

in the driver's seat
leadership challenges in tomorrow's world

SETTING THE SCENE



Everything happens very
quickly on a big scale ...

... apparently out of control

Social Media play a privileged role with their capacity to enhance speed of conversation, frame fluidity, allow big scale





Old manners go side by side with new manners, not always finding their position

The scenario has changed

The work reality has changed

Companies need to change

Leadership mindset needs
to change

THE LEADERSHIP ROOTS

The Affirmed Leaders

**For all, the working environment has acted as
source of inspiration to leadership**

Those bosses who were positive or negative models
and showed **what to do** or **what to avoid**...

«ho avuto un capo che era grande costruttore di squadre, si occupava più delle persone che del business, è ancora il mio modello ...»

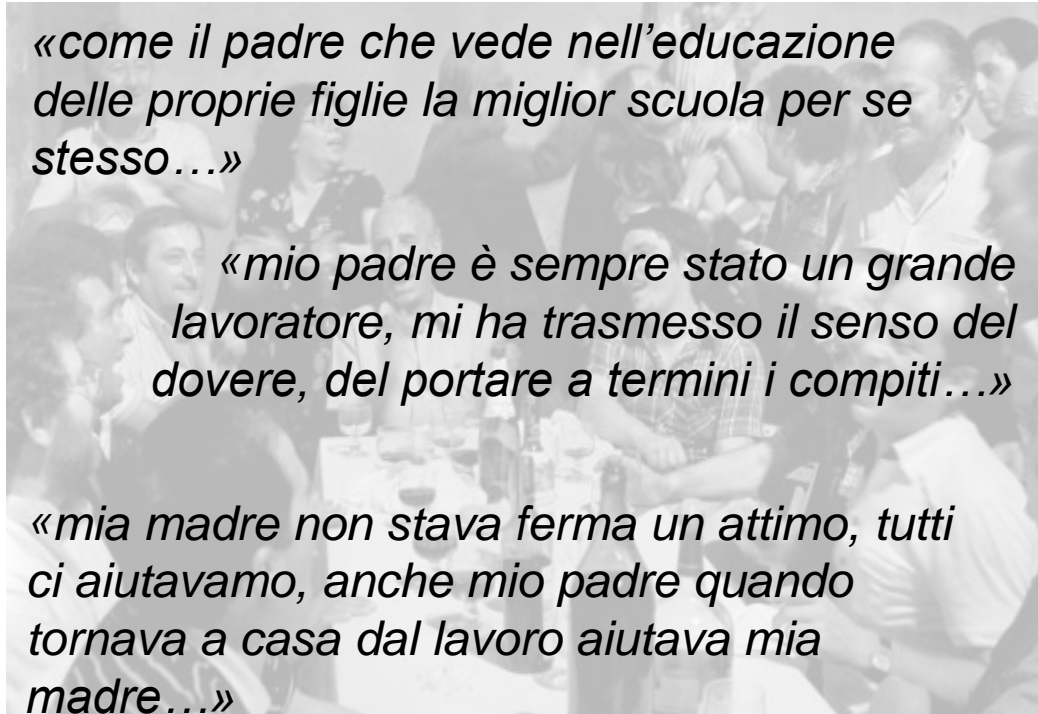
«c'era quel leader autoritario che non condivideva nulla e che mi ha mostrato cosa evitare di fare...»

«quando mi sono trovato in una posizione più grande di me ed ho dovuto imparare velocemente a cavarmela, questo è stato un momento chiave di crescita per me...»

The Affirmed Leaders

For many the family has being mentioned as primary source of inspiration to leadership

The family where they
learned the key
values at the base of
their style of leadership



«come il padre che vede nell'educazione delle proprie figlie la miglior scuola per se stesso...»

«mio padre è sempre stato un grande lavoratore, mi ha trasmesso il senso del dovere, del portare a termini i compiti...»

«mia madre non stava ferma un attimo, tutti ci aiutavamo, anche mio padre quando tornava a casa dal lavoro aiutava mia madre...»

The Young Leaders

Though working environment
and family are both mentioned:

the **MAJORITY**
indicates the
workplace as
the key source
of inspiration:



*«è in azienda che ho iniziato
a capire come muovermi,
all'università era tutto diverso»*

and less the
family:

*«mio padre giornalista era un
grande oratore, e mi ha fatto
capire che le persone si devono
motivare, parlandogli in maniera
semplice ma costruttiva,
entrando in contatto empatico
con loro...»*

The Young Leaders

The workplace as the main source of inspiration...:

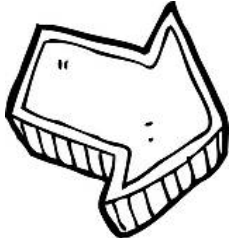
Everything is mixed

➤ more classic model of a leader

«Autoritario più che autorevole»

➤ most recent models based on emotional intelligence

«il mio capo si preoccupa di me e mi chiede come sto e quando mi vede affaticata mi dice di andare a casa...però non posso perché ho delle responsabilità»



Often applying new tools to old models,
remaining trapped in old styles of leadership

The Young Leaders


Watch out!

