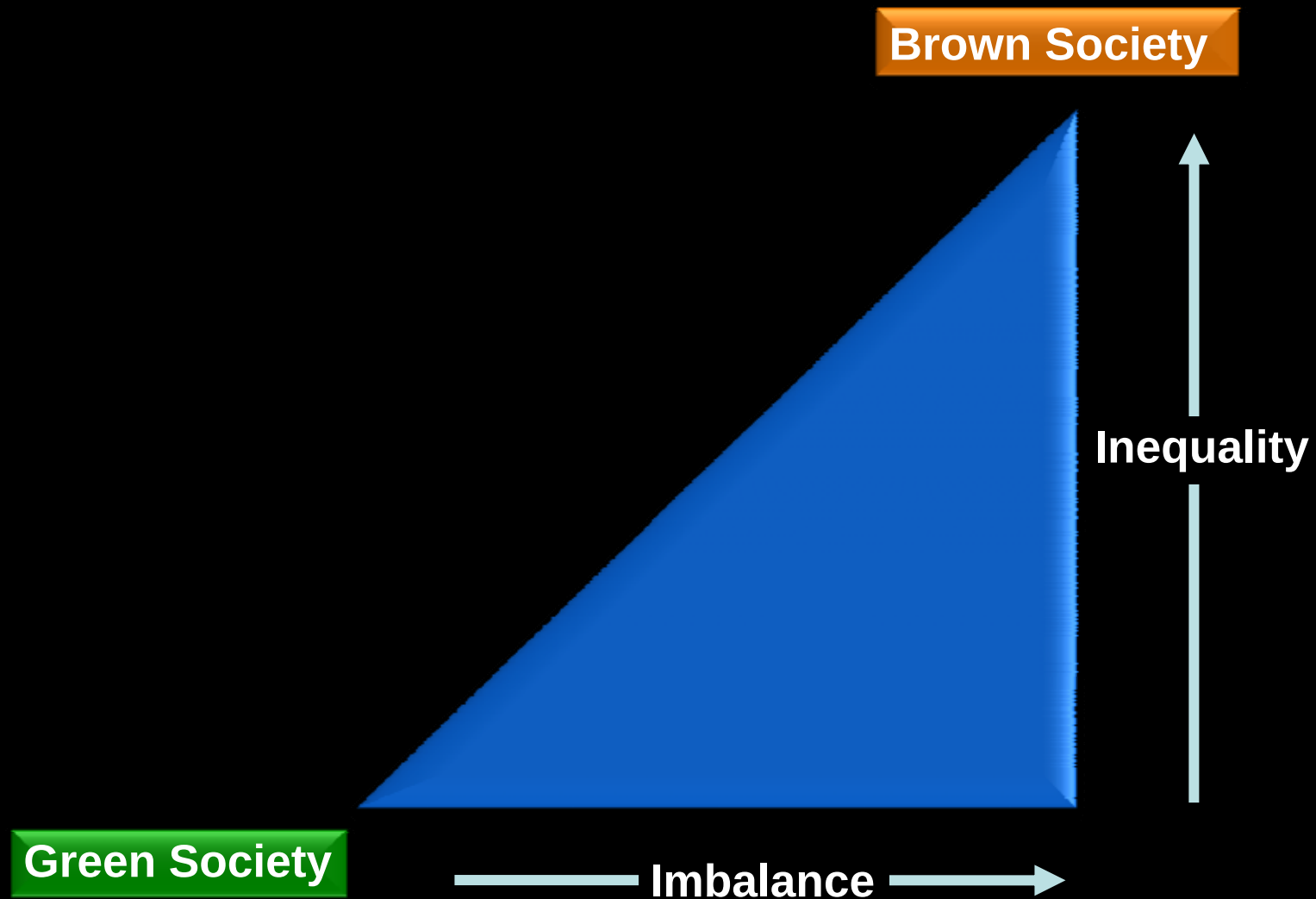


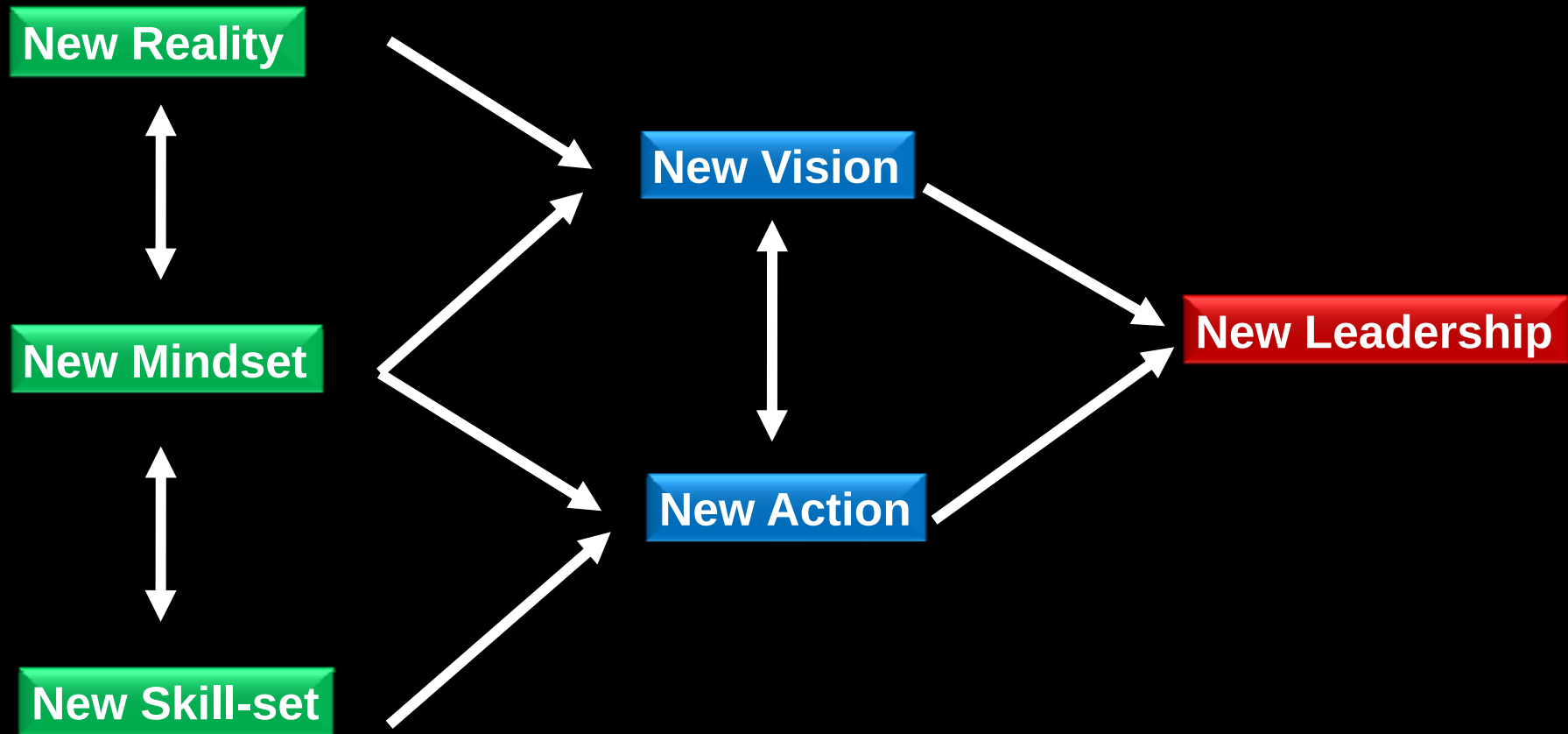
Leadership Challenges
Becoming
a Totally Green Enterprise

