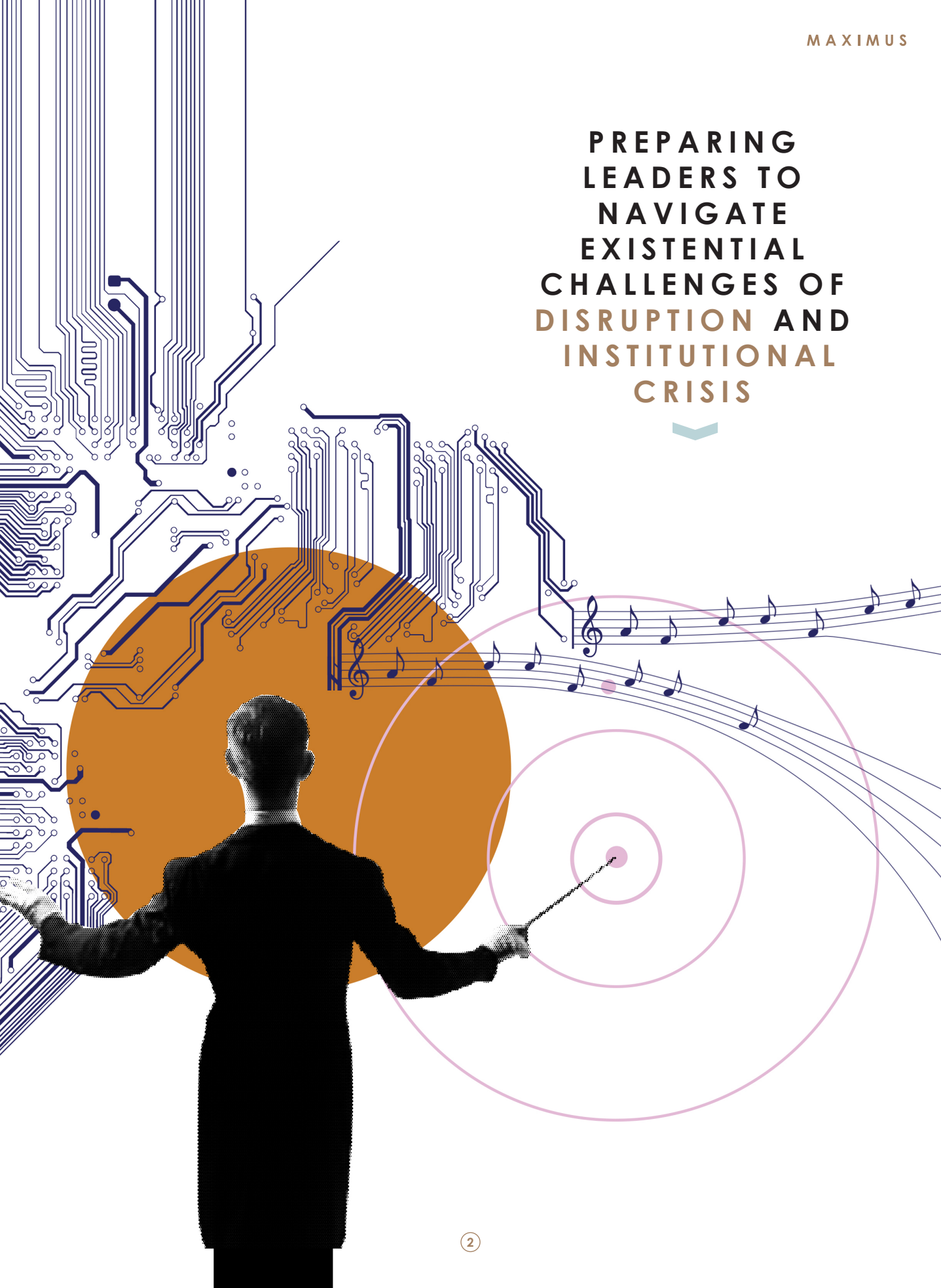


FORGING LEADERSHIP FOR THE FUTURE

CREATED BY MAXIMUS



PREPARING
LEADERS TO
NAVIGATE
EXISTENTIAL
CHALLENGES OF
DISRUPTION AND
INSTITUTIONAL
CRISIS





The challenges confronting Australian leaders are fundamentally changing. Unprecedented technological upheaval and a shake-up of many industries as a consequence of questionable ethical practices now require leaders to think and act differently. These are arguments often cited, regularly reported and occasionally well researched.

