

ROMANIAN HR CONFERENCE AUTHENTIC ROMANIAN LEADERS

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Three points that define authentic leaders:



POV 1: Our understanding of your context



REQUIRED SHIFT

- From outsourcing to home-grown entrepreneurial & service enterprises
- From highly educated to globally savvy managers & leaders
- From technical to transformational people
- From an extrinsically to an intrinsically motivated workforce



CHALLENGE

- Increasing employment costs undermine the outsourcing Val-Prop
- Austerity measures have created a spirit of social unrest
- “Big divide”: few rich, many poor”
- Expectations of salary & promotion are high based on prior years
- The government is new as of 2012
- “Expert” mentality



OPPORTUNITY

- Develop whole and authentic globally relevant Romanian leaders
- Develop talent as business partners who can realize their potential
- Expand entrepreneurial capability
- Differentiate the offering of Romanian enterprises



REQUIRED IMPACT

- Position Romania as the most flexible emerging-nation partner for MNCs?
- Grow Romanian businesses into globally relevant players?

POV 1: Key European Challenge – Low Growth



We are in for at least 10 years of slow economic growth in Europe, and I don't see that changing.

If you run a business like mine and don't assume that, you are fooling yourself.

I hope for the benefit of Europe I am proven wrong, but even then we are in a better position by taking that as our starting point. The key thing is to see reality in the eye.

Paul Polman: Unilever CEO, Dec 12, 2012

Realistic, Transparent, Ambidextrous

POV 1: Key European Challenge – Interconnected & High Visibility



The horsemeat scandal was a clear case of fraud.

We should work together on the European side to strengthen the checks and the rules.

Our main responsibility is to the consumer. They have the right to know the truth about food”







Victor Ponta: Romanian Prime Minister, Feb 13, 2013

Accountable, Pragmatic, Unambiguous

POV 2: The authentic Romanian leader ...



Is:

- Entrepreneurial   
- Innovative 
 - Multiple European awards for creative advertising
 - Rooted in detail
 - Based on expertise and engineering excellence
 - Track record in IT sector – ergo constant change
- Relational - values society and family 
- Flexible – able to work with many different peoples and cultures 

Must be:

- Able to inspire colleagues and collaborators through intrinsic motivation 

In the *Global Leadership Imperative** survey of 2005, senior executives from large corporations across 17 industrial sectors identified their most pressing **business challenges** looking forward:

- Competitive pressures
- Rapidly changing market conditions
- The need for innovation
- Increasing customer expectations

And told us...

**A new breed of leader
is needed**

*“Get me more leaders who are smart, 🧠
have good people skills, ❤️ and
have the courage of their convictions.” 🌟*

FORTUNE 500 CEO

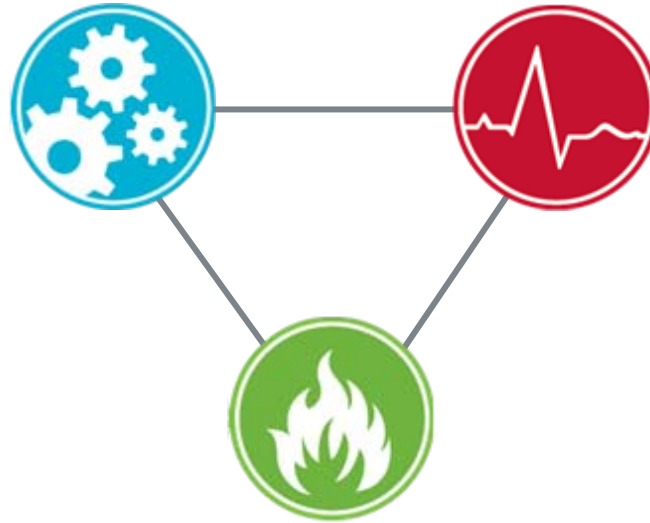


POV 2: Today's successful business leader must be a whole leader



HEAD

A thinker, able to cut through complexity



HEART

Relational, engaging and empowering others

GUTS

Courageous, able to act with integrity and decisively

POV 2: Leadership is a social undertaking exercised within a team or broader organisational context



WHOLE LEADERSHIP

INDIVIDUAL LEADER

HEAD

- Vision – ST, MT, LT
- Structure for ambidexterity
- Solve problems
- Lead from the front - Trail blazing

HEART

- Engage
- Attract
- Create belonging
- Lead from the back – Supporting and serving

GUTS

- Build empowering working environments
- Model principles and values
- Act decisively
- Lead from within – First amongst equals