Suvit Maesincee
Sasin Institute for Global Affairs

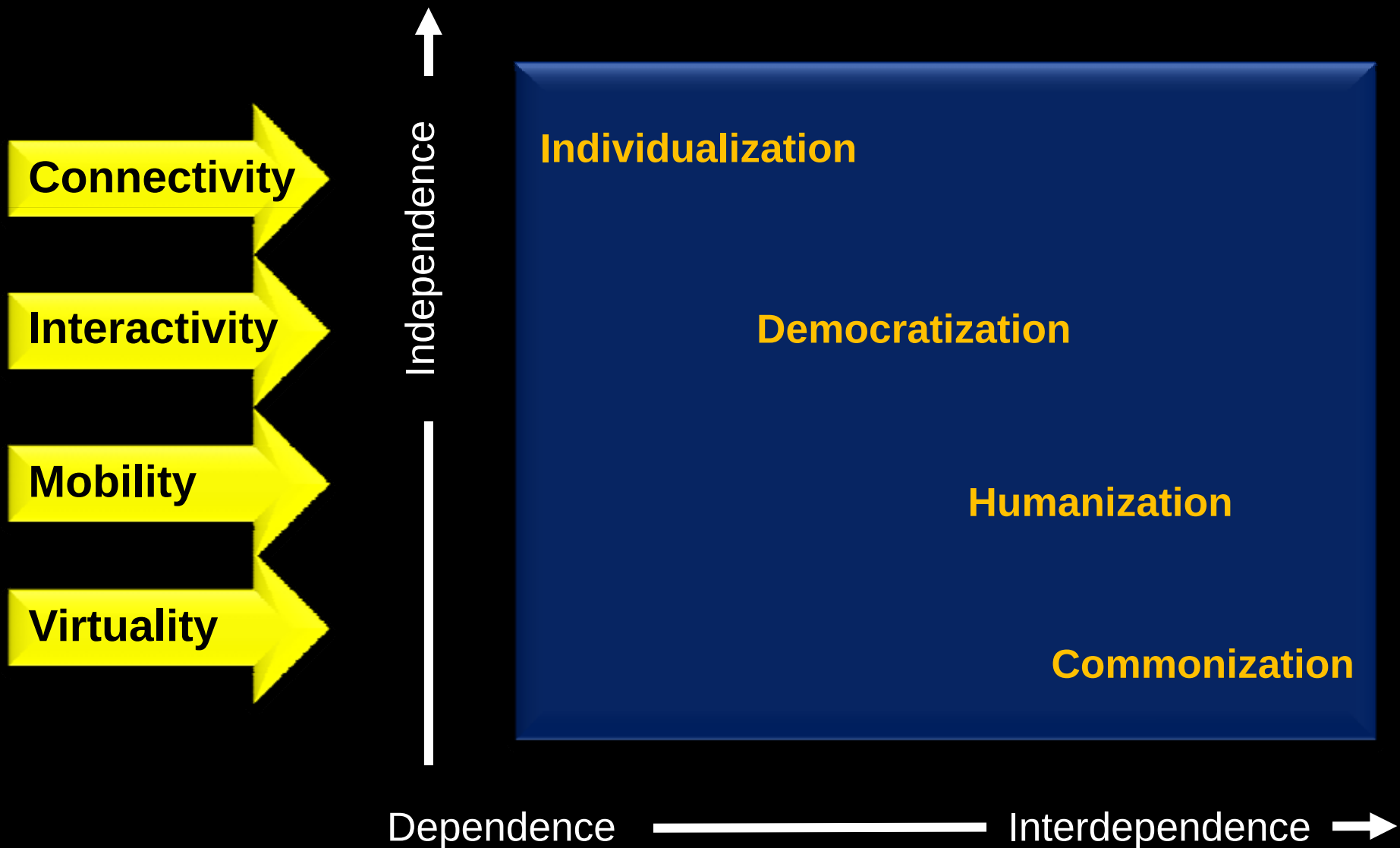
From Brown Society to Green Society

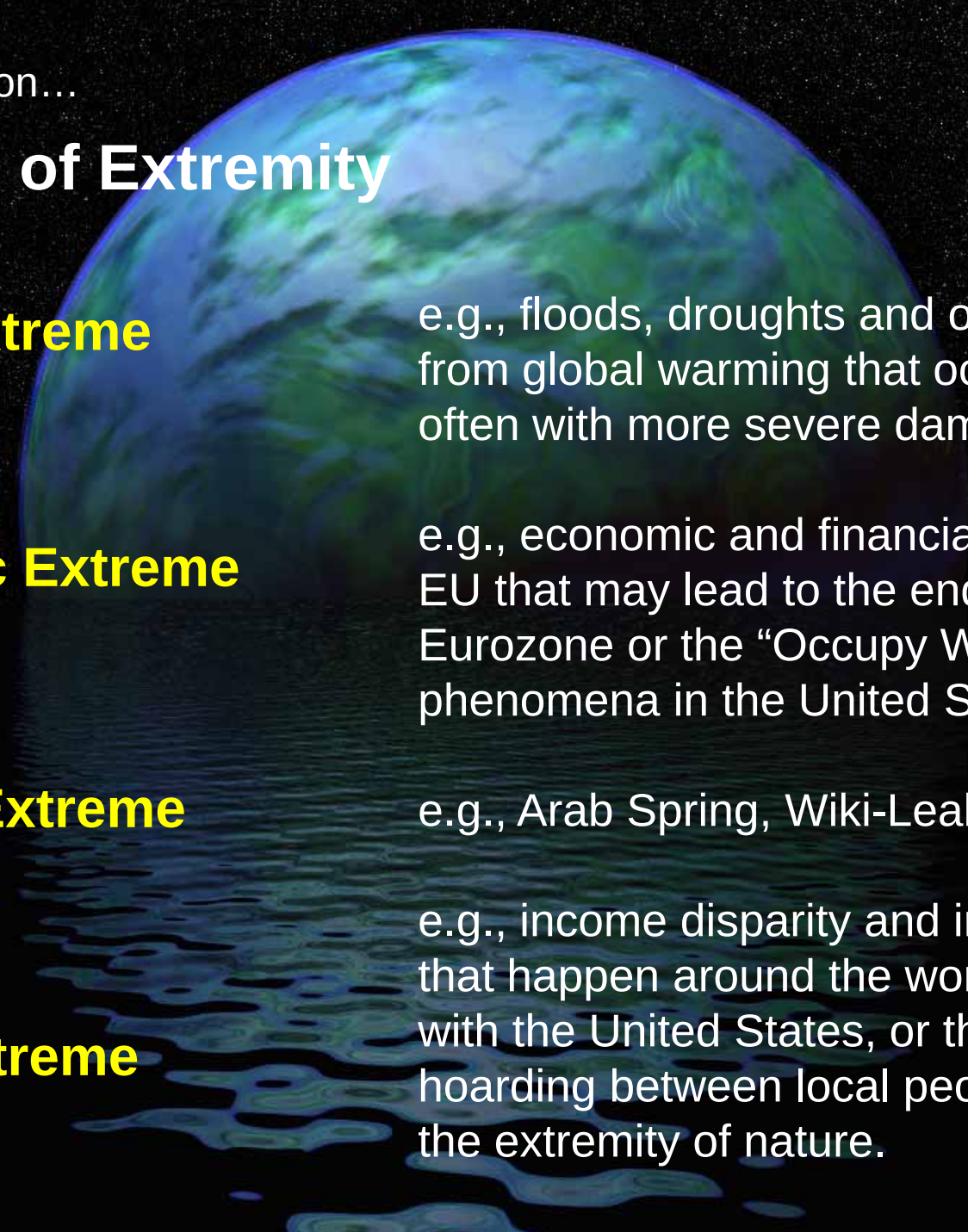


Changing Management Landscape



Global Forces & Trends





Commonization...

The Age of Extremity

Nature Extreme

e.g., floods, droughts and other effects from global warming that occur more often with more severe damages.

Economic Extreme

e.g., economic and financial crisis in EU that may lead to the end of Eurozone or the “Occupy Wall Street” phenomena in the United States.

