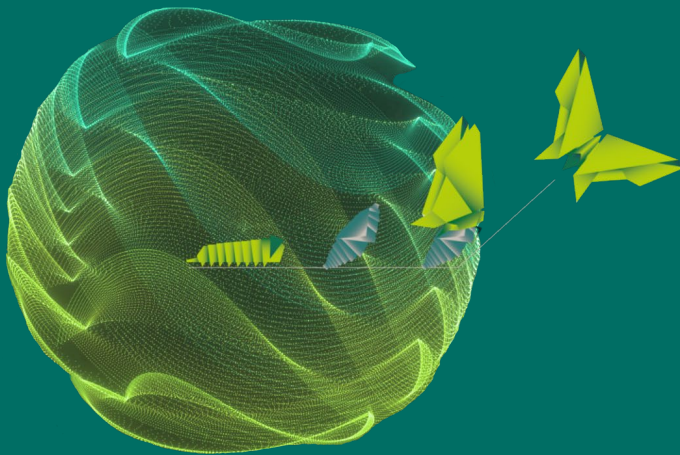


THE CEO SHIFT PROGRAMME

Exclusive Leadership
Development Programme
for CEOs





WHAT IS THE MANAGEMENT SHIFT?

- The way to manage and monitor business performance to bring about **more humane and purposeful ways of working**
- Based on **process and people analytics** – a holistic data driven approach to cultural and behavioural change
- **Thought leadership in action** – a unique model to create the future of work here today
- **Proven approach**, helping organisations to do well by doing good, with early adopters in private and public sectors improving diversity; engagement and profitability
- **Research published** in an award winning book
- **A niche consultancy** with strategic partnerships and accredited management consultants



THE MANAGEMENT SHIFT IS THE 'HOW' OF THE BIG SHIFT

Transforming outdated leadership approaches to humane approaches
for prosperity and fulfilment using evidence-based tools and processes

Introduction

“ You cannot manage other people unless you manage yourself first”

~ Peter Drucker

Creating a **high-performing organisational culture** has been at the top of the agenda for leaders for many years.

However, research shows that **few leaders and few businesses** have a **clear and proven model** of leadership which improves engagement, removes barriers to innovation, and uncovers hidden strengths in vital people assets crucial for business success.



New Leadership is Needed to Survive and Thrive

The frogs in hot water

Organizations are being killed slowly by their own inertia. A new form of leadership can rescue them, writes **Professor Vlatka Hlupic**

Many organizations today are like frogs swimming in slowly heated water. Unaware of the forthcoming danger, they are complacent. They are unwilling to change, shift to a better place, and jump out of the increasingly dangerous hot water and move to safety.

They are surfing on the edge of chaos markets change faster and faster, unforeseen influences require quick adaptation, and changing demographics of the workforce demands different management practices. Many businesses are becoming global, helped by advances in connectivity and digitization. This internationalization causes competitor profiles to constantly shift. There is an increasing emphasis on innovation, cooperation and collaboration.

The management dogmas of the past fail to suit the new landscape. New thinking is required. Organizations

and societies are better able to adapt by taking a path based on values, integrity, purpose, compassion, continuous innovation and the commitment to make a positive difference and safeguard the future for young generations.

Passion and performance

Continuous learning and innovation are becoming progressively more important for sustainable performance. Engaged employees who feel passionate about their work create innovative cultures, but can be held back by outdated management practices.

Managers need to create the conditions for unleashing the power of human passion, wisdom and ingenuity. Chief executives, management thinkers and practitioners have come to the view that we cannot use old solutions for new problems. We have never experienced

such a magnitude of changes before. There is a dramatic need for a shift to a new mindset and new management practices. I call it 'The Management Shift'. Many organizations, both in the public and private sectors, need to make profound systemic changes, not just to management practices, but to organizational cultures, business processes, regulatory frameworks, work arrangements and work ethics.

Traditionally managed organizations resemble supertankers that struggle to respond to sudden changes in their environment and fail to change course in time. Modern organizations should be managed and led like sailboats – a general direction is to be determined, but the journey towards the destination should be flexible, depending on the environmental conditions.

Management thinking has been

traditionally influenced by scientific discoveries. Conventional management approaches have been based on the Newtonian machine model that focuses on hierarchical linearity: a culture based on rules, command and control, and formal relationships.

It is no more than a metaphor. And while such an approach might have worked well in predictable and stable environments when the objective was efficiency in the production economy, there is ample research evidence that, in dynamic and complex business environments, this traditional approach inhibits creativity and innovation, and decreases motivation, engagement and productivity.

Management innovation is a greater potential source of competitive advantage than traditional innovations of products, services or technology. Einstein's insights into relativity have influenced other disciplines such as art, music, religion or literature at the beginning of the last century. The main paradigm was that rational and analytical were inseparable from emotional and intuitive. Yet this key finding has not affected management thinking until recently. The main reason was the 'if it ain't broke, don't fix it' mantra.

From the 1950s, the traditional management model flourished, with wealth creation for industrial nations based on increasing productivity. Then, with all the technological changes and increasing importance of knowledge, new business models emerged (such as Amazon.com), where talent, collaboration and innovation enabled faster commercialization of ideas.

However, embracing these new management approaches requires a shift in the mindset, which is not easy to achieve, and most organizations today are still managed using conventional, Newtonian management approaches.

