



***Leadership Effectiveness
in a Chaotic World***

6 February 2008

Opening thoughts

- Frank discussion
- Diversity
- Contact list
- Introductions

Topics to date

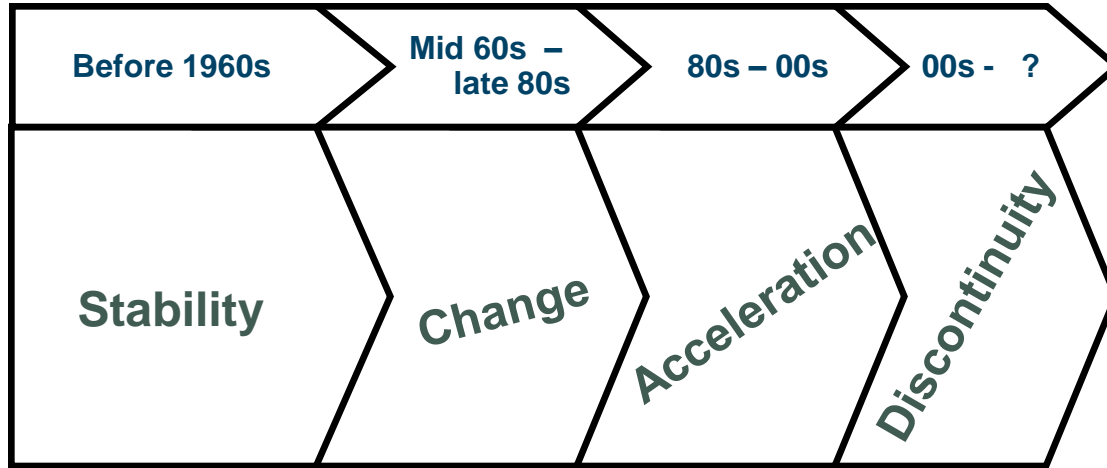
| Title | Date |
|---------------------------------------------|-------------------|
| DIY Strategy | 12 October 2004 |
| Leadership and Change | 19 January 2005 |
| Creating Something New | 16 June 2005 |
| Turning Points | 15 September 2005 |
| Orientation | 19 January 2006 |
| Strategy in the Age of Discontinuity | 7 June 2006 |
| High Reliability Delivery | 15 November 2006 |
| Gearshift Change | 28 February 2007 |
| New Models | 12 June 2007 |
| Discontinuity Experience | 3 October 2007 |
| Leadership Effectiveness in a Chaotic World | 6 February 2008 |

Early signs of something different

“Age of Discontinuity” and key impact identified

Major implications for strategy, culture and change management

Age of Discontinuity



- Growing performance demands
- Time compression
- Overlapping changes
- Uncertainty, ambiguity, disorientation