It's less clear how organisations can distil this information into pathways for developing leaders and leadership that will drive future success. With four in 10 Australian professionals saying that their organisation is poorly prepared to develop future leaders, we need a step change approach for organisations to thrive in a rapidly transforming world¹.

In this paper Maximus examines the effects of seismic shifts in technology and institutional trust on Australian leaders, and recommends ways in which organisations can develop their leaders to meet the challenges.



1. Disruptive technology

We are facing an age of unprecedented technological disruption. Computer learning and artificial intelligence (AI), for example, are rapidly maturing, while the application of big data and analytics are already routine in many organisations. Such exponential changes in technology are forcing internal transformation of businesses as much as they are revolutionising the markets in which companies operate. These technological advances will fundamentally change the skills and strategies leaders must deploy in order to be effective, and simultaneously require a new approach to navigating relationships with the people they lead. What is the role of a leader when tasks (including decision making) can be automated and when leaders must inspire people who are more technically skilled than they are?

2. The decay of institutional trust

Another fundamental challenge to the nature of leadership has been a deep societal shift characterised by a decline in trust: in organisations, in their leaders and in the ethics they have failed to apply. Scandals across the political, entertainment and corporate worlds have caused a worldwide reckoning of the unacceptable use of power, from sexual harassment and bullying, to fraud and corruption. Even as a magnifying glass is placed on leaders and powerful institutions, the nature of power is changing. The organisation of work is shifting from traditional hierarchies of employees and managers to networks of teams, often cross-functional in composition and usually highly self-directed. Collaboration is now valued over traditional mechanisms of control, and influence is likely to flow from multiple sources rather than through a hierarchy. How does a leader's mindset need to shift when hierarchies become obsolete and when decision making is evaluated not just by results, but by integrity?

Our analysis suggests that the leaders of the future will embrace disruption with curiosity and will cultivate trusting environments through their own humility and their focus on developing others. Leadership in the age of disruption, we argue, is about embracing and demonstrating the human qualities that set us apart from machines.

In 2016, Maximus examined the state of leadership and leadership development in Australia². As part of our analysis, we conducted our own research, took stock of the Australian economy and studied other high-quality sources of relevant research, including the University of Melbourne's Study of Australian Leadership (SAL) national survey.

Our findings were equally troubling for us and for the clients with whom we shared our paper. Then, as now, many organisations cited the importance of leadership, but they generally failed to articulate the nature of effective leadership and the capabilities needed to drive future competitiveness and performance. Rather, they focused on development methods and modalities. They put the proverbial cart before the horse.

Maximus is committed to creating future-focused leadership here in Australia. This paper seeks to contribute specific ideas about the nature of effective future-focused leadership.

FUTURE LEADERSHIP: THE STATE OF PLAY

How is leadership changing? What capabilities will leaders across Australian businesses need to be effective in the future? And how can these behaviours and mindsets best be developed?

We approached these questions by aligning what we see in practice with the academic conversation on leadership. Our examination of key leadership journals (such as *The Leadership Quarterly*, *The Academy of Management Review (AMR)* and *Administrative Science Quarterly*) showed that the academic conversation does mirror the deep shifts society is currently undergoing. A thorough analysis (Zhu et al., 2018)³ of over 6000 leadership studies over the past 17 years, shows that since the 1990s there has been a persistent shift away from models of power in leadership – a change we imagine will be further reinforced by current institutional crises.

The past decade has seen the emergence of a focus on ethical and authentic leadership, which has been complemented in recent years by a values-based leadership theme. We've also seen a noticeable shift to followership, or to the perspective of those on whom leaders have an impact (Zhu et al., 2018). In addition, current themes informing leadership research are in the areas of leading for creativity and innovation (Dinh & Lord et al., 2018)⁴.

We found the academic conversation to be a helpful starting point for assessing the present state of leadership as a domain. Our paper continues by examining the two previously identified profound challenges: 1) technological disruption, and 2) lack of institutional trust; and outlines ways for organisations and leaders to prepare to meet these challenges head on.

LEADERSHIP CHALLENGE #1:

HUMAN SKILLS MATTER MORE THAN EVER. ADDING VALUE IN A CONNECTED AND TECH-ENABLED WORLD

Technological disruption is front-of-mind for the world's organisations and their leaders. The broad commercial impact of exponential growth enabled by technology is staggering: over the past six decades, the average lifespan of an S&P 500 business has reduced from 60 to 20 years⁵ and it is predicted that in just 10 years' time, more than 40% of current S&P 500 business will no longer be on the list⁶. No prizes for what kinds of companies will replace them.