The Management Shift

Not surprisingly, organizations, institutions and societies are in crisis. Performance continues to decline whether measured through Return on Assets or Return on Invested Capital. US firms' Return on Assets has dropped progressively since 1965, despite rising labour productivity. The average life expectancy of Fortune 500 companies has steadily decreased from 75 to 15 years in the last 50 years. Furthermore, data

BOILING FROG Traditional leadership

Traditional top-down leadership
Leaders lead by command and control
Direction is provided by hierarchical leaders
Key leadership traits: being tough, controlling, analytical
Leaders provide centralized direction
Leaders control around core strategic vision
Change is an incremental movement, led by a formal leader
Centralized coordination for alignment with strategic direction
Leading for equilibrium and stability
Searching for order and avoiding chaos
Leading for reduction of conflict
Supporting unified views
Implementing comprehensive change programmes
Delegating tasks
Centralized decision based on a formal position in organizational hierarchy
Leading based on fear and obedience
Delegating and blaming when things do not go well
Performance monitoring and evaluation
Imposing rigid procedures, rules and regulations

FREE FROG Emergent leadership

Shared, distributed leadership, leadership as emergent collective action
Leaders support autonomy, collaboration and self-organized communities of passion
Direction emerges from complex network activity
Key leadership traits: being inspirational, intuitive, cooperative, compassionate
Dispersed visions are supported
Control is dispersed around complex interactions among employees, actions are guided by a shared vision
Change is created by the movement that emerges from interactive dynamics
Decentralized coordination of adaptive functions to encourage emergence and innovation
Leading for change and adaptability
Accepting some chaos that will lead to homeostasis
Leading for creation of enabling conditions for innovation and engagement
Encouraging creativity from differences
Enabling emergent conditions for change
Delegating responsibilities
Decentralized decision based on knowledge, decisions emerge through interactions
Leading based on inspiring initiative and creativity
Leading by encouraging everyone to be a leader
Energizing employees through inspiring great performance
Allowing flexibility with procedures, rules and regulations

shows that only 25% of the workforce is passionate about their work, despite the plethora of techniques and resources spent on learning and development. Global figures for engagement show that 80% of employees are less than fully engaged at work.

'The Management Shift' is based on people, purpose, collaboration, trust, transparency, community and autonomy (see boxout above). Authority is distributed and decisions are based on knowledge rather than on a formal

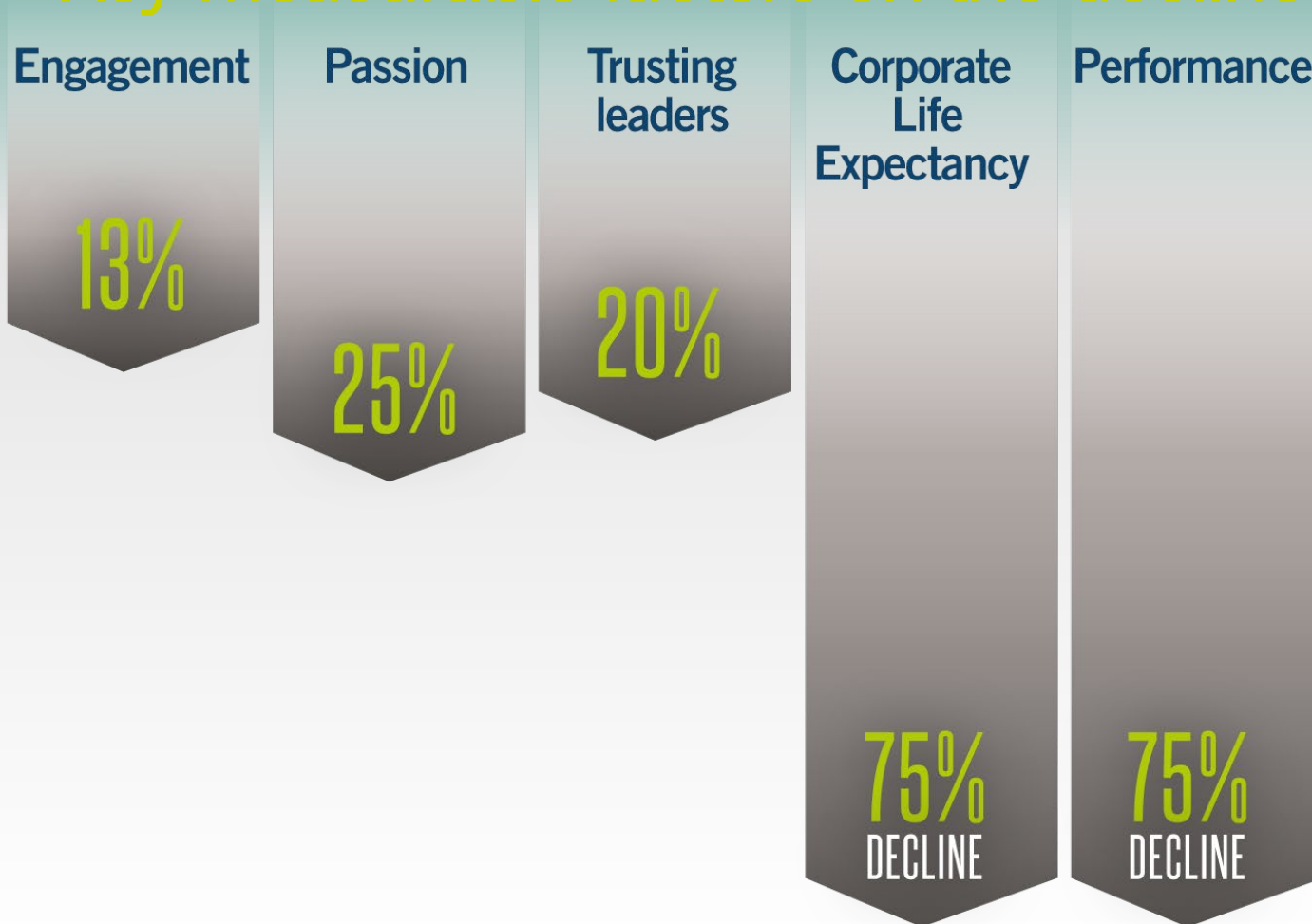
position in organizational hierarchies. Organizations are managed holistically as complex adaptive systems. The new approach brings better engagement, productivity, innovation and profit this is the future of work and we can implement it now. Only by a complete change in leadership mindset can we rescue the frogs from the warming water, and set them free. ■
— Professor Vlatka Hlupic is a management consultant, executive coach and author



