



The new firm, **Change Strategists, Incorporated** has been specifically developed to provide highly-trained organizational change specialists for our corporate clients. **CSI** is a subsidiary of the **management consulting firm** **Leading and Learning, Inc.®**. The firm has offices in Los Angeles, CA and Austin, TX. and works in support of clients across the U.S., Canada, Europe, Asia in conduct of change processes. Our professionals typically focus on organizational change management, leadership development, and personal, professional effectiveness. The firm's confidential client roster includes CEOs and other leaders in corporations and organizations spanning **banking, utilities, manufacturing, hospitality/entertainment, hospitals/health care systems, technology/aerospace, service industries, government services, and nationally-based nonprofits.**

**EACH ISSUE, LEAD-ZINE®**, the on-line electronic leadership newsletter of **Leading and Learning, Inc.,** focuses on a specific leadership/ management topic. Articles are contributed by Dr. Billie Blair, President of **Change Strategists, Inc.,** and the CS-I team of organizational professionals. Other professionals with specific expertise join the **Lead-Zine®** staff each month to offer additional perspectives. These combined views provide informative and balanced perspectives on the **Lead-Zine®** topic-of-the-month to our readers – approximately 250,000 CEOs, executives, and other managers.

*Leaders and managers are continually planning, executing, or controlling change. Each Lead-Zine® issue looks at aspects of change that are of current interest.*

**THIS YEAR: THE LEAD-ZINE® FOCUS IS ON SUCCESS STRATEGIES FOR 2009.**

**This month's topic: "THE NEXT BIG THING IN MANAGEMENT FOR 2010"**

♦ **For those wishing to contribute to a Lead-Zine® issue** contact the **Lead-Zine® editor, Eli Isaacs:**  
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*"When things change, you have to change things!"*

## JANUARY 2010 ISSUE

### "THE NEXT BIG THING IN MANAGEMENT FOR 2010"

Billie G. Blair, PhD, Editor

► **Keeping alert and skilled in the management arena is the central factor in promoting a company's success. It is this competence and keenness of management expertise that will drive a company and its people to gain sound successes and to thrive in the decades to come.**

► **This *Lead-Zine* issue discusses the next big thing in management for 2010, from the perspective of a number of contributors.**

□ **I'll start the discussion off by sharing the advice we offer to our corporate clients: *Learn as much as you can, as quickly as you can, about Chaos Management– you'll need that skill level this year - and for many years in the future.*** What we are currently viewing as aberrations in the marketplace will be sustained for much longer than originally envisioned – bringing continuing conditions of uncertainty and chaotic functioning for business operations. In order to become skilled in **Chaos Management**, one will need to:

► **1 – Understand the meaning of chaos and its relationship to organizations.** Chaos theory, from Quantum Physics, has been around a long time – Gary Zukav in *The Dancing Wu Li Masters: The New Physics (1979)* states that it's not possible to know enough about the present to predict the future. Consequently . . . The need for expertise in **Chaos Management**.

► **2 – Develop business strategies that specifically address responsiveness to chaotic conditions.** Business strategies in 2010 will need to be centered around the concepts of flexibility and adroitness – these are areas that are not often considered in a company's annual business planning but that will prove invaluable for **Chaos Managers**.

► **3 – Prepare all company personnel in becoming proficient in Chaos Management scenarios.** Once the company's management leaders have been prepared to embrace **Chaos Management**, next step is to ensure that all company personnel understand the new operating scenarios. Schedule sessions where numerous possibilities are discussed with all employees and where the practice that follows allows proficiency and skill in their orchestration to be acquired.

*Chaos Management will be the most important leadership skill to gain in 2010 – it will start your year in the best direction and serve you well throughout the decade.*  
*"Wu Li," meaning "patterns of organic energy," will be a critical aspect of this decade. The nature of the energy patterns within your company will present the most serious challenge of the decade.*

**FOR MORE INFORMATION, REFER TO MY LATEST BOOK ON THE TOPIC: VALUE + EMPLOYEES AS VALUERS, 2009.**

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#### THE THREE MANAGEMENT AREAS OF

•PERFORMANCE

•STRATEGY

AND

•EXECUTING

#### IN ORDER TO GAIN PRECISE CHANGES TO THE ORGANIZATION

WILL CONTINUE TO BE THE BIG CONTENDERS  
FOR EFFORT AND EMPHASIS IN 2010.

