



Where business comes to life

**Global Leader:
Engages through misalignments**

Professor Andrew Kakabadse

Henley Business School

Strategic Alignment

Visioning - Top Team

- **20%** **Sweden**
- **23%** **Japan**
- **25%** **Finland**
- **30%** **U.K.**
- **31%** **Austria**
- **32%** **Germany**
- **33%** **China**
- **39%** **France**
- **39%** **USA**
- **42%** **Hong Kong**
- **48%** **Ireland**

Recognise fundamental divisions exist within their top team concerning the future.

Strategic Engagement

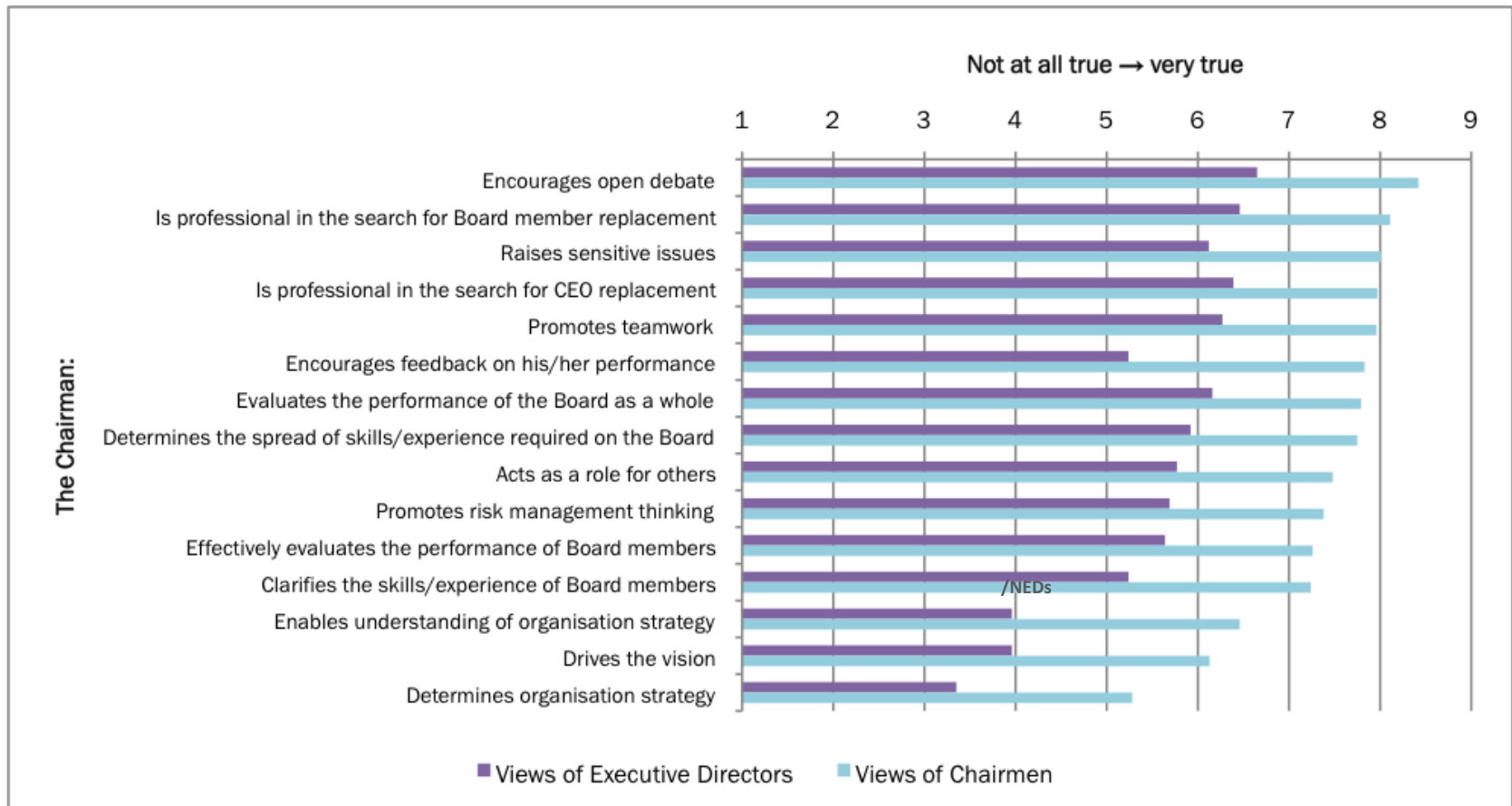
Dialogue - Top Team

- **36%** **France**
- **47%** **UK**
- **49%** **Finland**
- **50%** **Sweden**
- **58%** **Hong Kong**
- **61%** **Germany**
-
- **62%** **USA**
- **67%** **Austria**
- **68%** **Ireland**
- **77%** **Japan**
- **80%** **China**