Political Extreme

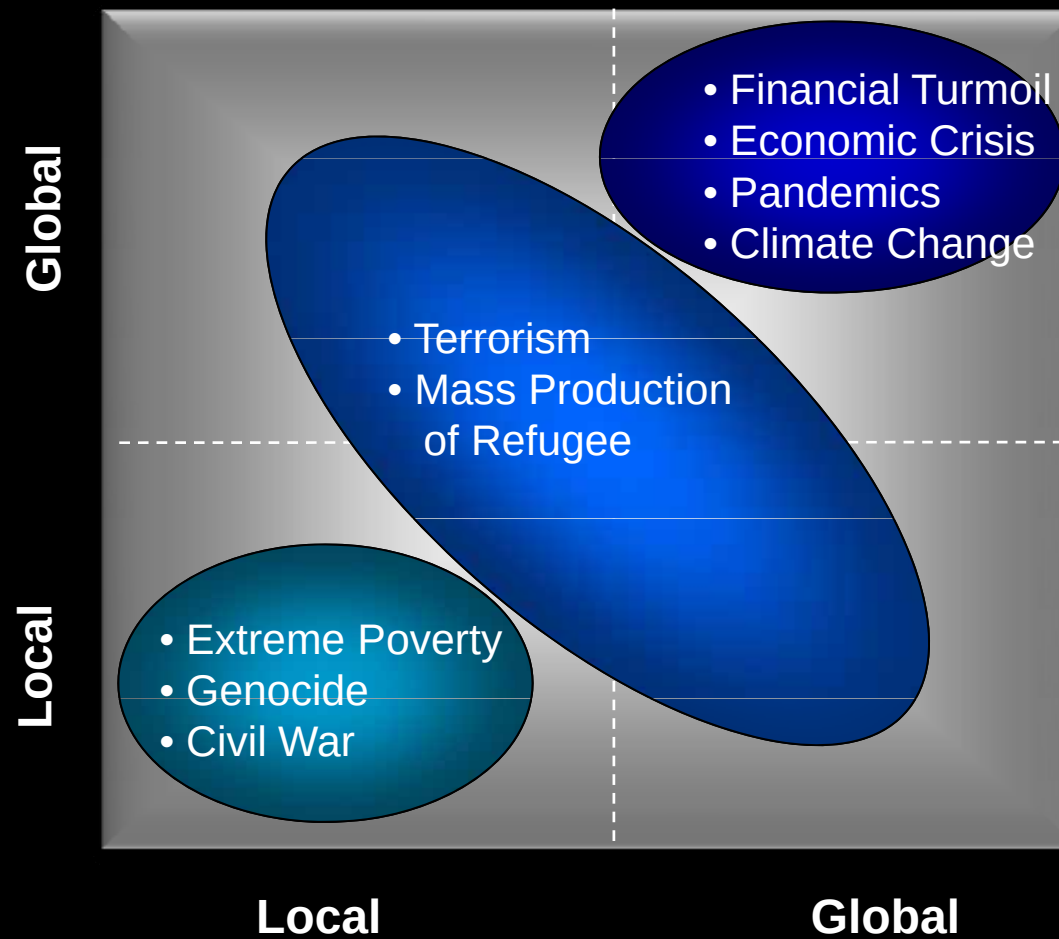
e.g., Arab Spring, Wiki-Leak

Social Extreme

e.g., income disparity and inequality that happen around the world, even with the United States, or the resource hoarding between local people due to the extremity of nature.

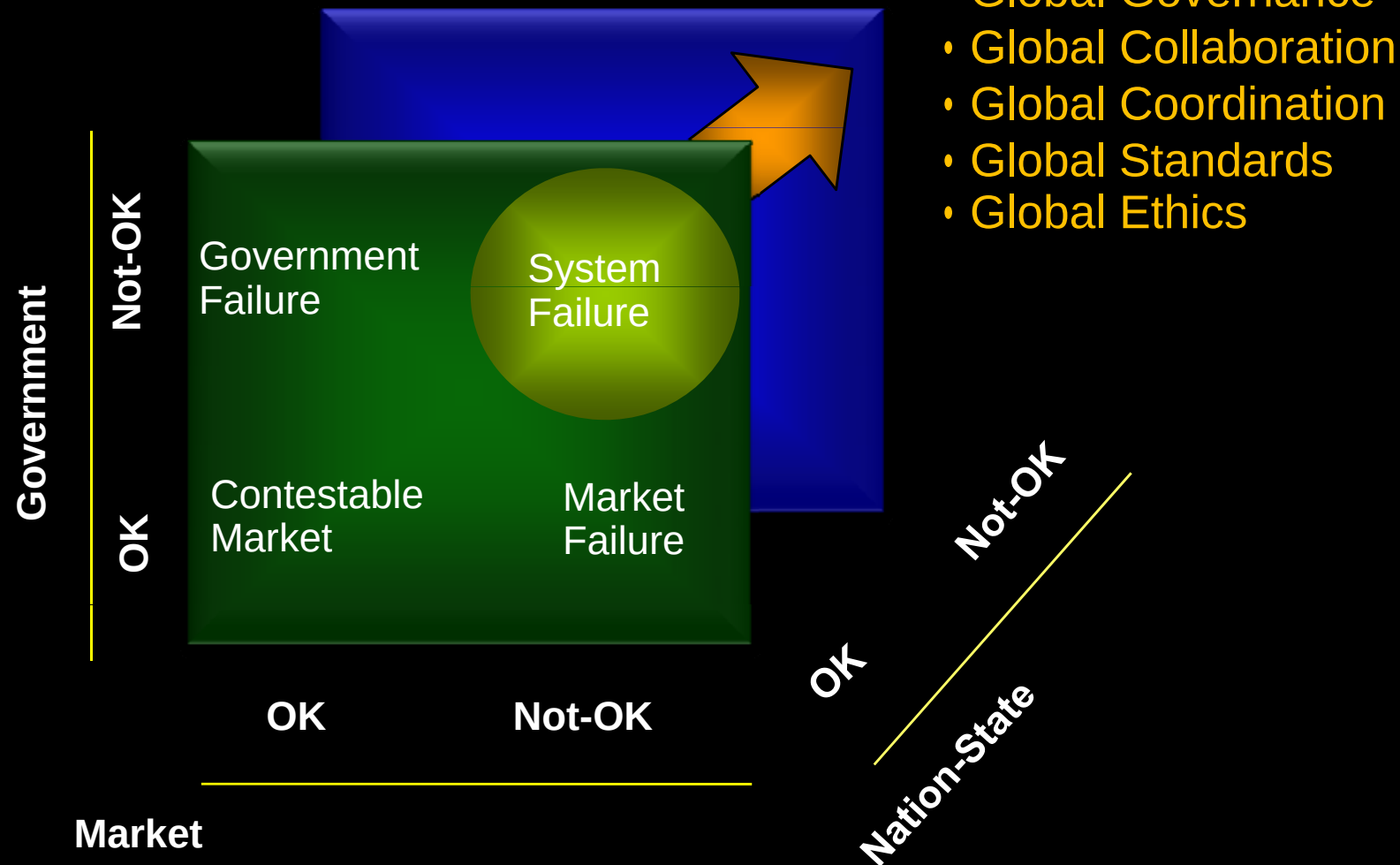
Commonization...

Globalization of Risks & Threats



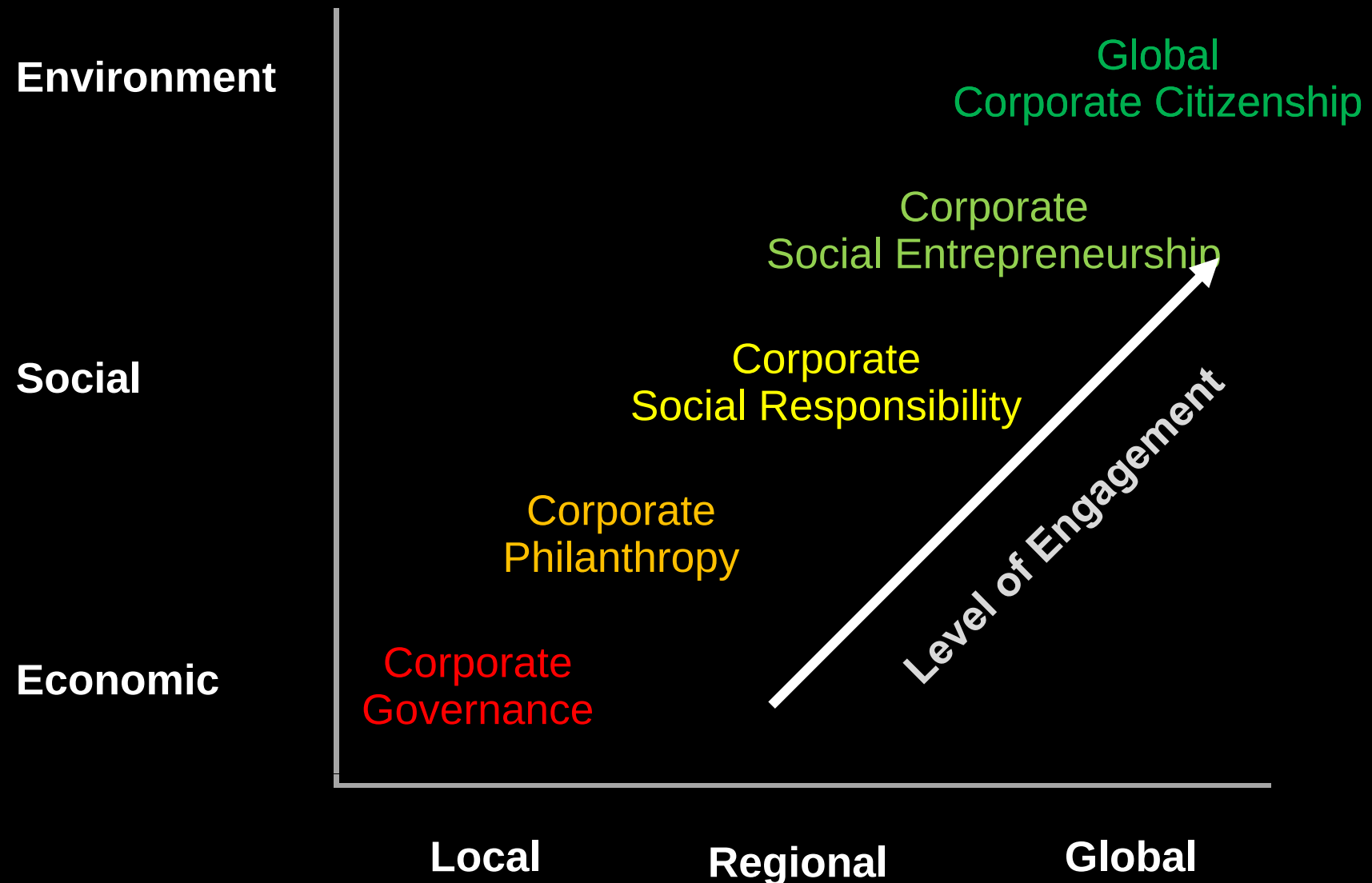
Commonization...