#### THE TOPIC FOR THIS ISSUE:

*“The Next Big Thing In Management for 2010 ”*

#### CONTRIBUTING AUTHORS:

► Emma Sinclair

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Our **FastPocket** series, obtainable on our website, currently include:

- CHAOS, The God of All Small Things
- Writing a Business Plan
- Team Building: The Indispensable Process of the 21<sup>st</sup> Century
- Earned Value Management, Techniques and Application

#### THE NEXT BIG THING IN MANAGEMENT FOR 2010-2011?

Emma Sinclair, CEO, Target Parking, UK

The next big “thing” is more often than not an old fashioned, tried and tested “thing” with a shiny new layer of gloss and some lessons learnt thrown into the pot. The same applies in management. In my view, the coming business year will see a greater focus on employee incentivisation, specifically how giving executives and/or employees some sort of shares in a company can be the key to unlocking your business’s potential. What greater way to motivate each and every staff member than by giving them all a little piece of the pie?

Employees share option schemes (ESOPs), pension plans (such as the USA’s 401k) or Enterprise Management Incentive Schemes (UK) are common in publicly traded companies across the globe. Share price data is publicly available information and those shares are therefore tangible and easy to buy and sell. Equivalent schemes in private companies are less widespread however a practical programme for the business with a national trading platform and “shares” for staff is certainly implementable.

The economic challenges we are all facing compound the view that current incentives are inappropriate and can lead to problems triggered by a lack of short, medium or long term accountability for corporate decision making. Bonuses are generated by short term deliverables which may not be in the best interest of the company and a logical replacement to this practise is a more long term, golden handcuff arrangement. Share schemes are a safe and fair way to motivate staff whilst ensuring their goals are entirely aligned with those of the whole company. The USA has typically led the way for such private share schemes by employing phantom stock options or stock appreciation rights (SARs). One of the founders of such practise was UPS, founded in 1907. Until its listing on the stock exchange in 1999, the company was broadly owned by non management, management and supervisory personnel – a practise established by Jim Casey in the 1920s when he gave staff the opportunity to purchase company shares. UPS regularly ran a stock purchasing programme before the IPO where staff could trade shares. In January 1997 the price was set at \$29.25 and by March 1999 it had risen to \$47.

*Continued on Page 3.*

## THE NEXT BIG THING IN MANAGEMENT ?, *cont'd.* Emma Sinclair

In November 1999, the Company offered 10% of its stock to the public for the first time and on the first day of trading, the stock closed at \$67.25. Not only did employees benefit until 1999 with the phantom scheme but with the IPO, they had a second and larger windfall with an even more liquid platform on which they could trade their shares. Hard work and loyalty were repaid twice over.

Why should you offer shares to your staff? It motivates employees improves firm performance, fosters innovation and promotes sound financial health. It promotes staff loyalty and attracts and retains a high caliber of staff who want to have a vested interest in their future. To give staff the status of part owner of a business is a very powerful motivator.

There is of course a cost in implementing such schemes because you will undoubtedly need advice from specialists. There are accounting and tax issues at play here and it is critical to ensure that the framework you build takes into account local tax issues, accounting implications for your balance sheet and other miscellaneous issues such as ensuring that you allocate enough stock to a trust so that future employees can benefit, ensuring the vesting period is appropriate. Yes this costs money but the money will likely be made back, and several times over, by an all round improved performance.

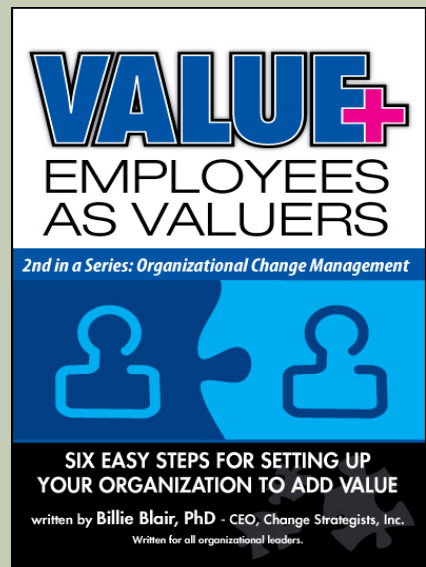
## VALUE+ EMPLOYEES AS VALUERS

*2nd in a series : Organizational Change Management*

written by

**Billie G. Blair, PhD**

*Six easy steps for setting up your organization to add value*



Dr. Blair's latest book, **VALUE+ EMPLOYEES AS VALUERS** may be ordered as an advanced signed copy from [eli@puzzlespress.com](mailto:eli@puzzlespress.com) or from our online Bookstore. Soon to be listed on Amazon.

## 201 MANAGEMENT: GETTING THE HORSE IN FRONT OF THE CART Dr. Greg Gillum, CEO, WealthBridge Connect

There is really nothing new and exciting in management these days – and that’s the problem. The ideas of work flow design, analyzing return-on-investment brand management and process improvement occurred at the turn of the 20<sup>th</sup> century. Does anyone remember Henry Ford? There has been a relative condition of narcolepsy in management (horse) over the last few decades while the worker bees (cart) have dramatically changed. The result has been controlled chaos, and abject management failure. So what are we to do? It’s time for management to innovate, and the the horse back in front of the cart where it belongs.

