



KF Andersen Leadership Academy

NEXT GENERATION LEADERSHIP * SINCE 1986

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WHAT OUR CEO FIRED?

Everyone was bewildered. It came as a big surprise. The chairman has just introduced the name of the new CEO over the intranet. It came a week after the announcement of the most profitable year in a decade.

Yes, a flash photo of reality in numerous high-profile companies. Do you recall the news from last year, AP Moller-Maersk, Novo Nordisk, e.g., Globally the same Coca-Cola, TEVA, a lot of banks, etc.?

The board felt that the former CEO did not act on, how to counter the disruption, which grows in strength from all directions. Despite the good results, it was too short-sighted.

The board needed a plan: How to upgrade the business model? How to grow managers practicing leadership? Also, how to replace authority with a social network? Develop leaders to replace “knowing it all” Bosses? Too many questions and no satisfying answers.

There were four people left in the meeting room; John IT, Carl CCO, Hannah CFO and Michael TeamLeader.

John was very scared, “Michael, why a new CEO? Everyone has worked hard to make last year result – now all in vain. What is going on? I simply don’t understand this.”

“John, our situation is dire.” He looked at John and continued, “today the competitive intensiveness in our industry is far more disruptive than 30 years ago, and our company will soon end up in a hurricane.”

Hannah drilled the facts. “The probability for that a corporation like ours fail miserably within ten years is 80%. Up from 5% during the last disruptive tide the mid-1980s.”

Carl, “True. Then it was GE, with Jack Welch in the driver seat, who fought against the tide.” “Yes,” added Hannah, “but it was a global phenomenon, IBM, Disney World, Chrysler and much more were on the brink of bankruptcy.”

“Huge companies?” Carl, visibly surprised. “But in our case, is not about good or bad managers. It is about identifying and developing leaders who have the future in front and center, who evolves a practice of leadership that is aligned with reality. That is how I see it.”

How can we effectively counter the disruption?

Michael agreed, “Why don’t we take the lead, and present for the new CEO a draft, how to grow the business, cultivate the organization, to counter the disruption. How to involve everyone across the organization? Identify who can make a valuable difference, and then let them contribute?”

“Carl your idea, how to turn our top-team into a “Team of TeamLeaders” in a carefully designed network, aiming at a great purpose - larger than life?” and continued, “Do you remember our discussions around this last year?”

“Yes” replied Carl, “TeamLeaders strategic positioned across the business, with self-extending responsibility. Where every team consists of a fluent number of teammates, with crystal clear result expectations, mastery competences, high capacity and who contributes to the cohesion. But do you think, that this will have a fair chance?”

Hannah, “I think so if it is a given that all of us is highly engaged, free to exercise initiatives, and innovate, express opinions, and even disagree with our leaders. Then it will work, I am sure it will.”

John, “Yea, and if everyone has the liberty to place themselves where they can make the greatest contribution, and live a balanced life? Then I am with you.” Michael added further, “As a Leader of TeamLeaders you would be happy to make a new year speech, “Thank you so much for doing all the things I never asked you to do.”

Hannah, “Simple. When you lead the best team of the company, then you must be the best TeamLeader” and finished. “That is a call for a transformation. Travel into the unknown. What a terrific idea!”