Traditional organizations resemble supertankers. Modern organizations should be run like sailboats

Why Organisations Must Shift Their Culture

Key measurable factors on the decline

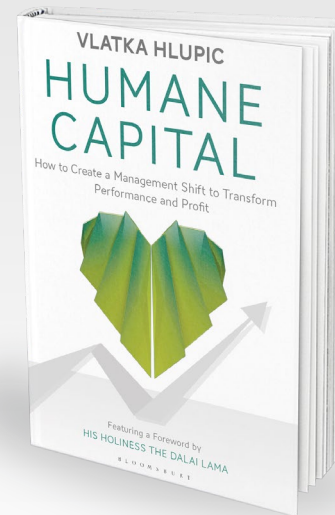
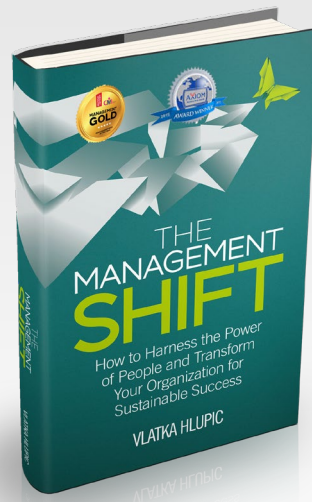


Organisational Shift Starts With Leaders

- Organisational culture is a **reflection of leaders' consciousness**
- To create high performing cultures, leaders need to go first through the **shift in individual mind set**
- That shift will **spread like a ripple** through the rest of an organisation

Award-winning Approach

Evidence is emerging of a new way to operate. This is demonstrated in the **award-winning, pioneering approach known as *The Management Shift*®**, developed by Professor Vlatka Hlupic and used by many international organisations and by insights from 58 global leaders captured in Vlatka's new book ***Humane Capital***.



Shifting CEO's Mindset to Business Success

Based on leading-edge research supported by numerous case studies, as described in *The Management Shift* and *Humane Capital* books, this exclusive, practical one-to-one leadership development programme is designed for CEOs to help them diagnose their leadership issues and **shift their mindset and to the new level of thinking, leading, and ultimately business success.**



The Emergent Leadership Model

The *Emergent Leadership Model* shows the different levels of maturity of organisational culture. Each level is characterized by a specific mindset, beliefs, language, leaders' behaviour and organisational outcomes.



The 'Big Shift'

A particularly significant shift occurs when **moving from Level 3 to Level 4**. This is a sea-change point where the skills, ingenuity and teamwork skills of leaders begin to be unleashed.

The goal of *The CEO Shift Programme* is to help CEOs make this ***Big Shift*** and learn from The Management Shift research and wisdom of 58 inspirational leaders with over 1700 years of collective leadership experience interviewed for *Humane Capital* book to achieve a step change in their personal and organisational success.

What clients say about their results

'Vlatka provides a tailored service that allows clients to identify and strengthen their development areas. Excellent service with tangible results'

Paul Newman, Chief Executive in Health Care Sector

What clients say about their results

'If your organisation has the opportunity to engage with Professor Hlupic I am certain it will experience positive benefits and quickly observe tangible improvements.'

Martin Taylor, OD Director, City of Glasgow College

The Management Shift® :

2 Key Components

What is most effective is change at an individual level (for CEOs and members of the senior leadership team) that is then amplified at a strategic level and supported by appropriate resourcing and excellence in processes.

The Individual Shift

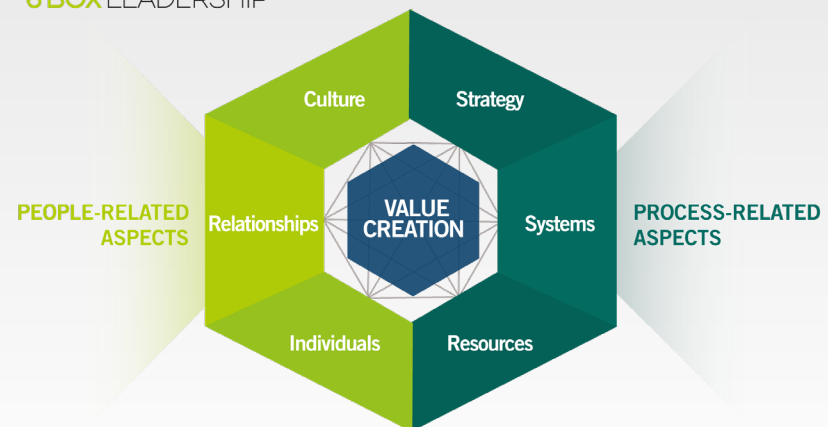


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The Organisational Shift



6 BOX LEADERSHIP



The CEO Shift Programme



Consultation with the CEO on personal and organisational context and Objectives. Completion of individual and organisational diagnostics and The Management Shift® 360 Leader's Feedback. Analysis and preparatory bespoke reporting.