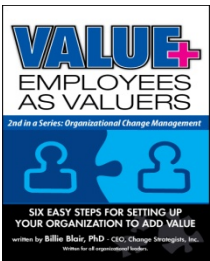
The goal of management is to tap the individual and collective ability of the organization, to get things done through other people. Simply observed, management carries out two critical functions – gaining efficiencies and maximizing scale. This involves supporting the most productive workers individually, and creating the synergy that can exist when those individuals are working as a team. However, accomplishing these goals in the old industrial style management silo in a world full of knowledge workers is a recipe for disaster. Here are three of the most critical management principles that management must accomplish in the economy of information:

1 – Manage the mission. Managing companies to maximize shareholder value is a prescription for emotional fatigue and turnover. As managers, we have to return to the “why” of what we are doing. Holding the mission of the company up every day, and inspiring our people to work for the greater good of the society we are working in is the only real sustainable advantage.

2 – Eliminate formal hierarchies. Formal hierarchy worked fine in the industrial age, when employees were satisfied with showing up on time and getting a paycheck. Society is beyond that time. Knowledge workers want to contribute, have input, be rewarded for their expertise, and be shown respect and trust that personal accountability demands. They want to have a say in choosing who they will follow. Knowledge workers today need a dynamic hierarchy, not a pyramidal structure; one that is free to flex and be influenced by contribution as much as it is by seniority.

3 – Lead strategic change. Most companies have a strategic plan, but would have trouble digging it out of their drawers. Research shows that almost ninety percent of companies fail to execute on the strategy they devise. The reason for this failure of execution is a lack of dynamic response to the changing conditions that inevitably face a business throughout the year. Management must create a strategic management system that will allow new strategies to emerge and evolve within their current system. This would also imply and require that a system exists, and that it be monitored and adjusted on a continuous basis.

Management is hard work. The job demands a unique individual who can lead at times, and who can manage at times, and these are not the same job. The same flexibility and adaptability that organizations require are thus required of managers. And if we execute on the unique responsibilities that make management in the age of information even more important, we will get the horse back into the strategic position it requires to pull and point the cart in the right direction, and giving the cart all the tools it needs to help along the way.



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## THE INTERNET - A CONNECTEDNESS FOR 2010

Jeffrey Gitterman, Financial Advisor, CEO, Gitterman & Associates

The phrase "World Wide Web" conjures up an image of a spider web made up of six billion lines connecting all the people on the planet. During our lifetime, this amazing technology has emerged and can be seen as an outward manifestation of the idea that we are all one large system. Although spiritual mystics have told us for millennia that we are all One, it does seem that science and technology have now provided physical confirmation.

Einstein once wrote, "A human being is part of a whole called by us the Universe. experienc[ing] self, thoughts and feelings, as something separated from the rest -- a kind of optical delusion of his consciousness. Our task must be to free ourselves from this prison by widening our circles of compassion to embrace all living creatures and the whole of nature in its beauty."

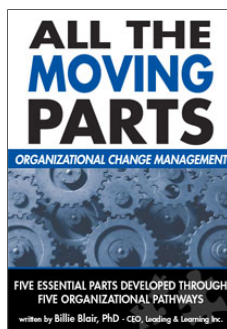
Just a few years ago, someone with a particular niche interest or an unusual problem might have felt isolated. But today there are chat rooms on every conceivable subject, where like minds can discover their sameness and connect across the globe. As we widen our circles of attention, we simultaneously become aware of the impact that we can have - one tiny node in the infinite web of humankind.

Just as the internet makes a great analogy for describing the interconnectedness of billions of people, it is also a great example of the potential impact of one ordinary individual. Vint Cerf is credited with being the "Father of the Internet" - as an American computer scientist, Cerf developed the language that computers use to communicate over the Net - that is, the TCP/IP protocols.

Cerf (who is unassuming and insists that the fact that his name rhymes with "surf" is just coincidence) is little known by name for his amazing contribution - yet his invention touches the lives of billions of people every day. Cerf's example points to the impact that one individual can have - and the kind of legacy that can be created within a human lifetime, due to the rapid speed of change in the electronic world.

Individual legacy is not about trying to take bigger actions to affect more people. Instead, it is about bringing the awareness of that larger context into every small action and interaction.

Managers in 2010 will want to pay renewed attention to the world around them, and in particular to their employees and management teams. In focusing more clearly on the "management environment," managers will want to determine how best to facilitate linkages that will bring about the "oneness" that most companies seek, but few achieve.



The first and second books in a series  
on  
**Organizational Change  
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**Billie Blair, PhD.**