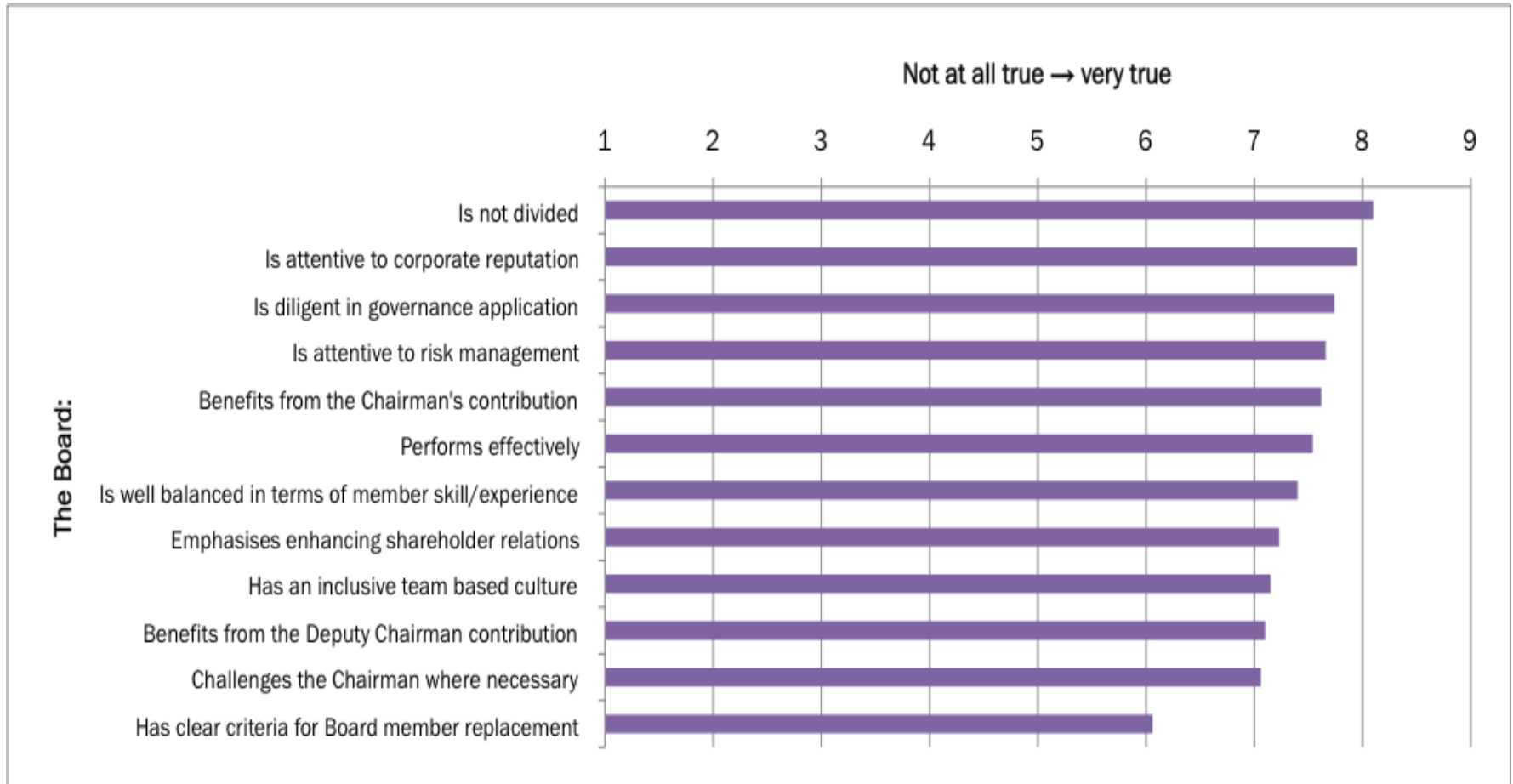
Believe there are issues which should be discussed but are too sensitive to be discussed in the top team and are NOT

Board Dynamics (UK)

Executives vs. NEDs



Board Dynamics (Australia)



- **Board Performance - Shared/cohesive views**

Diversity of Thinking

- **Are leaders clear as to issues facing them/their organisation?**
- **Shared view on competitive advantage?**
- **Shared view on DIFFERENTIATION?**
- **Shared view on VALUE?**
- **Philosophy for cohesion/corporate glue to company?**
- **Disruptive Diversity!**