Completion of post-intervention individual diagnostics. Completion of The Management Shift® 360 Leader's Feedback to assess behavioural change. Optional additional organisational diagnostics.

Coaching session

Individual coaching with Professor Vlatka Hlupic or accredited The Management Shift® Coach - up to 90 minutes



Expected Outcomes and Benefits for CEOs

- Clearer personal vision
- Better strategic decision-making
- Greater sense of purpose
- Improved energy levels and passion for work
- Reduced stress
- More creativity and innovation
- Ability to recognise the mindset of others and helping them shift to a higher level
- Become a change agent and a role model within the organisation

Expected Outcomes and Benefits for the Organisation

- CEO shifts to the new level of thinking and performing
- CEO is prepared to lead the process of organizational change
- CEO can help members of the senior leadership team to achieve the Big Shift
- CEO is able to bring the organisation to higher levels of success, leading to:
 - Increased revenue
 - Improved service
 - Increased employees' satisfaction
 - Increased productivity

Examples of Business Returns

Management Consultancy

Within 18 months after the 6 Box Leadership project was completed, the **revenue grew 500%** and company doubled in size.

IT Consultancy

During a six-month period after introduction of the 6 Box Leadership approach, all available consultants had been hired 100% of their time and the division achieved around **20-25% surplus revenue per month**.

FTSE 100 Company











The firm used the 6 Box Leadership Model to facilitate a company-wide performance improvement initiative. This resulted in a **33% increase in revenue and an increase in net profit of 213%**.

Individual online TMS assessment for Leaders



Example:

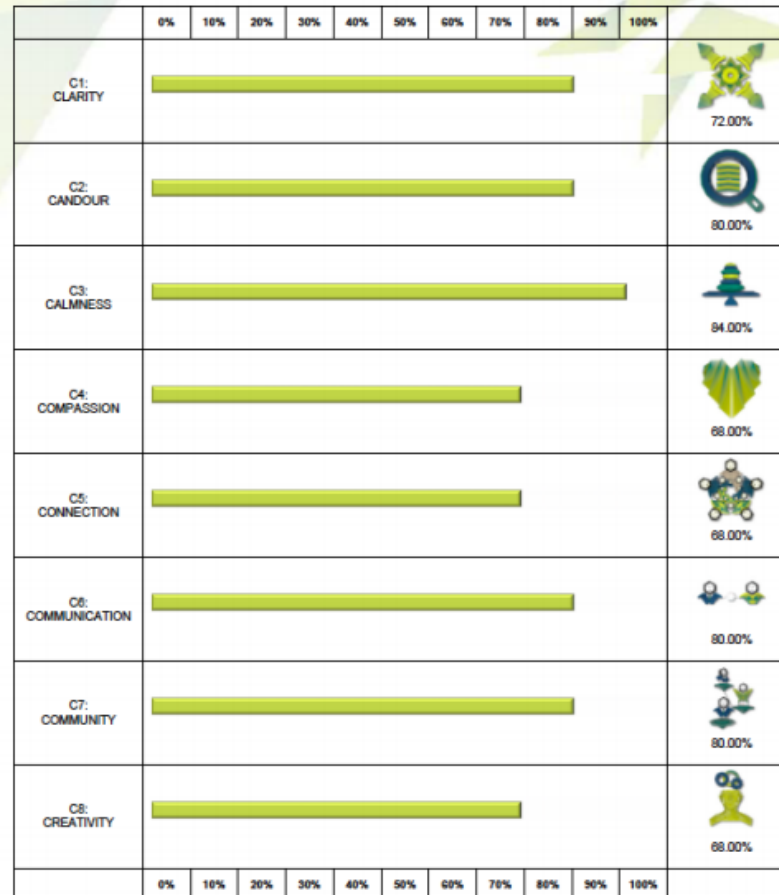
YOUR INDIVIDUAL ASSESSMENT RESULTS

MINDSET	NEVER	SELDOM	SOMETIMES	FREQUENTLY	VERY FREQUENTLY	ALWAYS	SCORE	LEVEL				
Unlimited mindset reinforcing an Unbounded Culture							90.00%					
Enthusiastic mindset reinforcing a Collaborative Culture							70.00%					
Controlled mindset reinforcing an Orderly Culture							50.00%					
Reluctant mindset reinforcing a Stagnating Culture							30.00%					
Lifeless mindset reinforcing an Apathetic Culture							10.00%					
The scale ranges from 0% to 100% and indicates the average score you gave to behaviours relating to each of the Levels	0%	10%	20%	30%	40%	50%	60%	70%	80%	90%	100%	The horizontal bars are rounded up or down to the nearest 10% band

The Management Shift® 360 Assessment

SAMPLE INDIVIDUAL REPORT

360 RESULTS



NEVER = 0%, SELDOM = 20%, SOMETIMES = 40%, FREQUENTLY = 60%, VERY FREQUENTLY = 80%, ALWAYS = 100%
 The scale ranges from 0% to 100% and indicates the average score you gave to behaviours relating to each of the Levels
 The horizontal bars are rounded up or down to the nearest 10% band