COLLECTIVE LEADERSHIP

SHARED AIMS & EFFORT

- Dynamic, Collaborative, Diversity

ENTERPRISE APPLICATION

- Shared Purpose, Common Goal

COLLECTIVE FRAME

- Aligned, Accountable

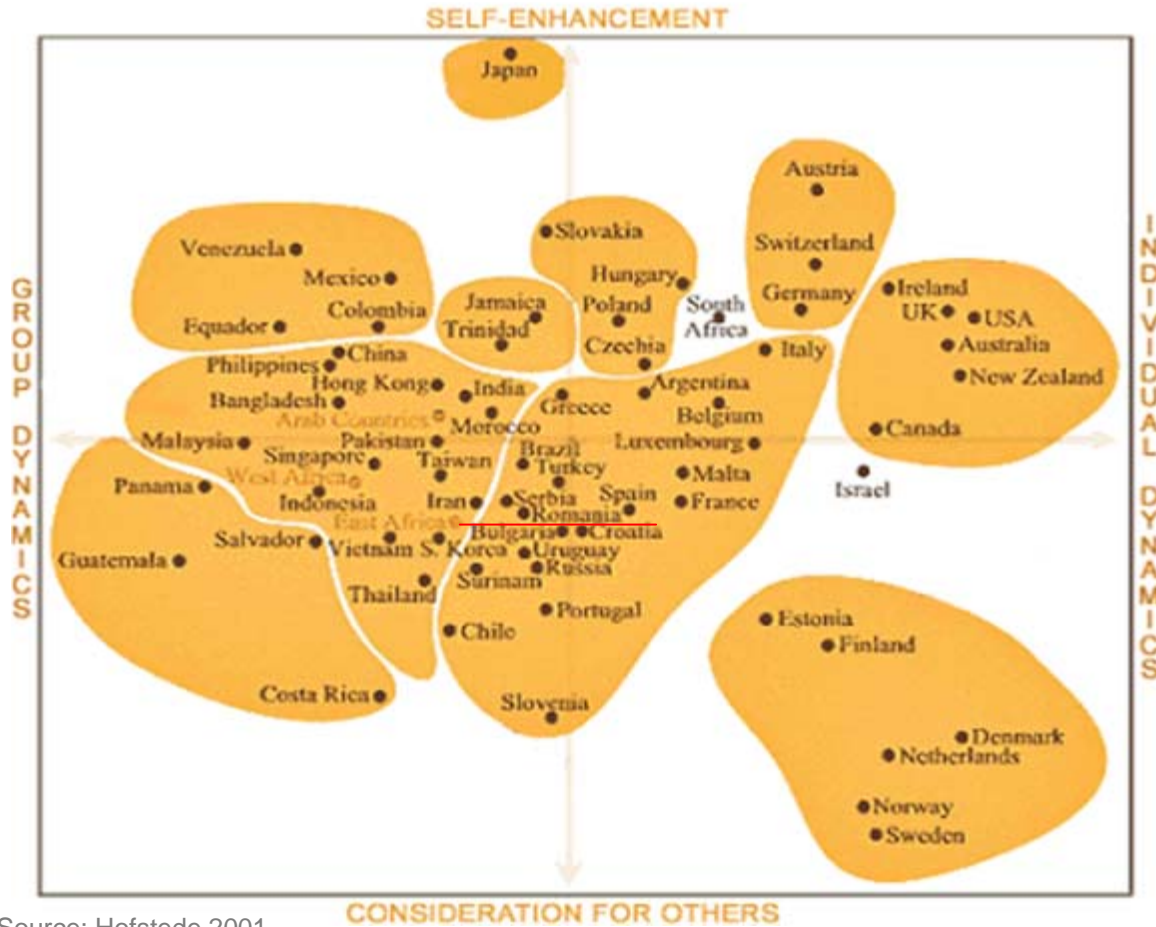
POV 2: How does Head, Heart, Guts and Collective Leadership fit into your national cultural values?