Engagement

- **Damaging**
- *Realising engagement is the critical challenge for sustainable performance*

Sustained Success

- **Fundamental - Engagement with Diversity of Thinking**
- **Integrate contrasting inputs to realise competitive advantage locality by locality**
- **Greatest tension between
Corporate Centre vs. Business Unit**

Balance

- Driving Through Strategy
Shaped at top
82% of companies
- Engaging to Build Agile / Responsible Organisation
Engaging Through Misalignment
18% of companies

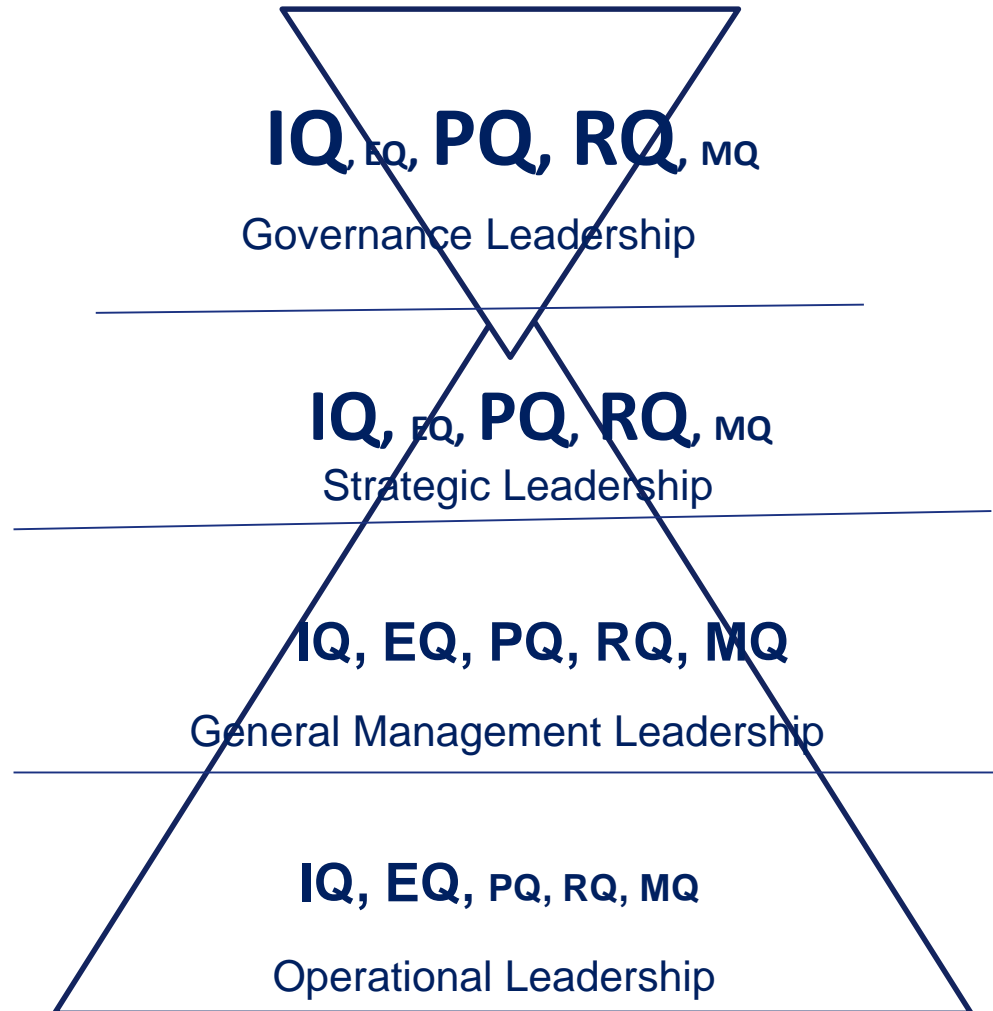
Capabilities

5Qs

5Qs

IQ	-	Cognitive
EQ	-	Emotional
PQ	-	Political
RQ	-	Resilience
MQ	-	Moral code

5Qs in Practice



Capability Development

- Qs are Learnt
- Desire for Level of Complexity
- Choice
- Top Down Rationalist Strategy
- Bottom up Capability Development Through Engagement
- Personal Philosophy Shapes Leadership Adopted

Are You Listening to:

- General Management
- Customers
- Critical Stakeholders

Adding Value

- Board
- Corporate Centre