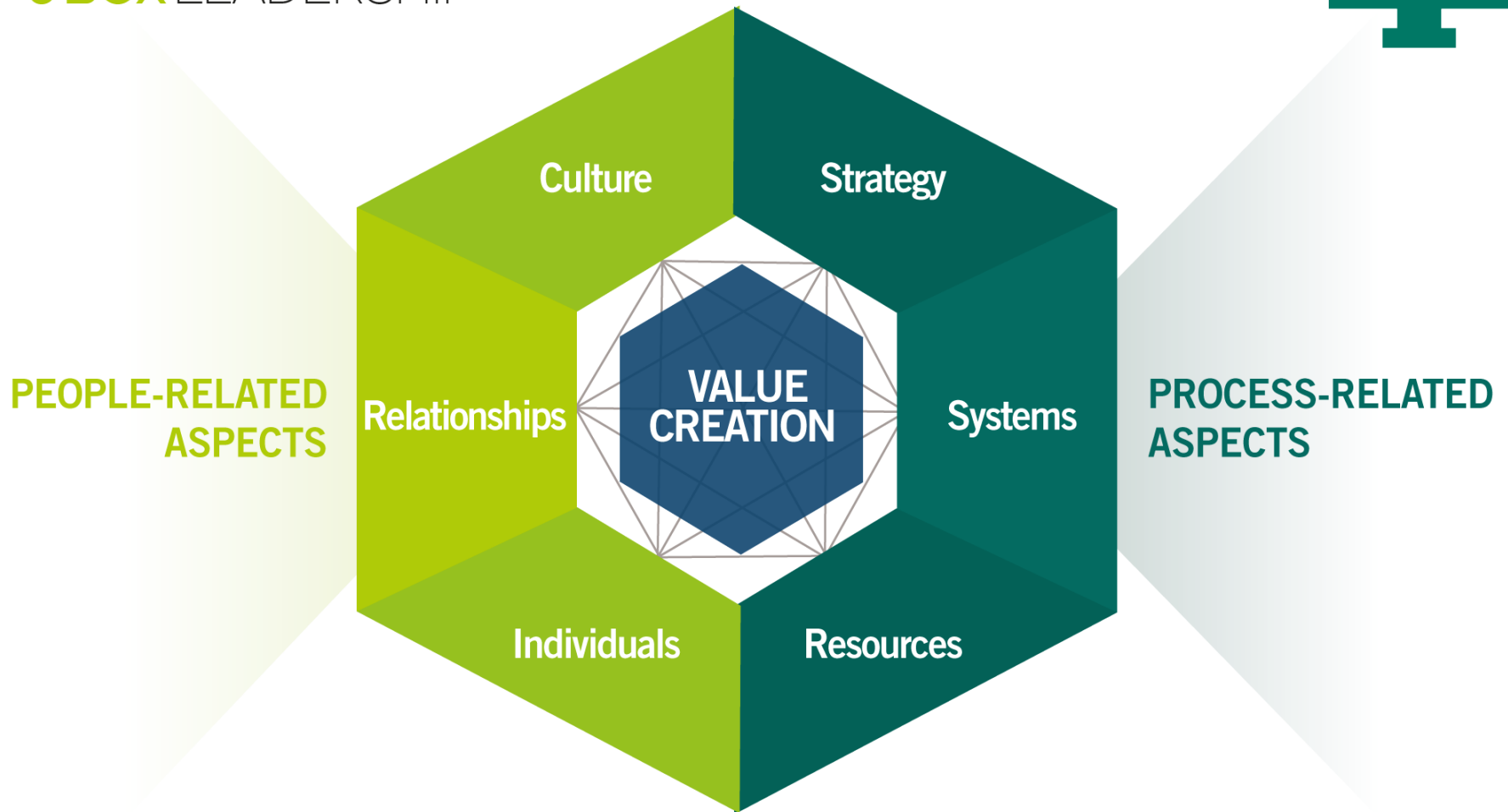
Organisational assessment for the CEO and senior leadership team using the 6 Box Leadership diagnostics: The first stage of The CEO Shift Programme



6 BOX LEADERSHIP

WWW

6 BOX LEADERSHIP



Bespoke Reports

Headline Results

Culture	63%
Relationships	55%
Individuals	51%
Strategy	53%
Systems	41%
Resources	40%

Average Score: 50%



KEY STRENGTHS

Question	Score
Giving back to the community is part of our culture	83%
Employee's values are aligned with the organisation's values	80%
Senior management determine the culture	75%
Accountability is part of our culture	75%
Our culture has a sense of purpose	70%

KEY DEVELOPMENTAL OPPORTUNITIES

Question	Score
Trust is part of our culture	50%
Employees are motivated to do their best at work	55%
Ethical behaviour is part of our culture	55%
Democracy is part of our culture	55%
Employees are overworked	55%

Programme Creator



Professor Vlatka Hlupic

Professor Vlatka Hlupic has been voted one of the world's HR Most Influential Thinkers 2017 - the third consecutive year that her work has been recognised in this way. The prestigious top 30 international list, in which Professor Hlupic is ranked at position 11 this year was compiled by HR Magazine and announced during a ceremony tonight at Claridges in London.