A nation-state can no longer deal with global commons on its own



Humanization...

Moving towards Philantro-Capitalism



Humanization...

Gearing towards the Free Culture

New Principle

- Free to Share
- Free to Take

New Practices

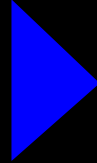
- Nobody owns
- Everybody can use it
- Anybody can improve it

- 
- Wikipedia
 - MIT open courseware
 - Open source software

Democratization...

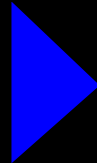
A Flood of Democratizations

**Democratization of
Consumption**



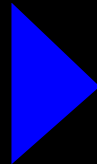
From the Top of Pyramid
to the Bottom of Pyramid

**Democratization of
Consumer**



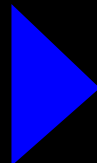
From Product Centricity
to People Centricity

**Democratization of
Innovation**



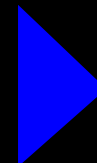
From Intellectual Property
to Wisdom of the Crowd

**Democratization of
Ownership**



From Private Investors
to Citizen investors

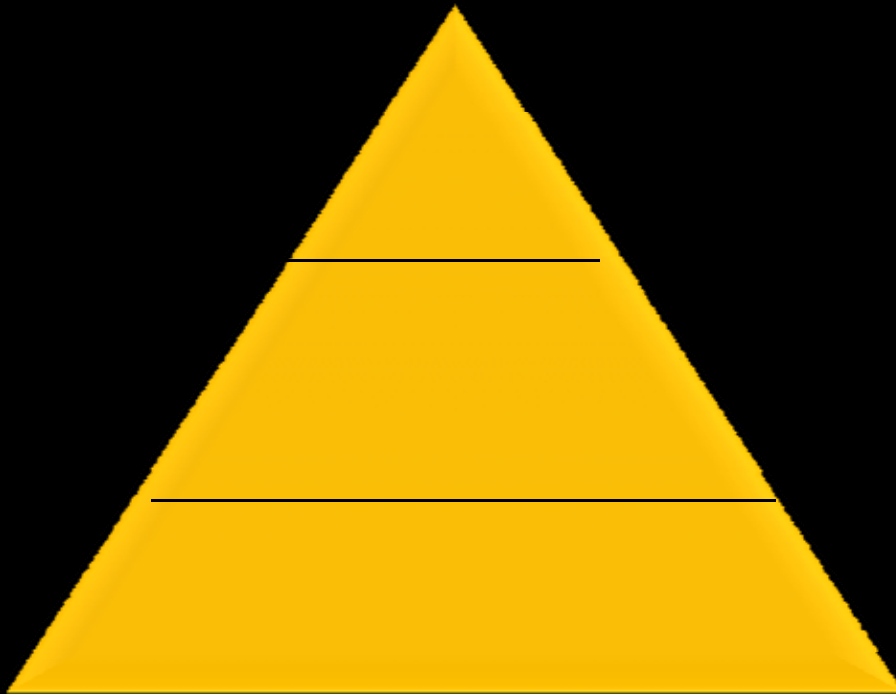
**Democratization of
Politics**



From Representative to
Participative Democracy

Democratization...

Democratization of Consumption



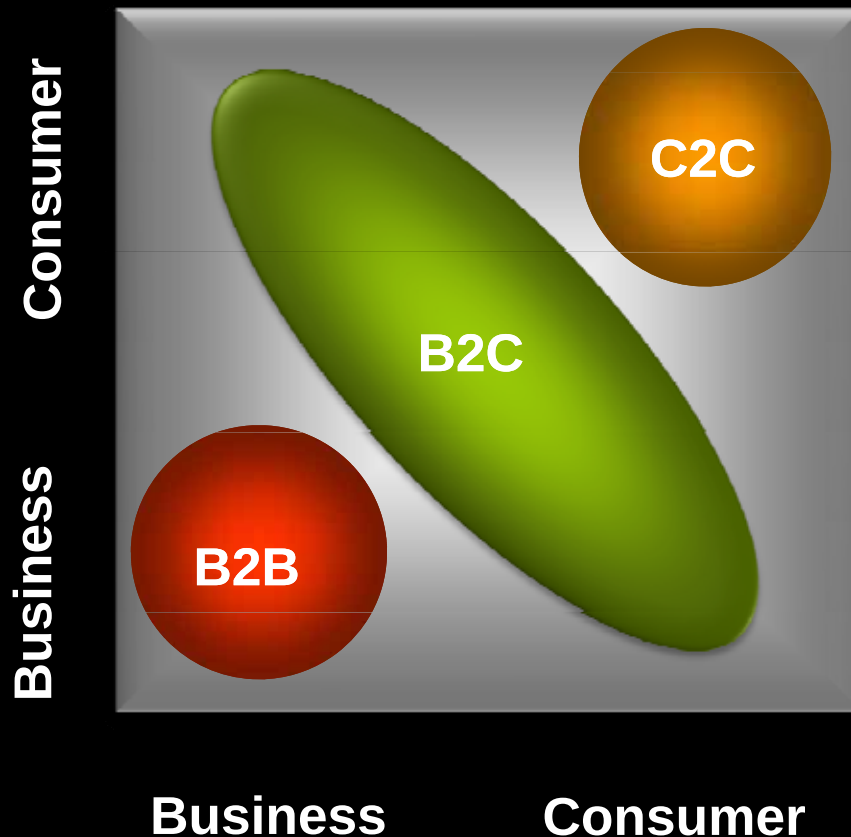
Top of the Pyramid

Middle of the Pyramid

Bottom of the Pyramid

Democratization...

Democratization of Consumer

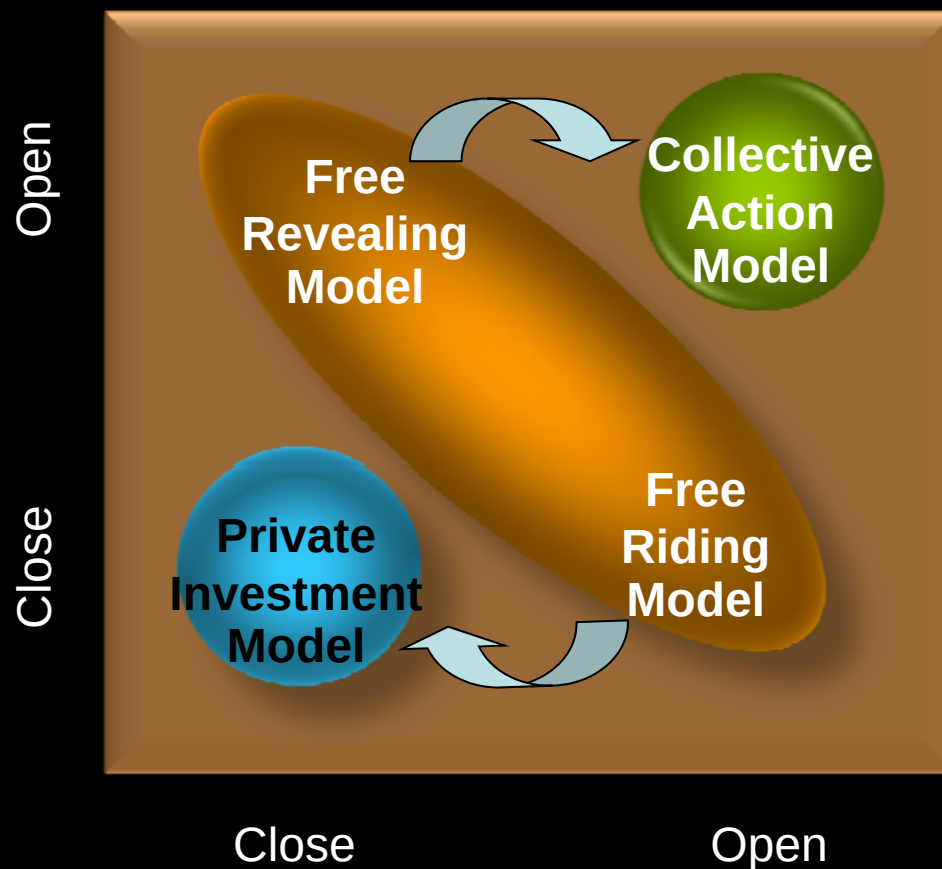


- **Creating Space**
 - Blogs, UGC, Podcast
- **Connecting Space**
 - Social Networks, Virtual Worlds
- **Collaborating Space**
 - Wiki, Open Source
- **Reacting Space**
 - Tags
- **Organizing Space**
 - Forum, Ratings, Reviews

**Market are conversations, consisting of human beings,
not demographic sectors**

Democratization...