Australia in particular is likely to struggle with this new, complex, digital world of business. The renowned Harvard University *Atlas of Economic Complexity* currently has the world's most complex economies as Japan, Switzerland and Germany, and the three least complex as Cameroon, Guinea and Nigeria. Australia's performance, currently mid ranking on the scale, has declined in recent times – in other words, our economy has simplified over the past generation:

“Out of 122 economies that the experts have assessed, we come 65th⁷, just below halfway,” says shadow assistant treasurer Dr Andrew Leigh. “For a nation that consistently ranks among the top 20 for our income per person, this is an astonishingly poor performance.”⁸

The potential for Australia's prosperity to be disrupted by more complex, digitally led economies is very real. Technology reduces the barriers to entry into simpler markets, which increases our vulnerability. When Amazon launched in Australia, for instance, it caused immense internal stress to local businesses, and the

incursions of other global technological businesses are likely to continue. Australia needs to respond to the threat by increasing its innovation outputs – producing more startups, patents and more university-industry collaborations leading to the development of products that can be exported.

As the Australian economy struggles to keep up with the acceleration of technology, Australian leaders have also been shown as lagging in the human skills of innovation, creativity and diversity of thought and experience. Such attributes are crucial in global and increasingly technology-driven economies.

A report by Six Degrees Executive conducted in early 2017 revealed shortcomings in the performance of Australian business leader⁹. In particular, it showed a large disconnect between the qualities that Australian leaders are most recognised for, and what defines truly great leaders.

On one hand, the surveyed Australian professionals rated current leaders as having an extremely strong work ethic and successful track record. Unfortunately, these are deemed the least important traits for great leaders. Integrity and authenticity, team building, and communications skills were all deemed far more important, and were felt to be areas in which Australian leaders are currently poorly performing. One particularly interesting outcome of this research is the finding that the linked attributes of creativity and imagination, currently viewed as unimportant, will grow in importance to define leaders of the future – 48% of respondents ranked creativity

and imagination as the combined top attributes of tomorrow's great leaders.

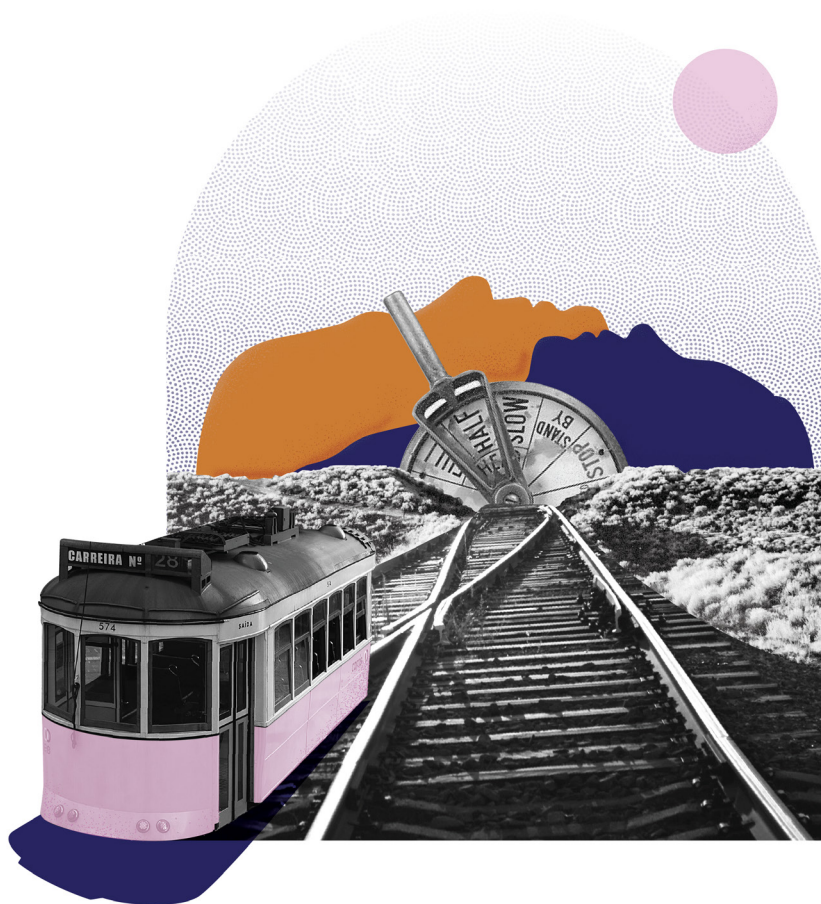
In addition to the question of what will define leadership performance and skills in an age of disruption, it is becoming increasingly clear that Australian leaders must also do more to add value to their businesses. The application of powerful algorithms, machine learning, and AI in the business environment fundamentally changes the leader's role.

