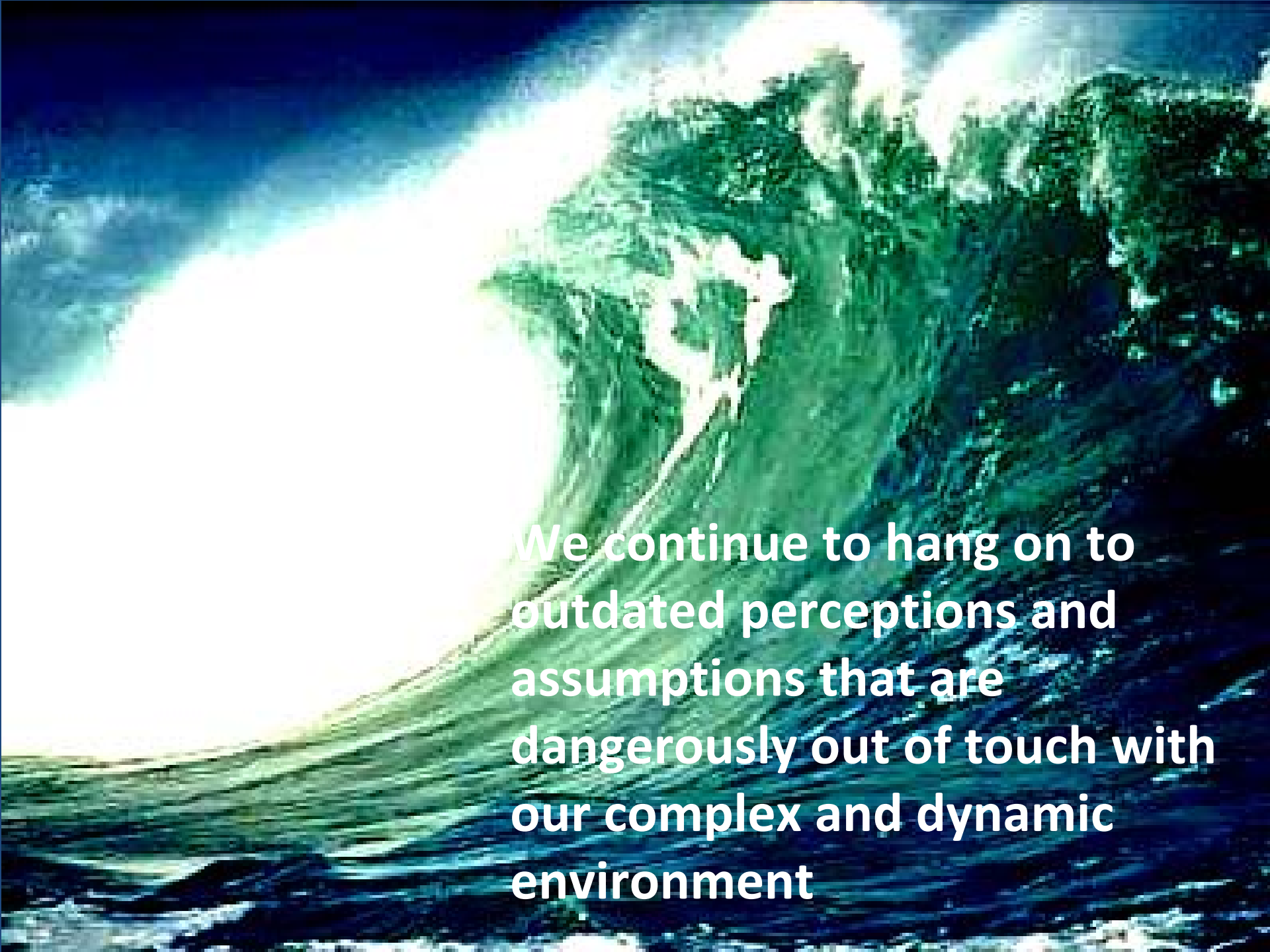
*Either/or solutions*

*Myth of stability*

*Need for control*

*Need for obedience*

*Reductionist*



**We continue to hang on to  
outdated perceptions and  
assumptions that are  
dangerously out of touch with  
our complex and dynamic  
environment**

THE FUTURE IS HERE...