Use **New Tools** to find
New leadership paradigms
otherwise
you risk not being
recognized as a leader by
"your followers" eg
Generation Z &
Digital Natives

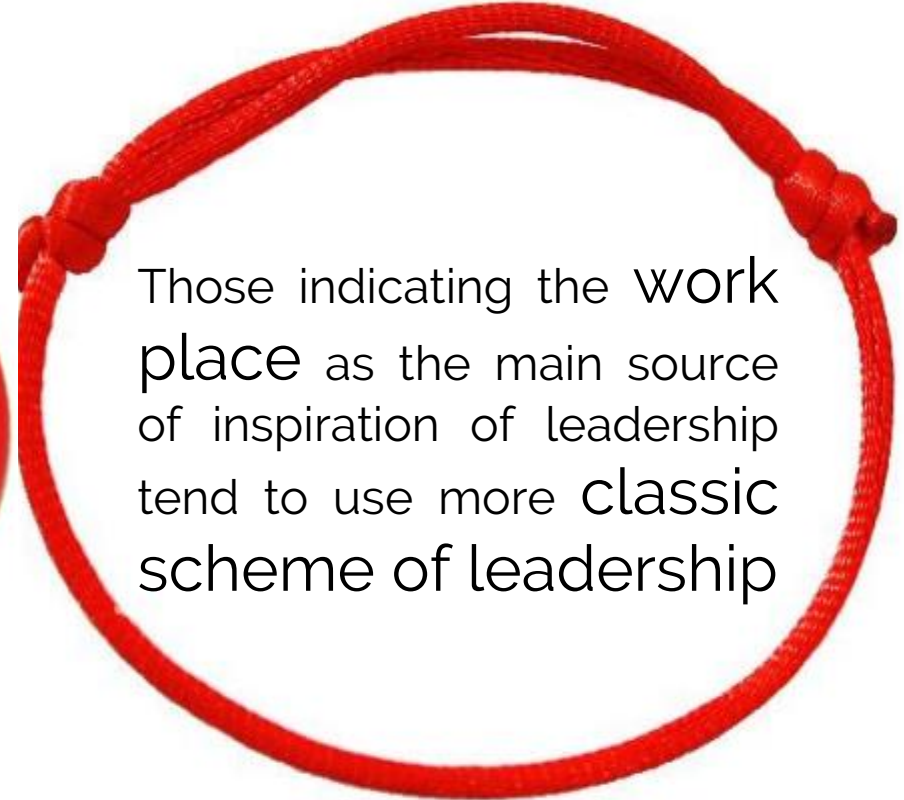


A “*fil rouge*” links Affirmed Leaders & Young Leaders

interesting to note that ...



Those indicating the family as the main source of inspiration of leadership apply models typical of the collective leadership



Those indicating the work place as the main source of inspiration of leadership tend to use more classic scheme of leadership

In this perspective

There is a strong common **red thread** linking Affirmed Leaders and Young Leaders...:



Reality is changing, both inside and outside of the company,

youngest colleagues are naturally pushing for change.

Find new ways to embody and express leadership

Leadership mindset needs to change...

The **Affirmed Leaders'** challenge:

migrate current system to

leadership new paradigm

while fighting today's business reality

Leadership mindset needs to change...

The **Young Leaders'** challenge:

understand what is needed to
unlock the leader in them...

being **aware** that reality goes
much faster than they do



Leadership mindset needs to change...

Everybody's challenge:

support Digital Natives and Generation Z,
eg. Tomorrow's Leaders

to give a concrete frame and direction
to leadership

THE REALITY OF REFERENCE

Need & Desire for change are not always enough

Daily
pressure for
results **hold**
the **new**
tendencies
back ...



Change can
generate
fear ...

Companies still show resistance

in particular ...

There is a **different way** to give space to new leadership models depending on the **company imprint** ...

Companies with a **Latin imprint**, despite the appetite for new models, are not capable to incorporate it

«mi hanno chiamato in un'azienda per le mie caratteristiche di leader diverso e poi hanno avuto paura, me ne sono andato...»

Companies with an **Anglo-Saxon imprint**, are naturally permeable to change, though it often remains at surface level

*«la mia azienda oggi non privilegia un unico stile. Il leader è la risultante di un mix di colori/stili: **direttivo**, **socievole**, **analitico**, **coacher**. La diversity viene stimolata....»*

... THE FUTURE IS NOW and the new stimulus can't be stopped ...