Just as machines and automation have over time replaced human labour in physical tasks of increasing complexity, so too are computers taking over cognitive tasks that many believed could only be performed by humans. Some still doubt the inexorable progress of machine capability, despite technology having already taken over 90% of the jobs humans used to do. For example, 70 years ago a little more than 3% of the US workforce was employed in the railroad industry, moving freight and passengers around the country¹⁰. Today, only 0.1% of the workforce is involved in the rail industry, yet it moves nearly three times the amount of freight around the country as it did in the late 1940s. Jobs are changing and, in some areas, disappearing completely¹¹. As machines become more capable and adaptive to complex learning, we're seeing the emergence of a 'second economy', in which computers transact business only with other computers¹².

There's a great deal of debate over which of the human cognitive skills required for leadership can be assumed by AI. Some 73% of the 10,000 people surveyed in a PwC study think technology can never replace the human mind¹³. In contrast, Stanford professor Andrew Ng says that, "if a typical person can do a mental task with less than one second of thought, we can probably automate it using AI either now or in the near future". Many leadership tasks, from routine problem solving (Should we do this or that?) to resource allocation (How much should we invest in A versus B?), fit this pattern of "analysis" that is ripe for automation. It will be positioned that AI replace the leader in these activities, which raises the question: Which aspects of the leadership role will remain, at least in the near term, outside the likely abilities of AI? What aren't the bots able to do yet?

Highly analytical thinking is clearly at risk, whereas highly conceptual thinking remains, for the time being at least, in the human domain. The relevance of leaders is temporarily buffered by the fact that they continue to outperform machines in tasks that require highly conceptual thought in the form of strategy and creativity, (although creativity, as we highlighted before, is not yet a strength of Australian leaders). Also important are high-value interpersonal tasks related to motivating others to achieve, inspiring them and infusing work with purpose. David Deming of Harvard University

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AS THE TOP ATTRIBUTES OF FUTURE LEADERS



has found that companies are already rewarding people in occupations that require social skills. There is a significant increase in employment share for those displaying social aptitude¹⁴.

In summary, we see technological disruption impacting Australian leadership in three ways: 1) Australia's global economic performance and the impact on organisations; 2) Leaders are currently not equipped with the skills to foster creativity and innovation, and 3) The leader's role itself is changing as some tasks become subject to automation.

WAYS TO MEET LEADERSHIP CHALLENGE #1

Unless we collectively increase the capabilities of our leaders and organisations to look up and out from their current methodologies and thought processes, encouraging them to embrace disruptive

technology and opportunity, Australia will be left stuck in time. There's no easy response to the challenge of technological disruption, but leaders and organisations can take steps to create future-ready mindsets and cultures.

The role of the leader in a disrupted world is likely to remain uncertain, given that many leadership tasks are becoming augmented by people analytics and other technology-assisted applications. Therefore, a big part of being a leader in a disrupted world is about overcoming fear of the unknown and fear of the possibilities unleashed by technology. Anxiety about the advancement of technology and especially its impact on jobs is nothing new. The likelihood of technological unemployment has been recognised since the days of John Maynard Keynes (1930)¹⁵, and yet fear of technology¹⁶ is still common. In 2015, researchers at Chapman University

found that fear of technology comes a close second to fear of natural disasters¹⁷.

“People tend to express the highest level of fear for things they’re dependent on, but that they don’t have any control over, and that’s almost a perfect definition of technology,” says Dr Christopher Bader, a professor of sociology at Chapman and one of the co-authors of the study. “You can no longer make it in society without using technology you don’t understand to buy things at a store, to talk to other people, to conduct business. People are increasingly dependent, but they don’t have any idea how these things actually work.”

We suggest however that leaders will not become future ready by being technology experts or even technology evangelists. Organisations are not looking to leaders to predict the future of organisations. From a mindset perspective, it is much more important to *develop curiosity and an urge to explore* the possibilities that exponential shifts will offer. Leaders do not have to know everything about the technology rushing to meet them.