Democratization of Innovation



From R&D to C&D

P&G sets up a new position called Director of External Innovation who is responsible for connecting internal development with external innovation

It is projected that within 5 years, half of P&G's innovations will come from outside

P&G has 8,600 in-house scientists with the new product development knowledge, while it has a whopping 1.5 million external people

Individualization...

An Emergence of Individualized Culture

A Self-Defined Culture

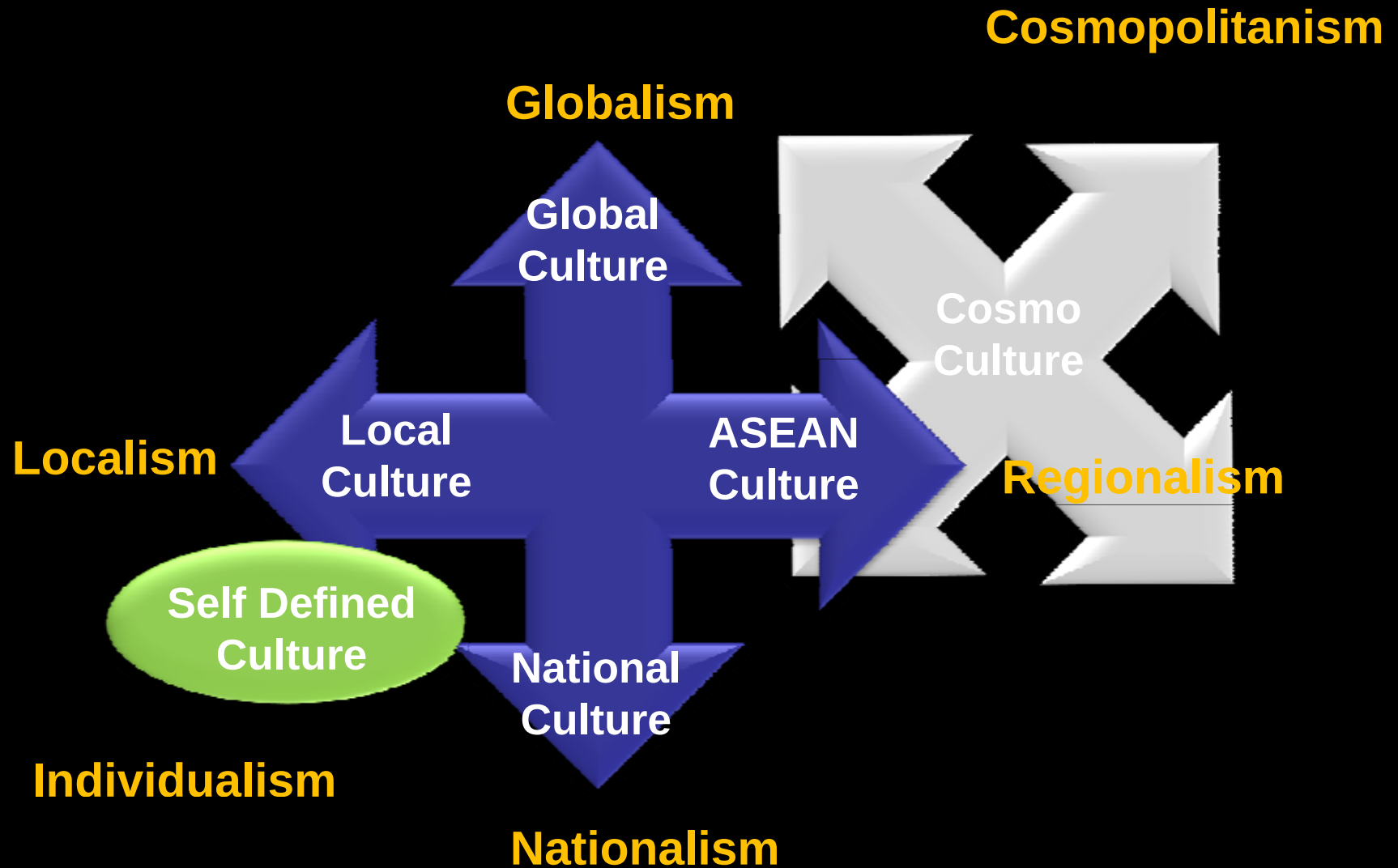
- Technology enables everyone to be an expert
- Individuals are becoming authors of their own lives and identities



- **Individual Autonomy**
- **Intellectual Independence**
- **De-traditionalization**
- **Free Culture**

Individualization...

Pluralization



Challenges & Issues

Individualization

- **What is the New Culture of Living ?**

Democratization

- **What is the New Culture of Learning ?**

Humanization

- **What is the New Culture of Working ?**

Commonization

Challenges & Issues Facing Management

Individualization

Democratization

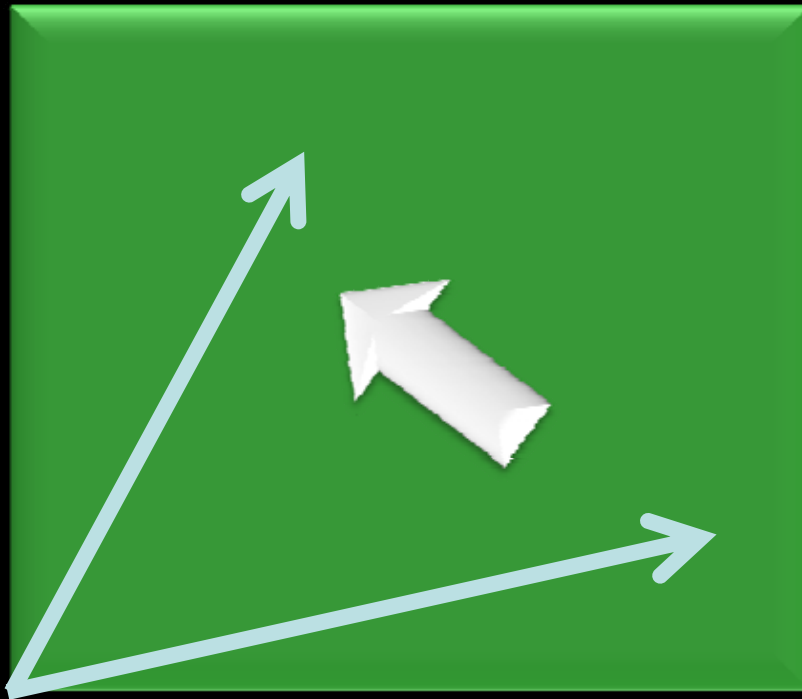
Humanization

Commonization

- 
- **What is the New Set of Opportunities & Threats ?**
 - **What is the New Set of Corporate Culture & Business Strategy**
 - **What is the New Set of Core Competencies & Collaborative Networks**