...AND WE DON'T KNOW  
HOW TO MANAGE IT

# The Power of Networks



Houghton Mifflin Harcourt, the inveterate educational publishing company, scored tenth worst in the survey. Only 9% of the company's respondents approved of CEO Tony Lucki's job performance



Looking back from the future, we will have realized that information by itself is no longer useful

It is the capacity of the brain to generate ideas that make sense of and create order in the vast amounts of information that is critical!

*Information does not create ideas; ideas create information.*

*Theodore Roszak, The Cult of Information*

AMBIGUITY

UNCERTAINTY

# Ambiguity

The tendency to perceive ambiguous situations as desirable and not as a source of threat

Ambiguous situation

1. Completely a new situation in which there are no familiar cues
2. A situation in which there is lack of relevant information
3. A complex situation in which there are a great number of cues to be taken into account
4. A contradictory situation in which different elements or cues create novelty, complexity or insolubility

KNOWLEDGE IS A SYSTEM

WE ARE PART OF THAT  
SYSTEM

# Whole Thinking

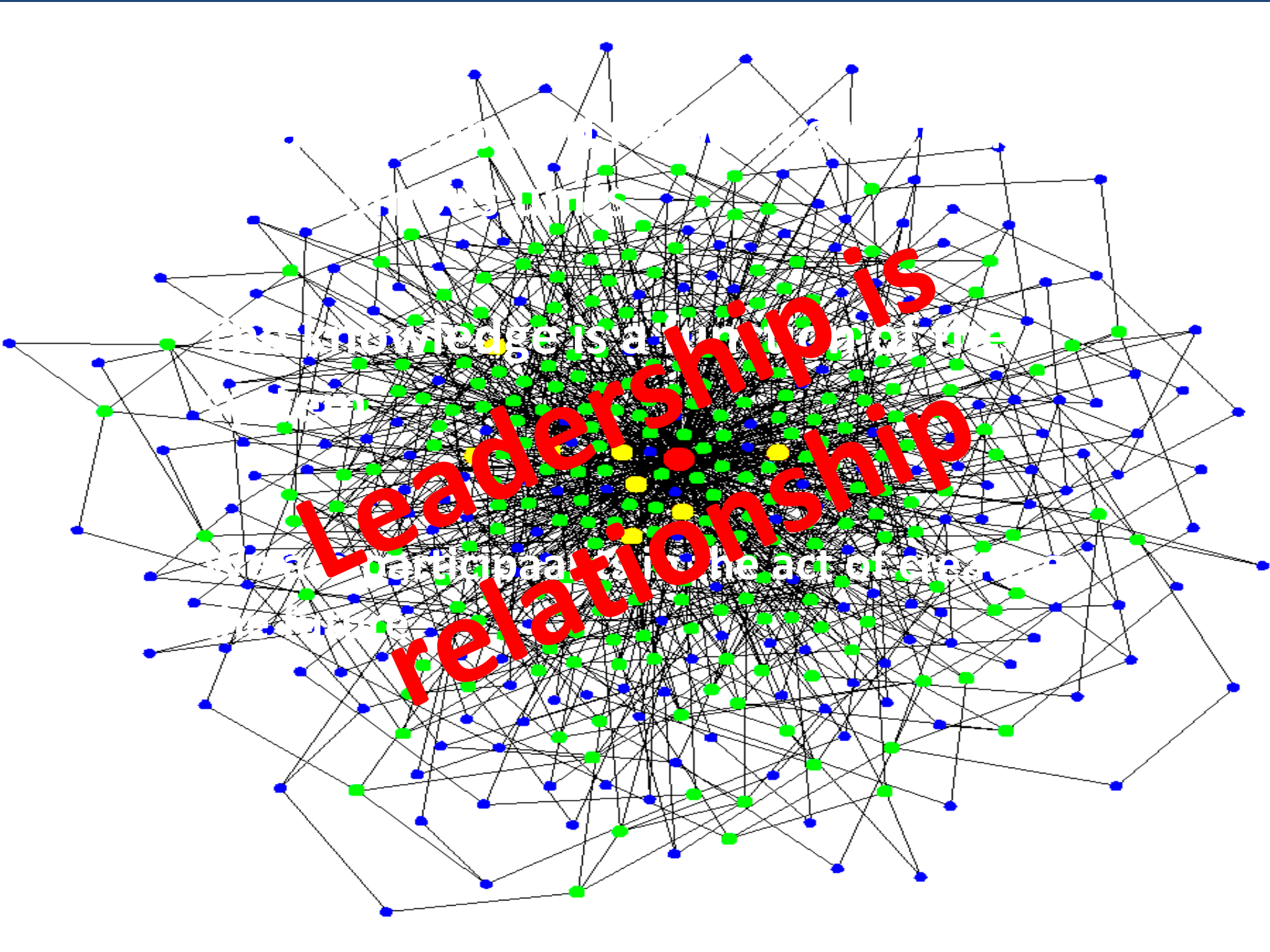


Animals know that they need to grow an extra layer of fur if the next winter is going to be colder.

As the knowledge of next winter lies in a future state, this is impossible according to the ordinary laws of physics

From a whole thinking perspective, the knowledge is in network of which everything is an intrinsic and inextricable part

Our fallacy is a matter of perception and assumption



Knowledge is a **unique** **asset** **that** **can** **only** **be** **shared** **through** **relationships**