1. Masculine

↓ APPROACH TO RELATIONSHIPS

APPROACH TO THE TASK →



Data Source: Hofstede 2001

1. Feminine

2. Group

3. High Power Distance

4. High Uncertainty Avoidance

2. Individual

3. Low Power Distance

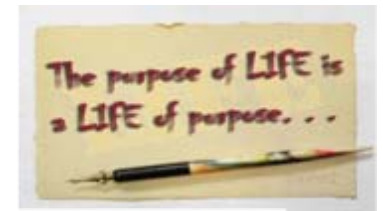
4. Low Uncertainty Avoidance

POV 3: Attract Talent in the Local the Market Place

Four intrinsic motivators, beyond pay – a 2008 study



- 1. Brand:** associated with growth and personal advancement.
 - a great company that plays on a global stage.
- 2. Purpose:** a game-changing business model, which is engaged in redefining the nation and the world economy.
 - a mission that helps the less fortunate
- 3. Opportunity:** challenging work, stretch assignments, training and development, competitive pay.
 - accelerated career track to senior positions.
- 4. Culture:** a “story” or brand promise that feels authentic;
 - a “talent-centric” culture where people know that they are critical to the success of the company.



POV 3: Most important value proposition elements: Europe; a 2012 Mercer survey



Rank	France	Germany	Ireland	Italy	Netherlands	Spain	UK
1	Base pay	Base pay	Base pay	Base pay	Base pay	Base pay	Base pay
2	Type of work	Type of work	Job security	Type of work	Type of work	Type of work	Type of work
3	Bonus/other incentives	Bonus/other incentives	Type of work	Career advancement	Retirement savings or pension plan	Flexible work schedule	Bonus/other incentives
4	Career advancement	Flexible work schedule	Good workspace	Bonus/other incentives	Working for respectable organization	Training opportunities	Retirement savings or pension plan
5	Supplemental retirement plan	Working for respectable organization	Career advancement	Retirement savings or pension plan	Paid time off	Career advancement	Flexible work schedule
6	Private medical insurance	Training opportunities	Bonus/other incentives	Training opportunities	Training opportunities	Paid time off	Paid time off

POV 3: Develop Talent for the ST, MT and LT Horizons Four strategies – 2013 Wiley Periodicals

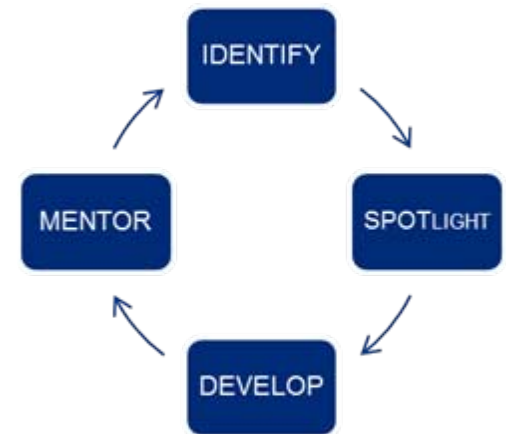


Turner Broadcasting International: **identification & codification of leadership talent** and use of **mobility**

JDA Software: **visibility of high potentials** through **action learning** projects-based workshops to build and cascade core company values

Citibank: **globally cascaded programmes** delivered by “leaders developing leaders”

GM “**pervasive**” **mentoring relationships** to nurture behavior to “fit” corporate and team culture



True North: “authentic leadership is about empowering others on their journey”

POV 3: Attract Talent in the Local the Market Place

Four intrinsic motivators, beyond pay – a 2008 study

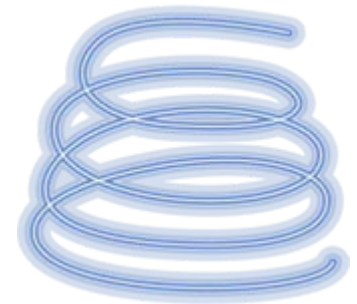


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A Gift – Developing Leaders in the Market Place

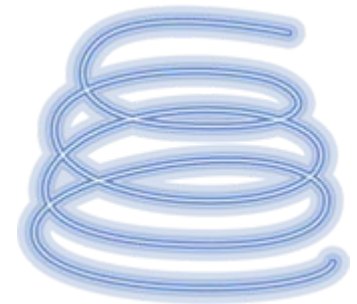
Five different personal agendas



*Adapted from Dr Angeles Arrien – Anthropologist
Deployed since 1992 across ages and cultures*

A Gift – Developing Leaders in the Market Place

Five different personal agendas



Completion;
Potential

Affirmation;
stability, solidity
security

Attainment;
vision, dreams

Development;
relationships,
integration

Broader
development:
innovation,
change

*Adapted from Dr Angeles Arrien – Anthropologist
Deployed since 1992 across ages and cultures*

Leadership =
Value-adding authenticity



Particularly important during transition, change and transformation

*Leadership is authentic
self-expression
that creates value.*

Kevin Cashman

“Il faut écrire votre page” L’Oréal

“Know thyself” Temple of Apollo at Delphi

“To thine own self be true” Polonius, Shakespeare's Hamlet

