

**BEING A LEADER IN A LEADERLESS CULTURE**

Workshop Presentation: Dr Keith Suter

Saturday, 20 May, 2000

**1. The New Era**

<u>Date</u>	<u>Revolution</u>	<u>Leadership</u>	<u>Work</u>
Since Ice Age	Plough	General	Family Team
1750	Factory	Manager	Division of Labour
1975	Knowledge	Self Management	Own work/ SOHO

**2. Breakdown of the Industrial Revolution**

- synchronization;
- uniformity;
- hierarchy;
- end of Taylorism: execution was separated from design and planning; execution tasks were dissected into elements to be standardised and mechanised; a new holistic era.

**3. Rise of the Self Managed Society**

- demographic changes and the attitudes to organisations:  
before 1945: Depression Generation;  
1946-66: Baby Boomers;  
1967 onwards: Generation X;
- end of the deferential society;
- age is no guarantee of wisdom in an era of great change;
- cynicism about “leaders”; the era of media transparency; people have to earn respect;
- informality; minimum of meetings.

**4. The New Uncertainties**

- down-sizing/ flattened structures/ fewer opportunities for promotion;
- loyalty to an organisation is no longer job security;
- clover leaf organisation: core, consultants, contractors;
- individuals to form own companies;
- from life-time employment to life-time employability;
- be prepared to live in chaos;
- depression as the main 21<sup>st</sup> Century illness.

**5. A New Style of Leadership**

- philosopher/ king -> politician/ manager -> facilitator;
- visionaries: to be able to see what is currently invisible;
- to communicate a clear vision and leave it to others to complete the task;
- keep up with the broad trends: be a generalist.

---

Dr Keith Suter is a social commentator, strategic planner, conference speaker, writer and broadcaster. He received the Australian Government’s Peace Medal in 1986.