Globalisation

Information Technology

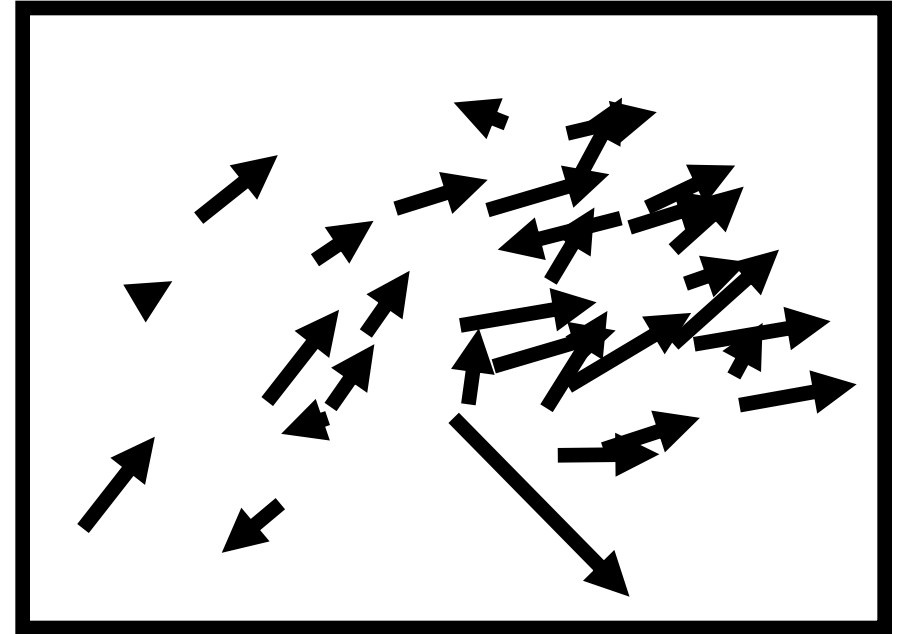
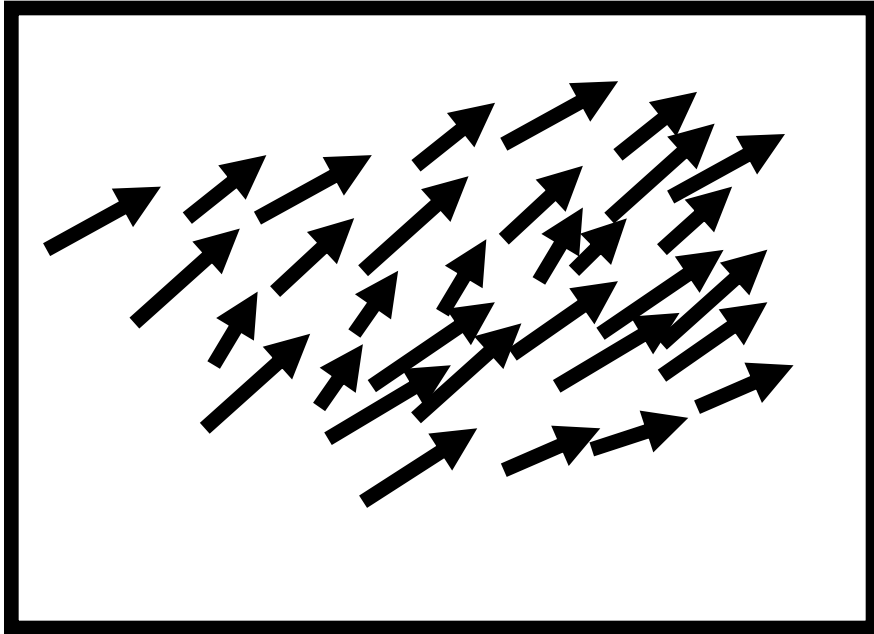
Business Model Innovation

Infrastructure Development

Human Capital Growth

Maintaining Alignment and Momentum is Key.

Impact of Discontinuity



- Roughly the right direction.
- Multiple tools to keep everyone aligned.
- Relies heavily on informal systems.

- Lack of alignment.
- Formal tools counterproductive; informal systems break down.
- Organisational performance can decline dramatically.

Alignment and Momentum Model

Alignment

See: Current situation, how it is changing, and what it means.

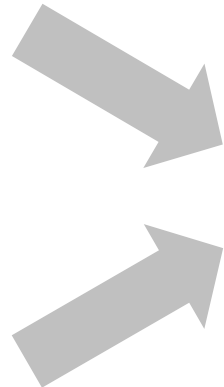
Context



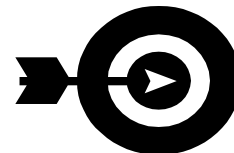
Identity



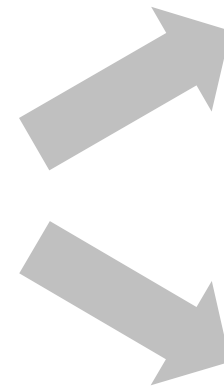
Discover: What we can and will do.