Liz Wiseman’s concept of *Rookie Smarts*¹⁸ is useful here. “In a rapidly changing world,” she writes, “experience can be a curse. Being new, naïve, and even clueless can be an asset. Rookies are unencumbered, with no baggage to weigh them down, no resources to burden them, and no track record to limit their thinking or aspirations.

For today’s knowledge workers, constant learning is more valuable than mastery.”

A key step in meeting the leadership challenge therefore, is to let go of the pressure to know all, the pressure to provide answers, and the pressure to be an expert. Rather, a willingness to constantly learn and upskill¹⁹, and ‘top up’ qualifications and micro-credentials will be the leadership necessities of the future²⁰.

The second aspect of meeting the challenge of technological disruption is for leaders to create cultures around them that foster creativity and innovation. The importance of the leader in this task cannot be understated. A 2018 study by Hughes et al. in *The Leadership Quarterly* performed a comprehensive review of 195 empirical studies exploring the links between leadership, creativity and innovation²¹. The evidence uncovered is unequivocal – leadership is a key predictor of creativity and innovation at all levels, from the individual to the team, and the greater organisation. Just imagine the difference between a leader who encourages experimentation and allows for failure, versus the impact on creativity of being led by someone who rules through fear and expectations of perfection.

Leaders must be encouraged to take responsibility for unleashing or inhibiting creativity and innovation, and organisations must make sure leaders are supported in creating the right kind of environment in which creativity can flourish. These conditions are characterised

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LIZ WISEMAN, ROOKIE SMARTS

by psychological safety²² – team members feeling safe to take interpersonal risks, such as raising unpopular ideas at work, admitting mistakes and bringing their whole, diverse selves to work, without fear of retribution. The skill set for creating psychological safety, which is relationship and development focused, is irreplaceably human.

Organisations can further help leaders flex their creative and innovative muscles by giving leaders the freedom and autonomy to invest readily and rapidly in ideas, constantly testing solutions. Organisations also need to work with leaders on retaining local STEM (science, technology, engineering, mathematics) talent and attracting it from abroad. Looking at how skills and jobs are changing (Figure 1),

the key area for growth is in both social and maths, as well as technology-based skills. This demonstrates the need to meet technological disruption with deeply humanistic skills, not just technical expertise.

In short, the leadership challenge of disruption needs to be met with a four-pronged approach: develop the leadership mindset towards curiosity and exploration; foster learning urgency by supporting leaders in constant micro learning and development; set up conditions for creativity by prioritising psychologically safe cultures that welcome ideas and discussion; hire and develop STEM talent and integrate the development of their technical and social skills. This is how leaders of the future will add value.

