

"The market place is changing beyond all recognition due to the growing uncertainty of our personal lives, with serial families..."

ARE YOU A CORPORATE CELEBRITY, LIEUTENANT, STALWART, TRAVELLER OR ORPHAN

Anyone who has picked up a newspaper, seen or heard the news, or even called their bank/mobile phone network provider, will be aware that over the past few years businesses have begun to spread their wings and move out to a new continent. North America and Europe are being left behind by Asia, with China and India leading the way.

It is Globalisation, with the death of distance and size, that gives Professor Richard Scase the topic for his latest book, *'Global Remix – The Fight for Competitive Advantage'*.

Scase has a very impressive portfolio. He is one of the World's leading business forecasters and was recently voted one of the Top Ten most influential people in Britain by Personnel Today magazine. As the author of over 20 books, in this latest publication, Scase explores major economic, technological, demographic, cultural, political and social global trends over the

next twenty years. He then considers the impact upon businesses and the every day lives of the employers and employees within them. He covers extensively the threats and opportunities he predicts Western businesses will face by the year 2020 as India and China continue their growth.

"The communications revolution has lowered the barriers to entry in most industries and given every business near-limitless geographical reach...doing things better than everyone else no longer guarantees a market-leading position – it merely gets you to the starting grid".

Scase advises that there are two major efforts required in preparation for 2020. Firstly you must establish and clarify what you stand for and, secondly clarify to whom you are selling.

The market place is changing beyond all recognition due to the growing uncertainty of our personal lives,

with serial families, uncertain careers, increased life expectancy and more divorce. The population in the UK is getting older but thinking younger. Purchasing patterns are being driven not by age, income and occupation but life styles, identities and experiences. Think of the Harley Davidson riders. They all look the same in their leather and helmets but when they remove this outer layer they come from all walks of life. The only common denominator is their shared experience on the back of a Harley Davidson bike and this drives their spending. The consumer is now in control and this liberated consumer, enabled by the internet, indicates the end of the mass market.

The Corporation must respond. In the 19th Century we managed factories, in the 21st Century we need to lead knowledge workers. It will be the small business model that thrives, like Jack Welch at GE with his “collection of very small firms”.

Is it a surprise that when Accenture identified the most competitive nations they were largely high value, knowledge based, de-regulated locations. In order, they were Finland, US, Sweden and Denmark.

Generation – I (i-pod), otherwise called the ‘MeMe’ generation will not be told what to do. They will respond to Leadership only because they admire, are inspired and trust their Leader. Leadership is the emotional engagement and will rely more on emotional skills and social skills rather than a University education. Think of it as Academic vs. Vocational.

So how do you attract and motivate that new talent? You could improve recruitment and retention but in order to do this you need to understand what’s

happening to the average workplace.

Scase predicts that by 2020, businesses will be made up of five differing types of workers. These are: firstly the ‘Corporate Celebrity’ whose role is to inspire, secondly the ‘Corporate Lieutenants’ who make the vision of the celebrity happen, third come the ‘Corporate Stalwarts’ these are the ‘doers’ of the business, those without whom the business would not run so efficiently. Penultimately there are the ‘Corporate Travellers’ who are the temporary workers driven by money and excitement. Lastly are the ‘Corporate Orphans’ who are furthest away from the source of income.

The ‘Travellers’ and the ‘Orphans’ are the creation of increased outsourcing and offshoring. They are at the bottom of the line, worlds apart from the ‘Corporate Celebrity’ and with fewer rights than the first three groups of personnel. They have however, in a sense been rescued by globalisation, as they have been given an income and increased hope.

‘Many CEOs have already ignored the advice of management guru Peter Drucker,

who suggested that the person on the top rung of any organisation should not earn more than 20 times the salary of anyone on the bottom rung...although earning more, they will probably hold their leadership positions for shorter periods of time.

..... In the past, the way to become a chief executive was to climb the corporate ladder over a long period of time, displaying deep corporate loyalty. In the future, companies will have to set themselves tighter deadlines to maintain their competitive advantage

and may therefore find that a 'Corporate Celebrity', hired on an interim basis, is their best source of experience and expertise for the challenges they are about to face...'

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