Target



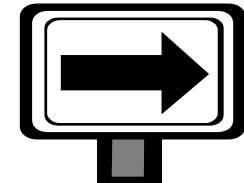
Decide: Goals to be reached.



Momentum

Design: Ways to reach goals.

Roadmap



Patterns



Set: Patterns that support effective action.

Leadership Perspectives

Executive



**It's about
more than us**

Manager



It's about us

Supervisor



It's about you

Worker



It's about me

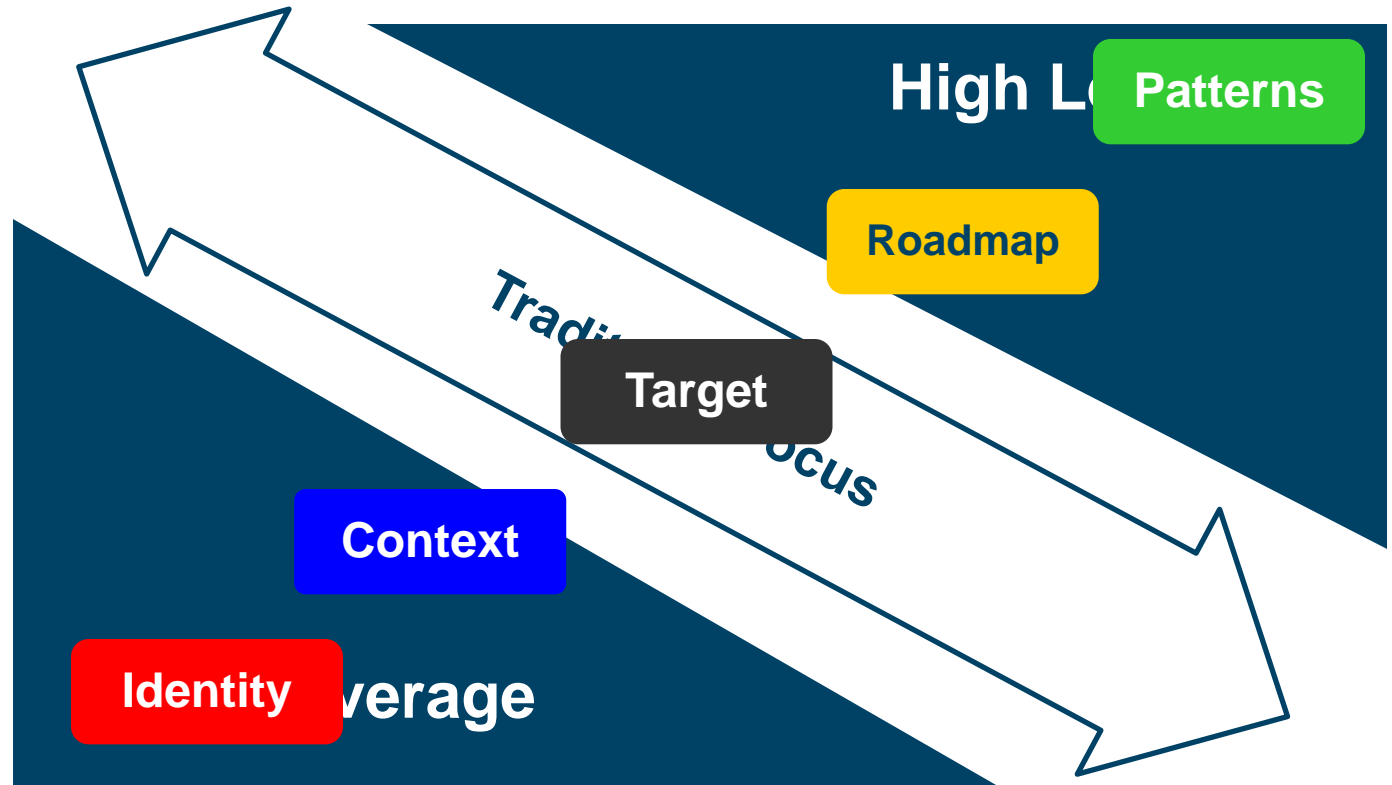
Leverage Points

Leadership Perspective

| | | | |
|--------------|----|-----|----|
| More than us | Us | You | Me |
|--------------|----|-----|----|