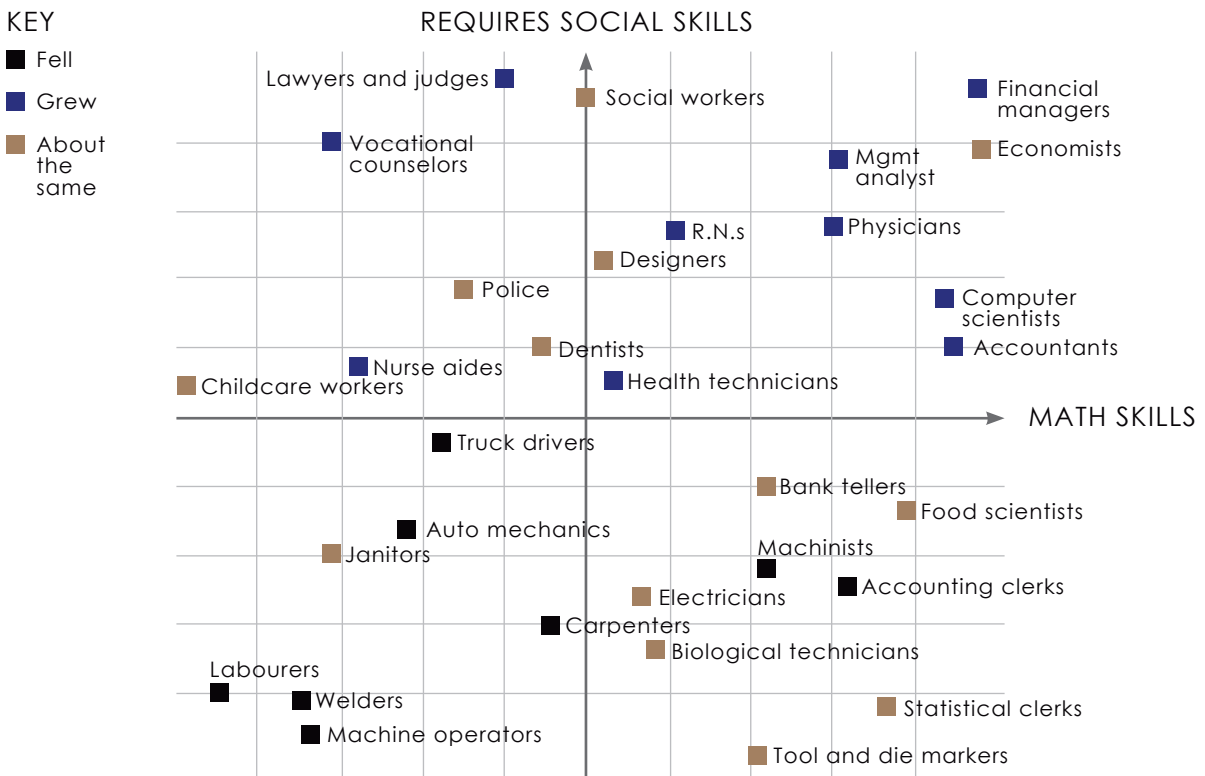


Figure 1: Social Skills and Change in Share of Jobs in the United States, 1980 to 2012²³

LEADERSHIP CHALLENGE #2:

TURNING POWER INTO INFLUENCE – PUTTING PURPOSE AND INTEGRITY FRONT AND CENTRE

“Power tends to corrupt and absolute power corrupts absolutely.” These words from a British historian in the 19th century ring as true as ever in the post #MeToo era. Countless abusers of power across the entertainment, corporate, and political spheres have caused a worldwide reckoning of the unacceptable use of power. This includes sexual harassment and bullying, fraud and corruption. Society is drawing a new line, such that even the most brilliant individuals will be prohibited from leading if they fail to use their power within accepted legal and ethical boundaries.

But such scrutiny extends beyond a focus on individual behaviour towards the broader examination of organisational dynamics. From Australia’s recent Royal Commission into Misconduct in the Banking, Superannuation and Financial Services Industry; to Facebook and Twitter hearings before US Congress; the exposure in Netflix documentaries such as *Dirty Money*, of fraudulent practices at Volkswagen; and the campaigns investigating inhuman conditions endured by Amazon factory workers (one report cites UK workers urinating in bottles to avoid punishment)... the age of social media has ensured that the impact of questionable moral decisions made by leaders and organisations can no longer be easily swept under the carpet. More than ever, there is recognition that a one-sided focus on satisfying organisational goals and reward structures at the expense of ethical behaviour, is unacceptable.

The disillusionment with leadership at the top of organisations, and the resulting increased focus on ethics, together with technological disruption noted in Section 1, are having an ostensible impact. In a Deloitte study on diversity and inclusion in the US, 72% of respondents said that what is needed is a new definition of what a leader actually is²⁴.

Sunnie Giles’ 2016 survey of 195 leaders in more than 15 countries, published in the *Harvard Business Review*²⁵, provides some answers as to what this new definition might be. High ethical and moral standards were noted as the most important leadership competency by 67% of respondents. Deloitte’s 2018 *Shift Forward* report echoes this theme. Deloitte surveyed 5000 people across industries to glean the following insights:

 **47%** SAID LEADERS SHOULD BE MORE TRANSPARENT

 **50%** SAID THEY SHOULD BE MORE AUTHENTIC

 **53%** WANTED LEADERS TO RECOGNISE THEIR OWN WEAKNESSES²⁶



72%

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Such data, along with the themes Maximus is witnessing in its work with Australian organisations, suggests that leaders need to first and foremost develop and demonstrate an unwavering moral and ethical compass, and align their leadership with strong purpose and authenticity.

This would mean moving from the wielding of power to a more nuanced application of influence. The difference between power and influence was defined by authors Perry McIntosh and Richard A. Luecke. Where power is the capacity to get others to act by exercising positional authority, and can lead to resentment; influence, is the ability to modify how a person develops, behaves or thinks based on relationships and persuasion, and can lead to respect. Since McIntosh and Luecke wrote their book, the definition of influence has developed to be based around personal authenticity and integrity (which can be inspiring) and the ability to harness the power of individuals in a team – a talent based in curiosity about other people, their motivations and strengths, and the desire to support their success, rather than advancing the self²⁷.