Young people are already riding the
change

LEADER TODAY
LEADER
TOMORROW

A Leader is a Leader...

Everybody
mentioned the same characteristics
benchmark

Motivation

Coaching

Empathy

Competence

Charisma

Decision taking

Walk the talk

Vision

Transparency

Active listening

Resilience

Delegation

Motivation

Coaching

Empathy

Competence

Charisma

Decision taking

Walk the talk

Vision



**What's
missing?**

Transparency

Active listening

Resilience

Delegation

Motivation

Coaching

Empathy

Competence

SHARING

Charisma

=

Decision taking

CO-

Walk the talk

Vision

LEADING

Transparency

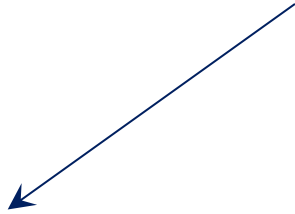
Active listening

Resilience

Delegation



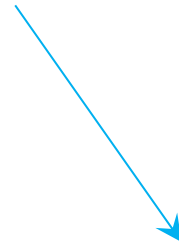
The 3 nuances of SHARING



For the Affirmed
Leaders
it is
**INFORMATION &
IDEAS SHARING**



For the Young
Leaders
it is **SPACE SHARING**



For the Tomorrow's
Leaders it is **JUST
SHARING** mainly on
SOCIAL MEDIA

What have we learned so far?

Leaders need to go beyond the founding characteristics

The **need** for a type of leadership where **relationships** play a **key role** is emerging

This is the **expression** of the so called **Collective Leadership** where

- ideas circulate freely,
- everybody is taught to be responsible
- **everybody** gets used to being in the “**driver’s seat**”.

BACK TO THE FUTURE:
meeting the leaders of
tomorrow

“un leader? Uno youtuber e cioè una persona che guardo perché mi diverte, mi emoziona, mi interessa”

They need a new paradigm
of leadership

Tomorrow's Leaders



“I would like a leader in that way but I still haven’t found what I’m looking for....”

Who is the Youtuber?

141ari morning routine

Carica

141ari

Home page Video Playlist Canali Discussione Informazioni

It's time to relax • 24 | Torno presto
1 mese fa • 32.282 visualizzazioni
Redd Me

Video caricati

It's time to relax • 24 | Torno presto
32.282 visualizzazioni • 1 mese fa

The Whisper Challenge
42.789 visualizzazioni • 1 mese fa

Le vostre curiosità • 2 |
141ari
35.709 visualizzazioni • 1 mese fa

Ce n'è per tutti i mesi •
Marzo | 141ari
30.863 visualizzazioni • 1 mese fa

Canali correlati su YouTube

KissAndMakeup01
Iscriviti

Gaia Visco Gilardi
Iscriviti

PepperChocolate84...
Iscriviti

gnappettass
Iscriviti

Giulia Watson
Iscriviti

Gloria Fair
Iscriviti

141Ari

Date of starting: December 2010 (5y+)

Followers: **125.539**

Videos: 198

Views: almost **14 millions**

Arianna's age: 18 anni



♥ *Ciao Bimbe! Lo scopo di questo canale è soltanto quello di tenere compagnia o di strappare un sorriso ♥*



Kids are already and
naturally in a
Collective Leadership
mode

To be a Leader means...



Sharing experience

Being passionate

Acting genuinely

Having FUN

together !!!!!

Social media play a key role in shaping kid's idea of leadership





*“Attualmente non si stanno utilizzando abbastanza risorse per studiare e riflettere su questo fenomeno che sta generando delle **mutazioni** nella società contemporanea paragonabili a quelle che a metà del XX secolo provocò la televisione. Le istituzioni stanno sottovalutando la portata sociale, economica e psicologica di tali trasformazioni, anche perché avvengono in tempi **velocissimi**.*

*Bisognerebbe impiegare più risorse per studiare il fenomeno del “video online” dove si sperimentano nuove forme di **appartenenza** e si forgianno, sempre più rapidamente, i **futuri leader**. Una grande finestra sul mondo di domani e un punto di osservazione privilegiato sulla società di oggi.”*