The awards were based on a combination of nominations from HR Directors and practitioners for the work that had inspired and had the most impact on how they approach their role; research conducted by Ashridge Business School, and input from an expert panel of executive head-hunters and HR Directors. The nominated candidates were judged according to the practical relevance and commercial impact of their work; visibility and sharing of their ideas; significance of published works; degree of challenge and originality of ideas, and level of personal influence in the past year. The 30 winners included practitioners and academics from some of the world's leading universities, business and management schools.

Vlatka is Professor of Business and Management at the University of Westminster, CEO of The Management Shift Consulting Ltd, Founder and CEO of the Drucker Society London and author of "*The Management Shift: How to Harness the Power of People and Transform Your Organization for Sustainable Success*", an award-winning best-seller and one of Forbes' top eight business books 2014.

Her book advocates a new way of thinking and working to meet the needs of today's technology-driven, knowledge-based businesses and shows how the future of work can be implemented today. It combines theory and practice in demonstrating how companies can make changes in their leadership styles to improve employee engagement and performance, remove barriers to innovation and uncover the hidden strengths in people and their organisations.

Vlatka is also a renowned professional keynote and TEDx speaker and has appeared on 50 public platforms in since 2015. She has published over 200 articles in journals, business publications, books and conference proceedings, and has won several awards for her contributions. She is also an associate editor, guest editor and a member of editorial boards for a number of international journals, and her expert comments have appeared in many business publications and newspapers.

"What I have seen in many companies are over-controlling management styles and systems that employees find stifling and demotivating. Companies need a better understanding of human psychology and motivation. I call it humanising management - treating people with respect and distributing power and decision-making. The results, in terms of performance and success, can be astonishing. This is why I wrote my book, *The Management Shift*."

Through her consultancy, The Management Shift Consulting Ltd, Vlatka and her team are helping various organisations in the public and private sectors to shift their performance to a higher level, using the tools and methods she developed over more than 20 years of her academic and consulting career.



Examples of Benefits Observed by Previous Clients

'The programme helped me move through some challenging situations, it gave me tangible strategies to utilise and made me realise I'm making a huge impact on my team'

'Personally it has helped me reflect and be more self aware of my language and behavior. This is also helping me professionally in all aspects of my role'

'The programme provides an opportunity for personal and professional reflection, it is helpful in envisaging long term goals and it raises my awareness of my own impact on others'

'The Management Shift is an essential strand of CPD/Management for individuals, teams and organisations who are looking to step charge, lead, innovate and make a difference'

Others on *The Management Shift*®

Outstanding, unique work from one of today's most important management consultants! Excellent!

Marshall Goldsmith
Winner of Thinkers50 Leadership Award

The most articulate, fully researched and inspiring managerial manifesto for the 21st century corporation yet written.

Dr. Jules Goddard
Fellow, London Business School

Vlatka is a brilliant thought-leader in the how-to of leadership. Her development of the 6 Box Leadership instrument and more than 150 articles in the field clearly sets her apart.

Jack Bergstrand
CEO, Brand Velocity Inc.,
the former CIO for The Coca-Cola Co.

I have experienced Vlatka's excellent skills on innovative leadership approaches. The business results were outstanding, and included productivity improvements and higher employee motivation and engagement.

Carsten Hentrich
Director, PricewaterhouseCoopers AG

Others on Humane Capital®

'Not only are great leaders first and foremost good human beings, Vlatka's excellent book *Humane Capital* explains loud and clear how this can be translated into high-performance organizations and above-average return. Possibly the best investment you could ever make.'

Paul Polman, *CEO Unilever; Vice-Chair, United Nations Global Compact Board*

'Vlatka's contribution pushes an open door in the direction of how the Fourth Industrial Revolution envisions the role of organizations in the 21st century: Maximizing Human Well-Being. [...] A must-read.'

Mark Esposito, *Professor of Business and Economics, Harvard University*

'Vlatka had studied an incredible list of "humane" companies and distilled the practices that more fully engage employees. These are incredible cases and even better insights that can be adapted to any organization. This book reinforces the importance of taking care of people who will take care of customers and others. Very well done!'

Dave Ulrich, *Professor of Business, Ross School of Business; Lifetime Achievement Award recipient from HR Magazine; Thinkers50 Hall of Fame*

'*Humane Capital* is an outstanding read from a management scholar who has worked extensively with leaders and businesses'.