Both the imperatives posed by disruption and a decline in institutional trust require leaders to influence through decentralised networks of people²⁸, rather than simply wielding power. Of

all the changes in the workplace, the rise of teams as a fundamental work unit is one of the most significant factors requiring leaders to rethink their use of power. Where the traditional leadership model required that managers “plan, direct, and control” the flow of work – using “carrot and stick” levers to motivate people – the rise of teams has upended this model.

Deloitte’s recent *Human Capital* study concluded that “today’s digital world of work has *shaken the foundation* of organisational structure”. It highlighted profound shift from the traditional functional hierarchy to one Deloitte calls a “network of teams”. And in these configurations, teams themselves expect to plan, direct and control their own work – call it freedom with accountability.

Taken together, the distribution of power into teams away from a central leader – and an overall trust decline in institutions, leaders and power – raises questions about how leaders interact with their teams and re-build trustworthy and ethical organisations.



WAYS TO MEET LEADERSHIP CHALLENGE # 2

There's no quick fix for the crisis in institutional trust. Significant transformations must take place, both directly with leaders, as well as within organisations and their cultures. We need to completely overhaul how organisations measure and reward behaviour and performance. Governance systems and risk-mitigation practices require thorough examination and transformation. Changing the discourse to integrity and ethics will be pointless if courageous behaviour that calls out unethical practices is not rewarded, recognised and dealt with. But the overhaul of entire systems is beyond the scope of this paper. What can leaders themselves do?

Maximus has observed the benefits of helping leaders connect to a purpose-led philosophy of leadership. Adopting the 2017 Chartered Institute of Personnel and Development (CIPD) perspective, purposeful leadership is defined as “the extent to which a leader has a strong moral self, a vision for his or her team, and takes an ethical approach to leadership marked by a commitment to stakeholders”²⁹.

The outcomes of this kind of leadership include high levels of job satisfaction among employees

and their experience of a high degree of meaningfulness in their work, commitment to the organisation and willingness to go beyond the call of duty³⁰.

Similar results were found in a 2015 study of more than 600 people in 161 teams, as conducted by Owens and Hekman to understand concrete outcomes of leaders being humble³¹. Published in the leading *Academy of Management* journal, the study found that when leaders are humble, people around them tend to emulate the leader's humility, and the researchers also observed a collective striving towards the team's highest potential, which enhances overall team performance.

So how do you go about being a purposeful leader, characterised by humility, integrity, strong morals and ethics and a focus on developing others? The first step is a mindset shift. It begins with a true acceptance of the leadership role as one that is about serving others, not yourself.

According to Adam Grant, professor at Wharton business school and author of *The New York Times*' best-selling books *Give and Take*, *Originals* and *Option B*, the single distinguishing feature of great leaders is that they think bigger than themselves. For the most successful leaders, success is very rarely a goal, says Grant. Instead, it emerges as a by-product of their other significant goals. These may include making others successful or advancing a product, service, or idea. Research shows that those who are able to cultivate this



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mindset and focus on the social aspect of our nature make better leaders.

How can leaders assess their propensity for giving versus taking and build the ability to focus less on their personal outcomes? In the first instance, we have found it critical that leaders develop greater self-awareness and carefully examine their thoughts and feelings about work. By regularly journaling and processing their observations with a trusted confidant, peer, or coach, leaders can recognise the helpful and unhelpful beliefs that shape their behaviour, and reframe beliefs that lead to self-gratification, or 'taking'. This process can take time but sets the foundation for significant – and sustainable – changes in leadership, which internalise a purpose for leadership more oriented to giving and impacting others than on themselves. This is the new model of power. And what is the role of the leader in a contemporary model of power that includes teams becoming self-driven and a move away from managerial 'planning, directing, controlling'?

For decades, much of the counsel around motivating employees and driving innovation has been derived from classical models of economics, which have proved altogether inadequate in explaining human behaviour and social systems.

Thanks to the contributions of psychologists like Daniel Kahneman and the behavioural economics movements, a significantly richer understanding of human motivation and the conditions that drive innovation in organisations has been formed. First and foremost, effective leaders need to understand the science behind motivation and innovation.

Acclaimed author, Daniel Pink, provides evidence that motivation at work is a simple framework for understanding what drives the typical employee, particularly the modern knowledge worker (and team!). Pink's research shows workers crave three things: autonomy, mastery, and purpose. Thus, leaders must take on the roles of coach, roadblock remover, and meaning maker. This requires significantly different skills to those of the planner, director, and controller.