Organisational Level

| |
|------------|
| Executive |
| Manager |
| Supervisor |
| Worker |



- Are the demands on leaders different when things are less certain, when there are multiple changes occurring at the same time?
- To what extent are top teams becoming a key bottleneck for organisational responsiveness?
- Are we moving from a "vertical" model of leadership to a "diagonal" or even "horizontal" one?
- What do you find personally most challenging - and most effective - in your leadership role? What works, what doesn't?

MenKus & Associates Overview

Key facts

- Specialise in alignment and momentum during discontinuity.
- Founded in 1998. Based in London, serves clients globally.
- Independent, personal, confidential.
- Network resourcing model.

Main offerings

- Executive Sounding Board
- Strategy / Planning Support
- Leadership Alignment Workshops
- Team and Individual Development Programmes

How we work

- Deep insight, not just analysis
- Unlock ideas and energy
- Action, not reports
- Tangible improvement in 90 days or less

Client Experience

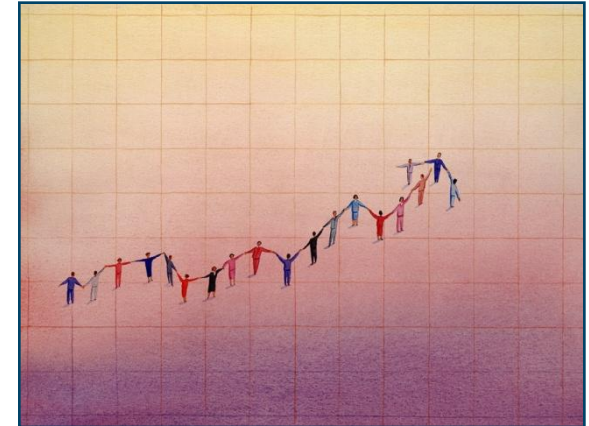
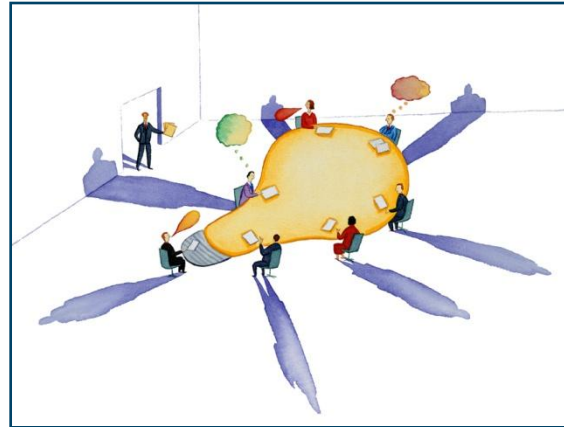
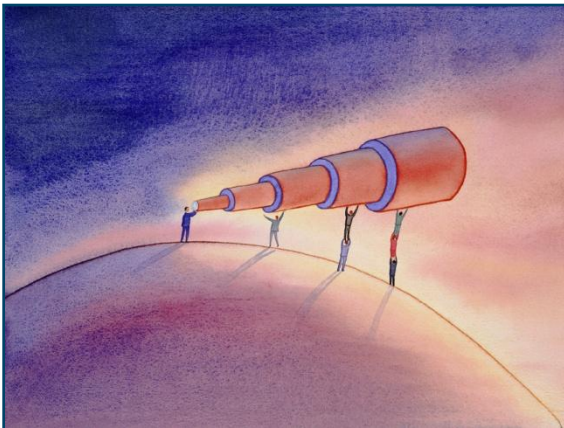


Discontinuity Hits Across Industries and Sizes.

Contact Details

Alignment and Momentum During Discontinuity

Research project starting soon
Interview candidates wanted: senior leaders and decision makers



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