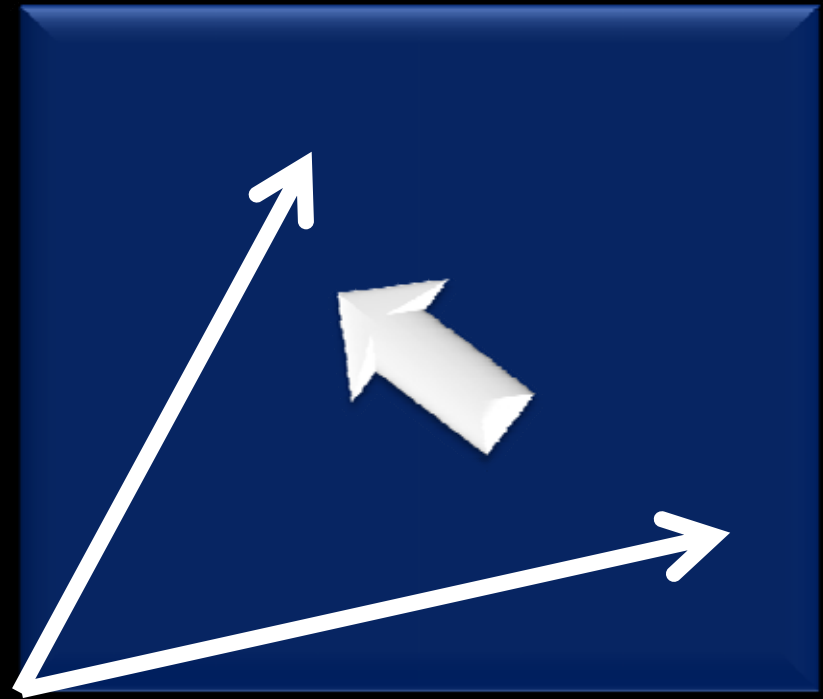
New Management Orientation

Living with Environment



Control the Environment

Living with Others



Compete with Others

New Management Paradigm

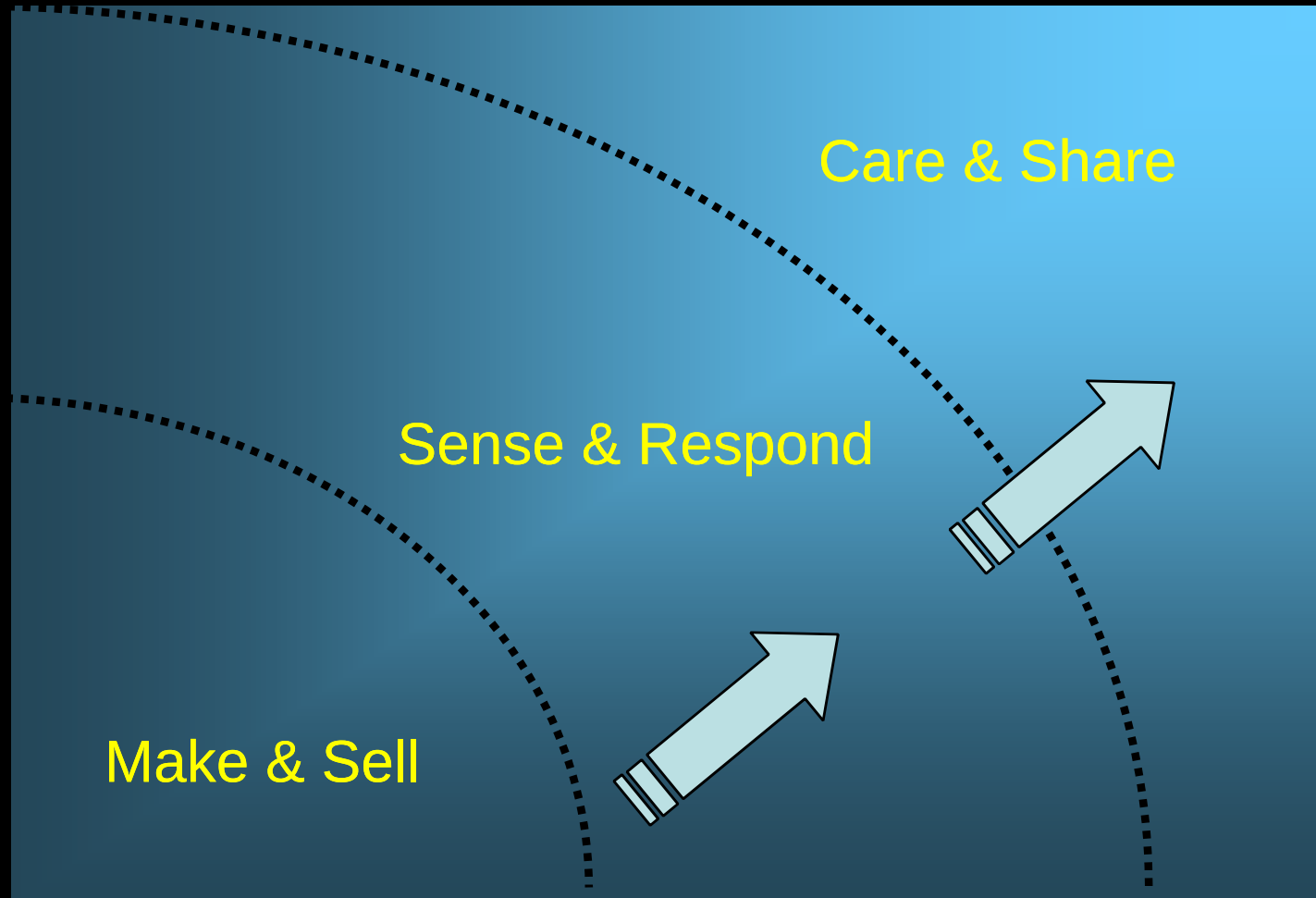
Inter-
dependence



Dependence



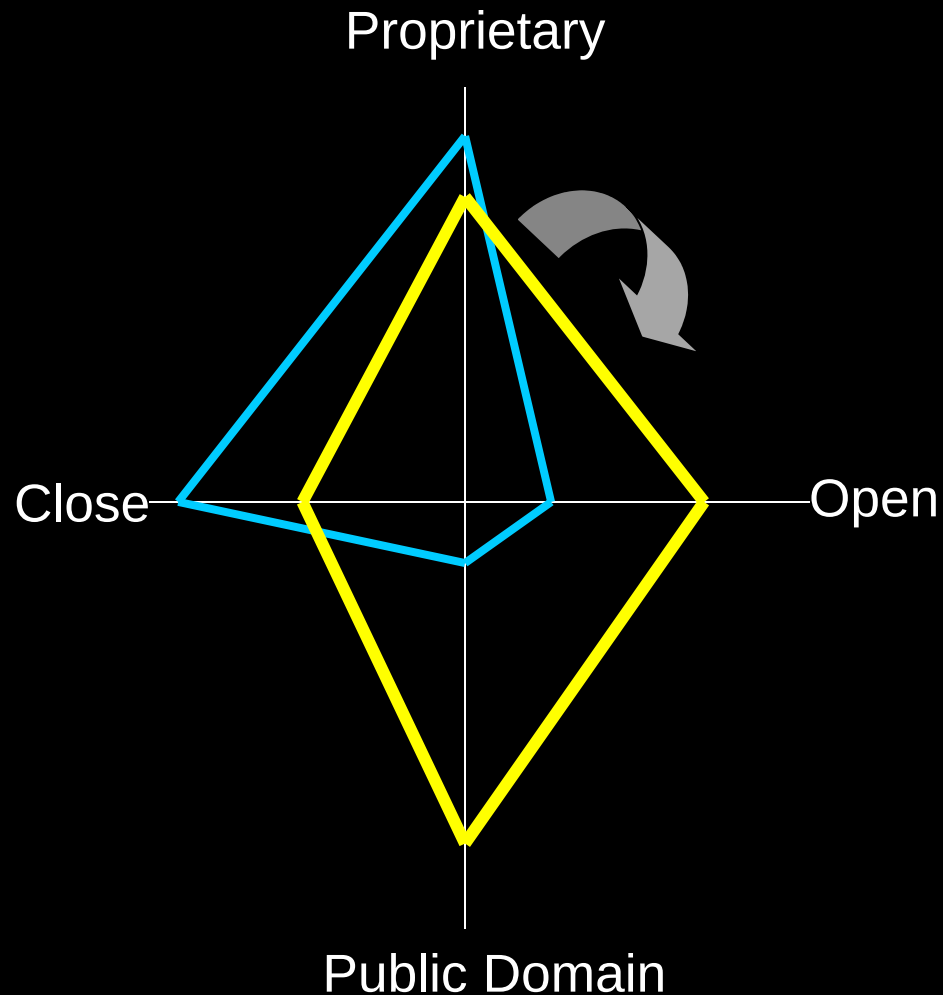
Independence



New Management Objectives

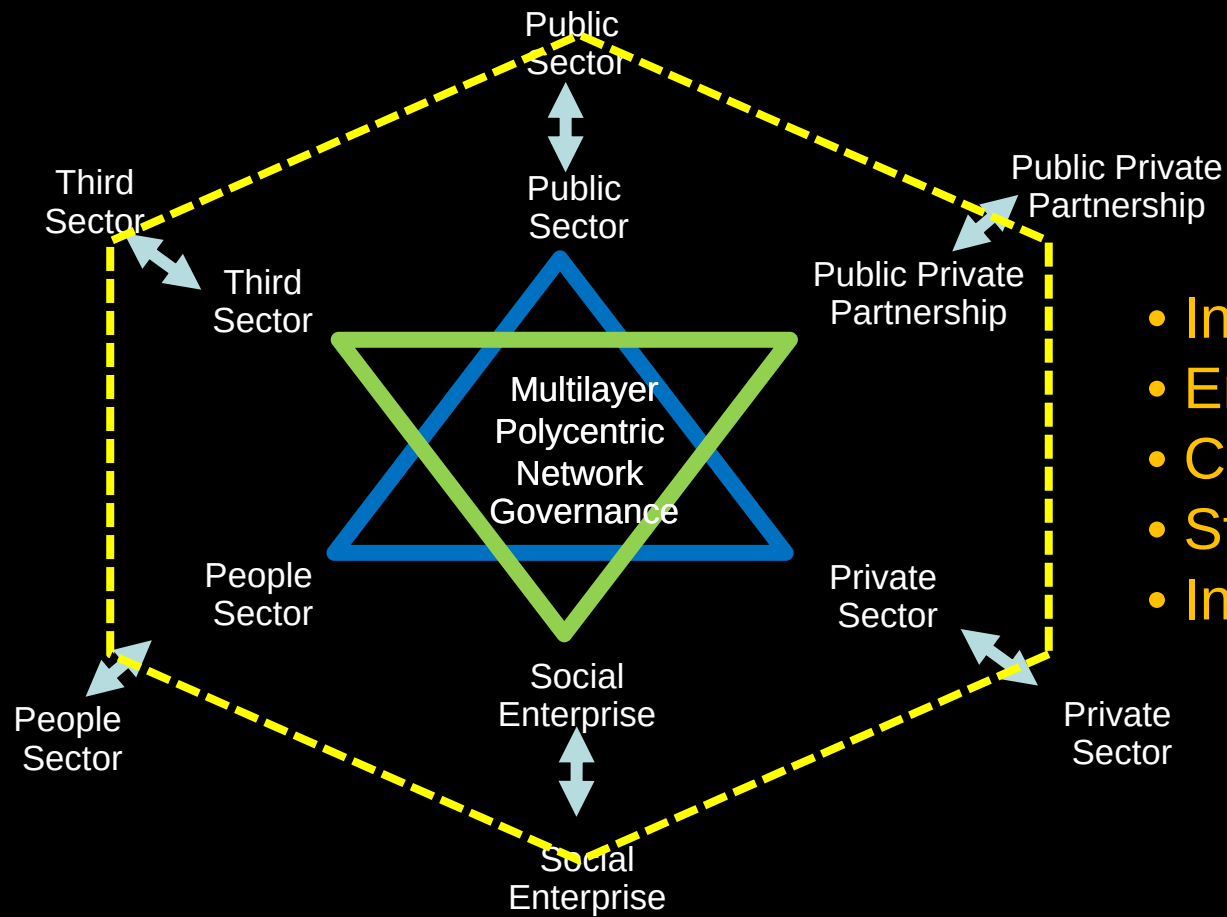


New Business Platform



- IBM, Intel, AT&T, Eli Lilly and many others are decentralizing R&D
- At Google, the motto is “the many are smarter than the few”
- The fastest growing academic fields are sciences like behavioral economics and nanotechnology, which combine experts from many different fields to solve problems