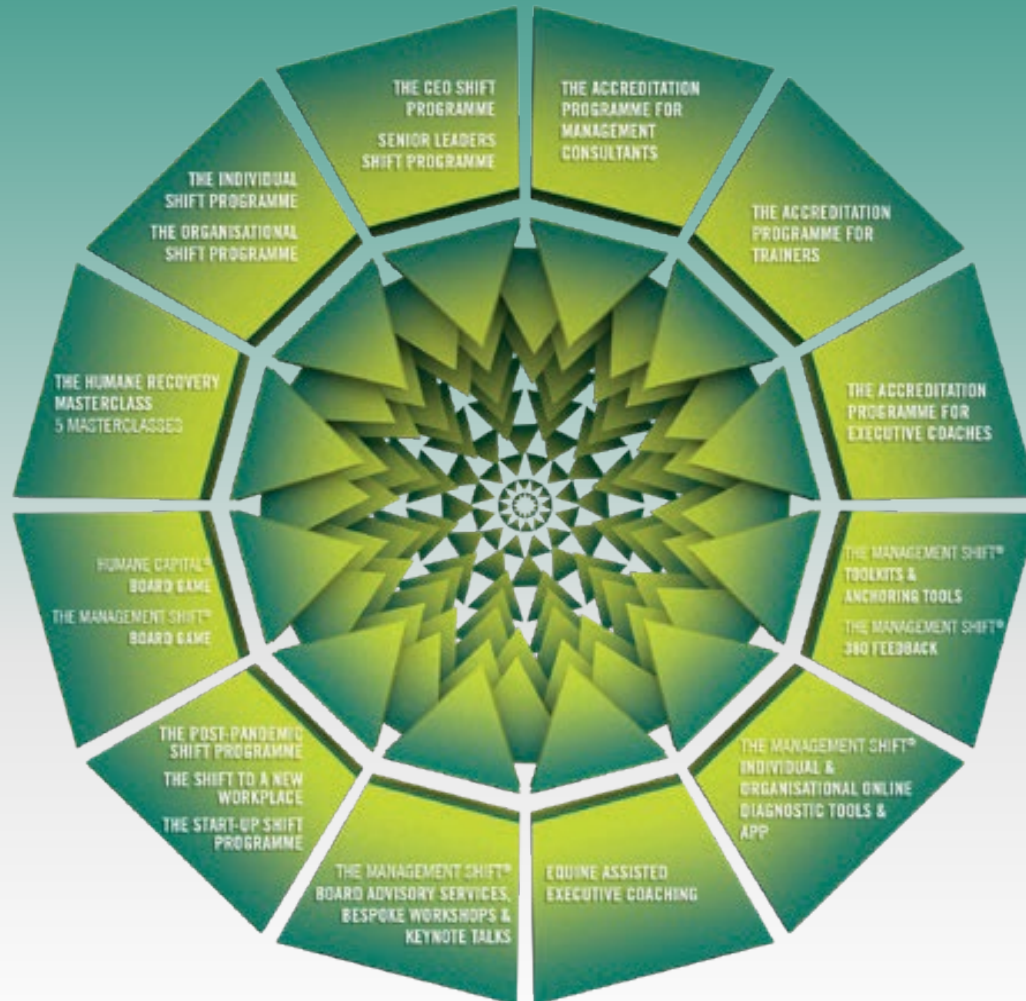
Sir Cary Cooper CBE, *50th Anniversary Professor of Organizational Psychology & Health, ALLIANCE Manchester Business School, Lifetime Achievement Award recipient from HR Magazine, President of the CIPD*



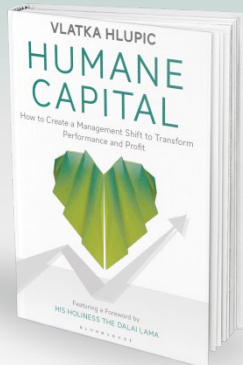
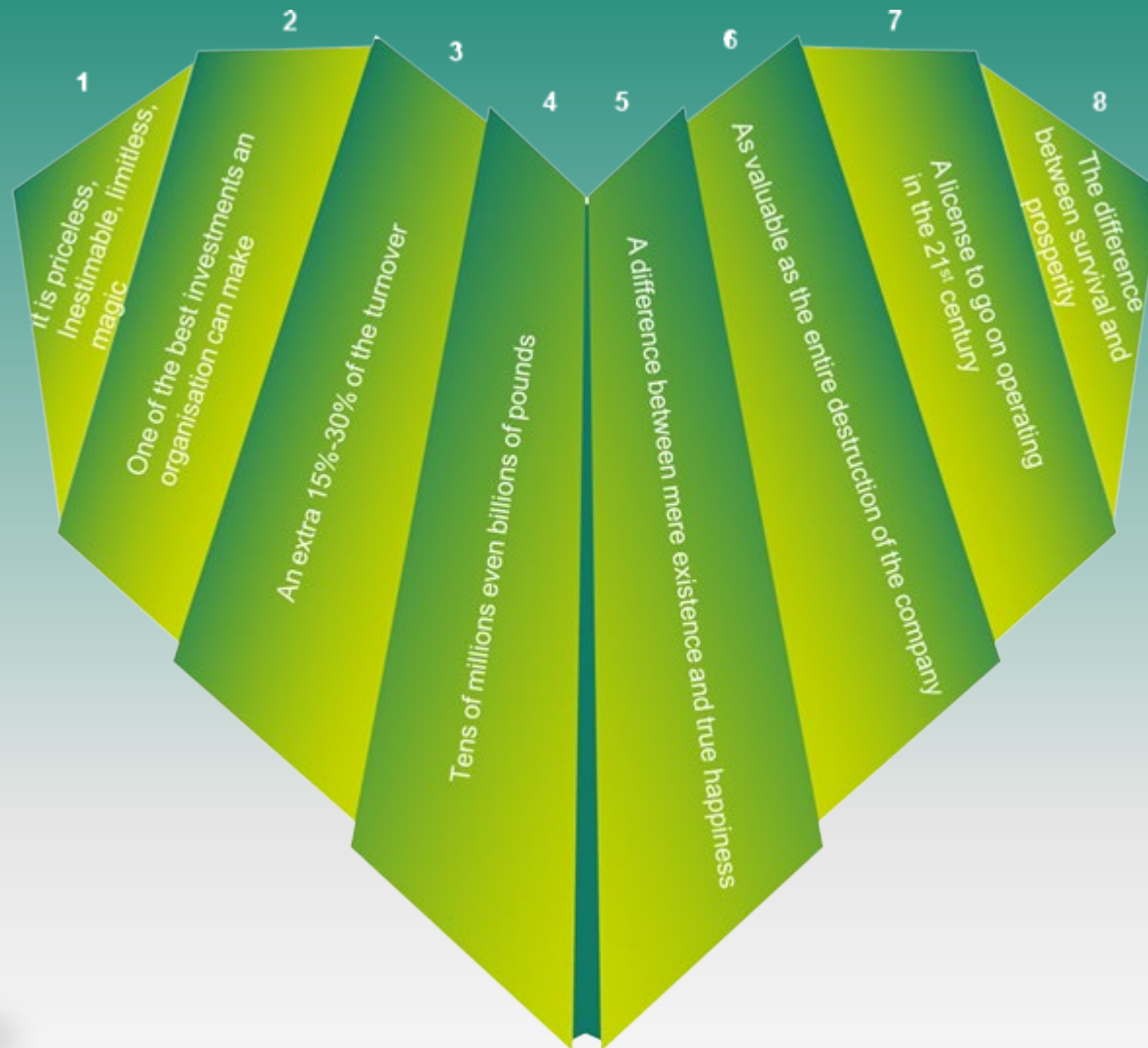
Creating ripples