**Leadership is**  
**relationship**

participation is the act of **entering** **into** **relationships**

# The Emerging Paradigm



The emergence of mass collaboration and participation

Merging of work space and social space

The emergence of networks as the fundamental unit

# 2020 Leadership

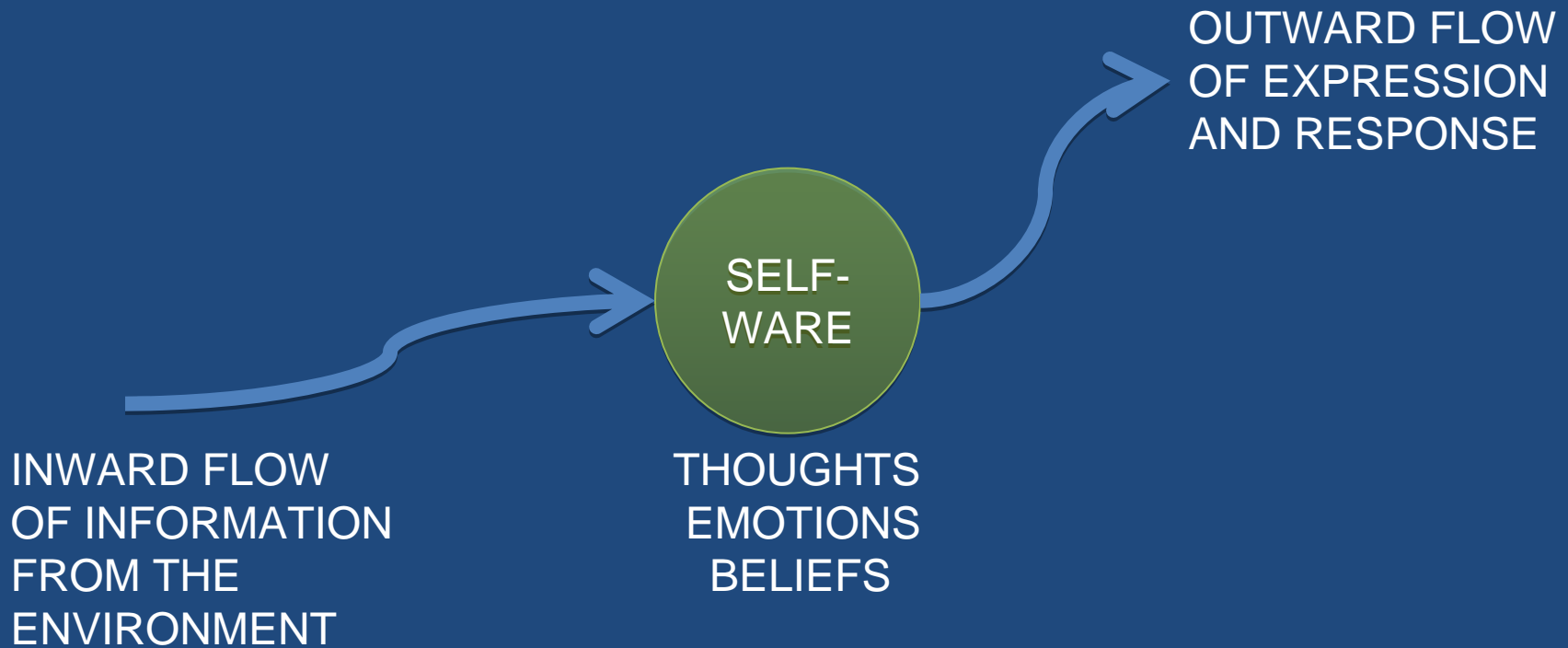


More than anything else, how we think may well be the single most defining characteristic of leadership

Human consciousness will become the frontier that we will need to understand more than ever before!

The inability to step back and perceive and think clearly is probably a bigger barrier to leadership than any other leadership ability