- China, India, Brazil and South Korea have begun moving away from proprietary, closed software and toward an open-source model

Building Collaborative Network



- Institutional Framework
- Enabling Infrastructure
- Coordinating Mechanism
- Standard Procedures
- Incentive Scheme

A New Set of Management Disciplines

Individualization

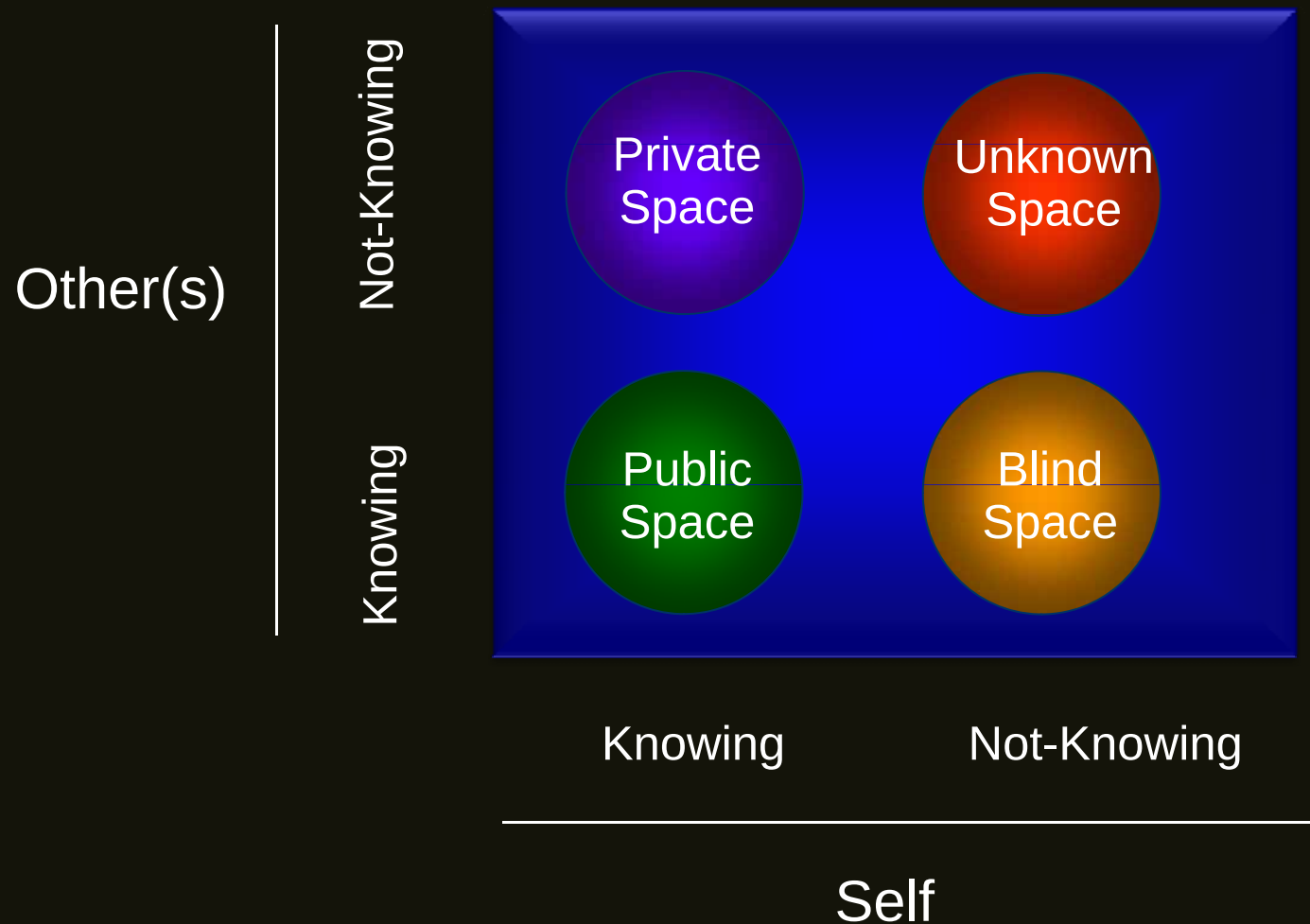
Democratization

Humanization

Commonization

- 
- **Managing the Uncertainty**
 - **Managing the Complexity**
 - **Managing the Constraint**
 - **Managing the Paradox**

Managing the Uncertainty

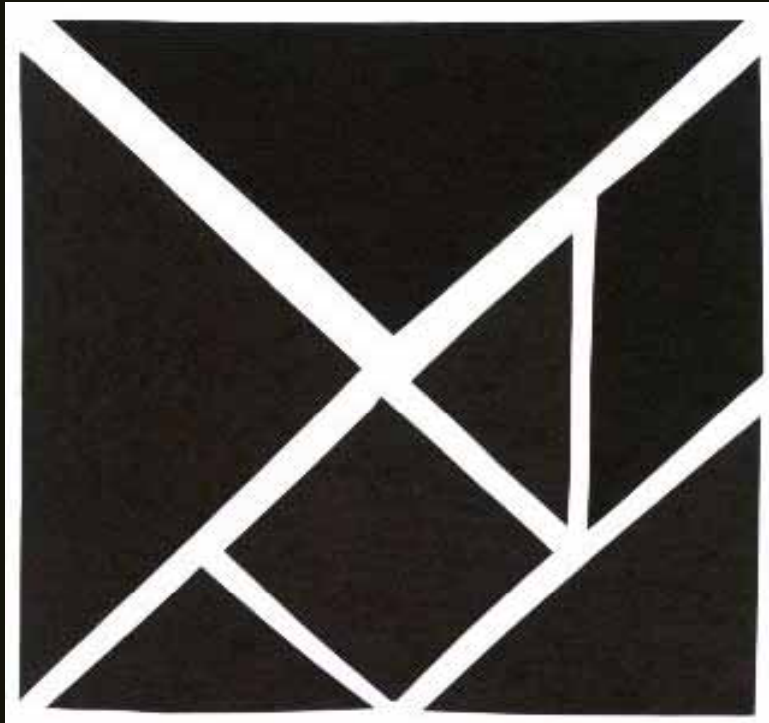


Managing the Complexity



- **Operating Systems**
- **Communications Protocols**
- **Standard Procedures**
- **Intellectual Property**
- **Risk and Security Management**