The new role of leaders is usefully described as "architects who motivate employees most effectively when they provide a structural blueprint that maps the connections between employees' everyday work and the organisation's ultimate aspirations," says Dr Andrew Carton in the leading journal *Administrative Science Quarterly*³².

To conclude, Leadership Challenge #2 needs to be met in the following ways: first, the leader needs to be reconceptualised as a maker of meaning, a provider of purpose and a beacon of integrity. Second, organisations need to fundamentally transform their cultures, systems, governance and reward structures to embed ethical behaviours and standards.



CONCLUDING THOUGHTS

“THE SAFEST ROAD TO HELL
IS THE GRADUAL ONE –
THE GENTLE SLOPE, SOFT UNDERFOOT,
WITHOUT SUDDEN TURNINGS,
WITHOUT MILESTONES, WITHOUT SIGNPOSTS...”

C.S. LEWIS

That Australia has until now taken the gentle slope has contributed to the country being fundamentally challenged by technological disruption and is now rocked by a crisis of institutional trust. A historically strong economy and the long resources boom have led to widespread complacency and the tendency to turn a blind eye to questionable practices.

But the leadership qualities of yesterday no longer fit the bill for today and certainly not for the future – the data confirms it³³. The concept of exponential change and the disruption of commerce and workplaces is neither novel nor groundbreaking. As technology takes over some managerial tasks, leaders need to openly embrace the ‘leadership’ aspect of their role, in the true sense of the word. This may lead to organisations looking in untraditional areas for leaders, and recognising motivators and culture creators over effective delegators and project managers. Subject-matter expertise may also become a less important attribute of future leaders.

Angus McKay, CEO of 7-Eleven stores across Australia, summarises: “There’s got to be a connection that’s drawn between leadership and follow-ship. Values are important. You can be the most brilliant individual on Earth, but if you haven’t got the right values, let’s go to someone else. Identifying good leadership is delivery against a value expectation.”

In the age of disruption and in times of social and political upheaval, leaders and leadership

development need a dramatic rethink to appropriately equip us for the future. Of course, individual organisations will have their own nuances, but we believe that the following elements will determine the future-readiness of every Australian leader:

Their mindset towards change and disruption: future leaders will need to feel comfortable being uncomfortable, be continually curious and inspire others with their urge to learn

Their capacity to lead with unwavering purpose: future leaders will need to have purpose and integrity, with strong self-awareness and a sense of humility their knowledge is limited

Their ability to put together teams who innovate: future leaders will be architects who provide a structural blueprint and create psychological safety, enabling their teams to thrive and perform to their highest potential

The future is bright and full of possibilities. If Australia wants to maintain its enviable lifestyle, participate at the cutting edge of development, and contribute to solving global challenges, it must embrace technological opportunities. Development of authentic, purpose-led leaders will help Australia tailor those opportunities to its unique environment and culture. In this way, the quality of our leaders will define our very future.

For more information on how your organisation can transform leadership development to be future-ready and future-focused, please contact Maximus.

ABOUT THE AUTHORS



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Dr Nora Koslowski is a Principal Consultant with over eight years' experience as a thought leader, facilitator and researcher. Holding a PhD in Management and a BA in Psychology, Nora specialises in applying the latest ideas and concepts from the world of research to a commercial setting. Prior to joining Maximus, Nora was Head of Department of Human Resources and Organisational Behaviour, Lord Ashcroft International Business School, Cambridge, UK, where she led a team of 12 researchers and educators, managing a client portfolio including Barclays Bank, Volvo, UPS, and the British Armed Forces. Nora has a track record of speaking at international conferences and being invited to deliver expert commentary by the media.



JAMES ARIS

James Aris is the Marketing and Innovation Manager at Maximus. With over 10 years' experience working with some of the biggest consumer goods brands in the world, James brings a global mindset and FTSE10 training in marketing to his role as Marketing lead at Maximus. As well as Australia, James has helped grow brands and change consumer behaviour in Africa, the Americas, and across Europe. A graduate of English from Warwick University with several post-graduate digital and strategic accreditations, James brings a specialisation in digital marketing, capability and transformation in large corporate organisations. James is most passionate about pushing the boundaries of leadership development, weaving elements of communications, behavioural psychology, digital technology and mass behaviour change into the work that Maximus does with leaders.



ABOUT MAXIMUS INTERNATIONAL

We are for leaders with ambitious agendas. We exist to move minds, transform businesses, and leave a legacy of proven value. For over 15 years we have worked with a variety of organisations, giving us insight into approaches to leadership development and organisational structures in which leaders and their teams can thrive.

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