**AWARENESS TO ACTION – EFFECTIVE SELF-WARE**

# Sharpening your Self-Ware

## **YOUR BELIEFS**

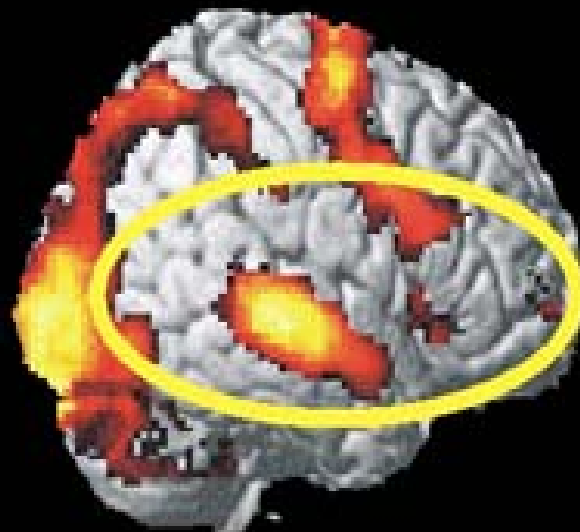
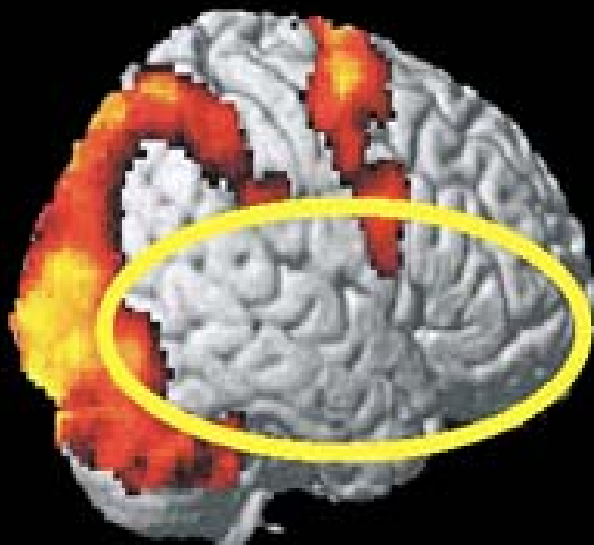
- What beliefs are disabling us from the way we must lead?
- What is the mindset we are stuck in?
- What new mental models do we need to create?

## **YOUR EMOTIONS**

- What are the default emotional pathways that come in the way of future leadership?
- How do they impact us and how do we let go of the old emotive patterns?

## **YOUR THINKING**

- What is the new level of thinking we must engage in?
- How do we raise our consciousness?



THOUGHT/MEMORY

FEELINGS/EMOTIONS

IMAGINE YOU HAVE AN  
OPERATING SYSTEM THAT  
DRIVES YOU

THAT'S YOUR  
SELF-WARE!

BELIEFS