Managing the Constraints



Managing the Paradox

Independence



- Self
- Uniqueness
- Growth
- Freedom
- Market Wisdom
- Performance

- Others
- Unity
- Stability
- Engagement
- Moral Wisdom
- Compliance

Dependence

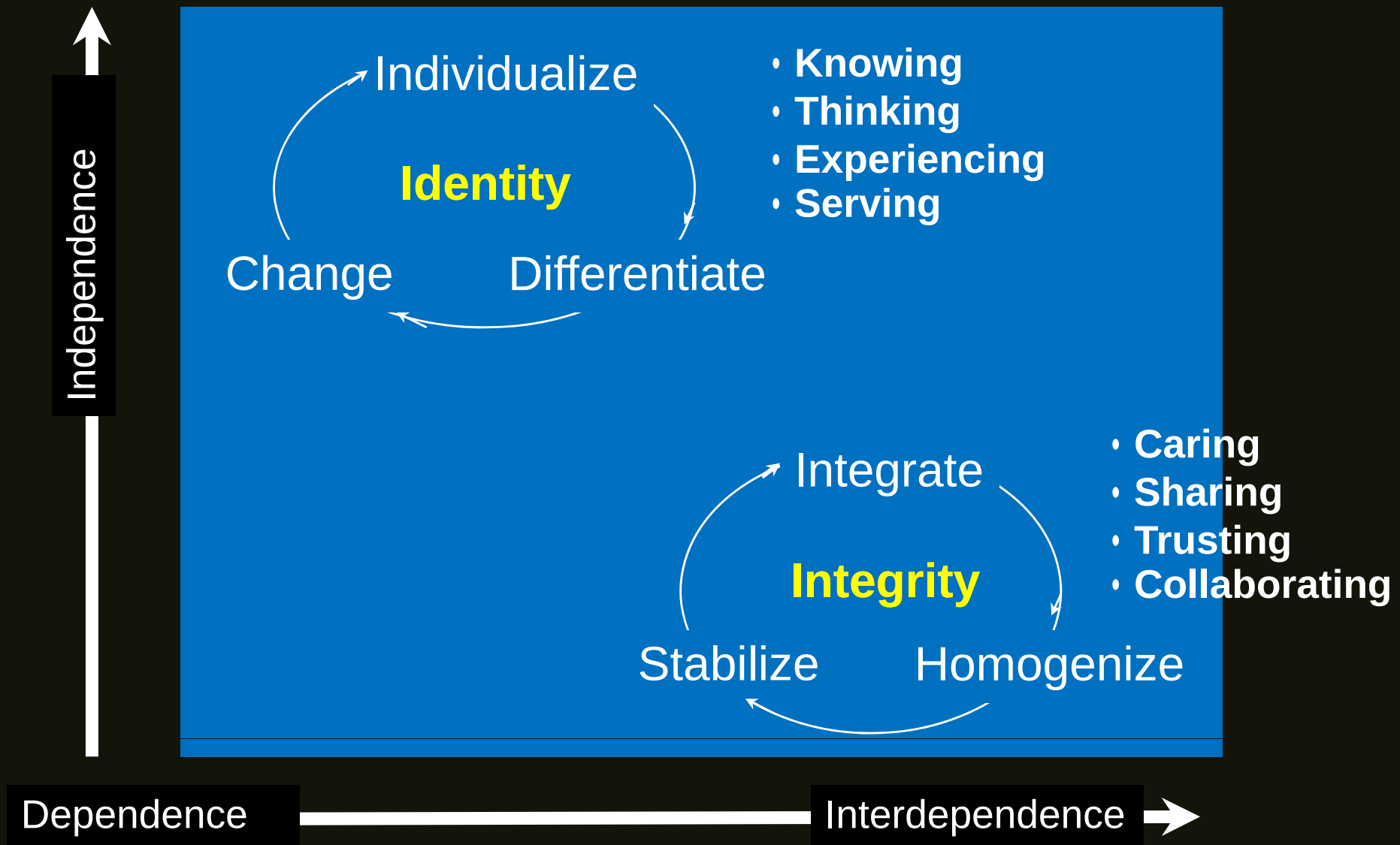


Interdependence

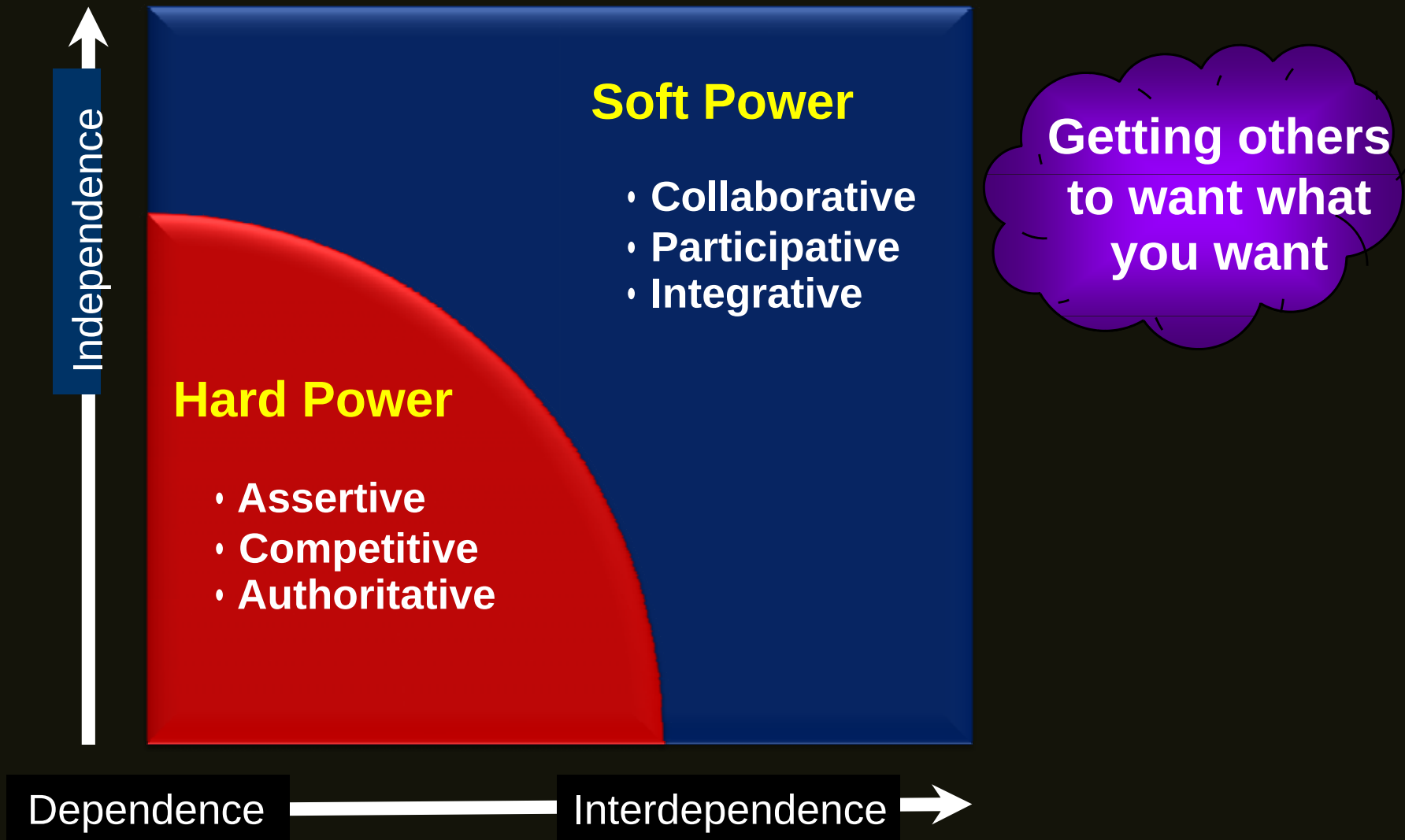
Leadership Challenges



New Set of Leadership Capabilities



The New Leadership Skills



Every morning in Africa, a gazelle wakes up.
It knows it must run faster than the fastest lion or it
will be killed.

Every morning a lion wakes up.
It knows it must outrun the slowest gazelle or it will
starve to death.

It does not matter whether you are a lion or a
gazelle.

When the sun comes up, you better start running.

African Proverb

“If You want to go quickly,
go alone;
if you want to go far,
go together.”

African Proverb



“It is not the strongest of
the species that survive,
nor the most intelligent,
but the one most responsive
to change.”

Charles Darwin