All Services and Tools



HUMANE CAPITAL RESEARCH: THE VALUE OF THE BIG SHIFT TO LEVEL 4



The Management Shift® Awards



Axiom Business Books Award
2015: silver medal in the
“Leadership” category



Shortlisted for the CMI
Management Book of
the Year Award



TMS selected as one of the top eight
management books in 2014



Nominated for the
Thinkers50 Guru
Radar and “Ideas to
practice” Award



Winner of the Croatian
Women of Influence
Award 2016



Winner of the Honorary
Award From the
Leadership
Awards 2016



Voted one of the Most
Influential International
HR Thinkers 2016



Winner of the CMI
Management Articles
of the Year Award 2015



Nominated for the FT
& McKinsey
Business Book Award



Voted one of the
Most Influential
International HR
Thinkers 2015



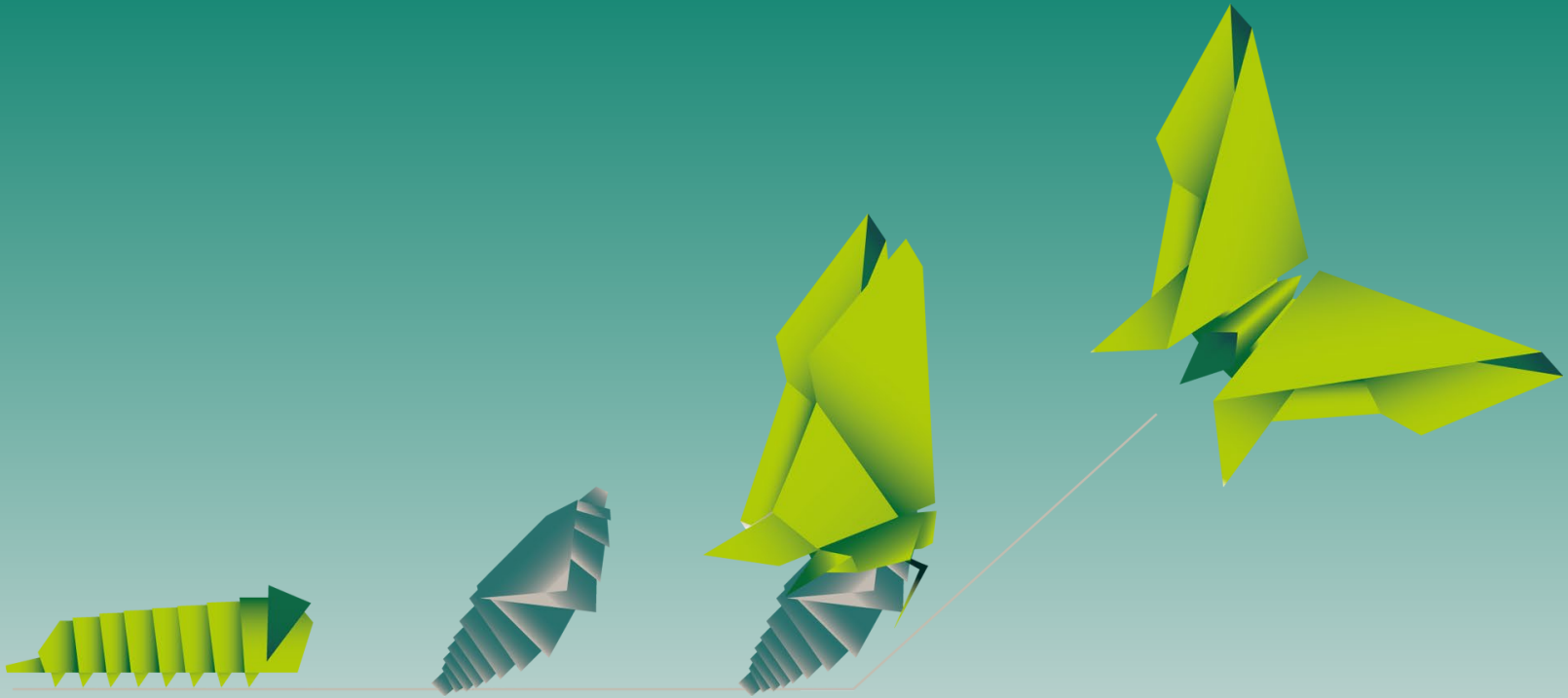
Voted one
of the Most Influential
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