Anna Covone – YouTube Marketing Specialist

The challenge ahead

Give kids tools to
balance
digital culture
&
reality



The challenge ahead

Sharing = Collective Leadership \neq No Leader

Give a frame
to social
media
fluidity



WHAT **EDUCATION** CAN DO

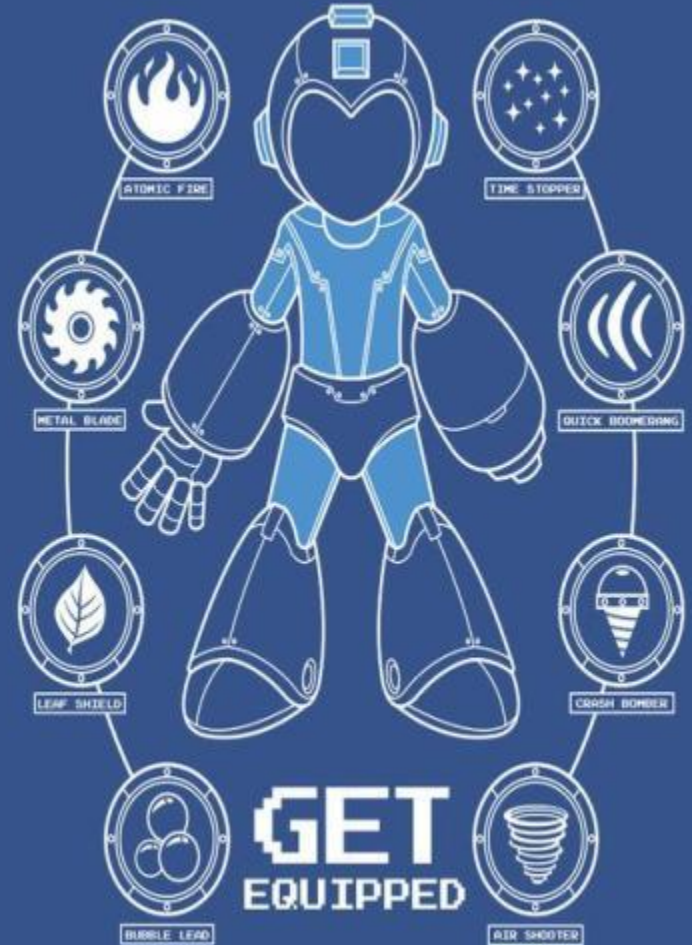
Recognize, Preserve, Support
Leadership development



**Empowerment
Through Education**
*Living A Dream,
Building A Future*

Get equipped to take over this challenge

...



Move away
from old
leadership
model:

Hierarchy

Control

Embrace
the leadership style
typical of the
sport coach:

Unlock potential

Talk possibility

WHAT
EDUCATION
CAN DO



Give kids tools to balance
digital culture
&
reality



The St. George's British International School International Award



WHAT **AFFIRMED LEADERS** CAN DO

Recognize & Embrace
the new dynamics
brought into the company
by young people



OPEN THE DOOR

Give a **direction**, therefore
sustainability to the new
dynamics

...

Turn them
into a real opportunity
for the future



WHAT YOUNG LEADERS & TOMORROW'S LEADERS SHOULD DO

Teachers
open the door,
but you must
enter by yourself.
-Chinese Proverb

HOW **COACHING** CAN SUPPORT



Coaching:

**an effective process
facilitator**

Coaching

can go
together with
Affirmed
Leaders,
Educators,
Young
Leaders
to:



find their own place
as a leader
to
**be part of a much wider
process of change**



A 24 HOUR LEADER

the
responsibility
to put their
abilities at the
service of the
community

Society has evolved through 4 main phases

4) TO PARTICIPATE

belong and play an active role

3) TO BELONG

political, religious and social inclusion/exclusion



2) TO BE

the time of rights

1) TO HAVE

the time of conquests

Young Leaders are potentially facilitated in
the move to phase 4



The challenge



Overcome the YES/NO attitude of the digital culture

&

Bring nuances back to give room to DOUBTING ...

Leadership carries a big responsibility



light the way from *Belong* ...
to *Consciously Participate*

in this perspective

The Leader is the person that
stimulates
hunger and **desire**,
that IS at the base of all important
social and political changes

in this perspective

The Leader is the first to be
hungry and **feel** desire ...
capable to **pick the best up**
from the present, the future
and the **past**

in this perspective **LEARNING FROM THE PAST**

Also in the Italian Constitution we found interesting tips for tomorrow's leaders

Art. 2 - **Il Leader** riconosce e garantisce i diritti inviolabili dell'uomo, sia come singolo sia nelle formazioni sociali ove si svolge la sua personalità, e richiede l'adempimento dei doveri inderogabili di solidarietà politica, economica e sociale.

Art. 3 - Tutti **I colleghi** hanno pari dignità sociale e sono eguali davanti **al Leader** senza distinzione di sesso, di razza, di lingua, di religione, di opinioni politiche, di condizioni personali e sociali. È compito **del Leader** rimuovere gli ostacoli di ordine economico e sociale, che, limitando di fatto la libertà e l'eguaglianza **del dipendente** impediscono il pieno sviluppo della persona umana e l'effettiva partecipazione di tutti i lavoratori all'organizzazione politica, economica e sociale **dell'azienda**

TO CONCLUDE ...

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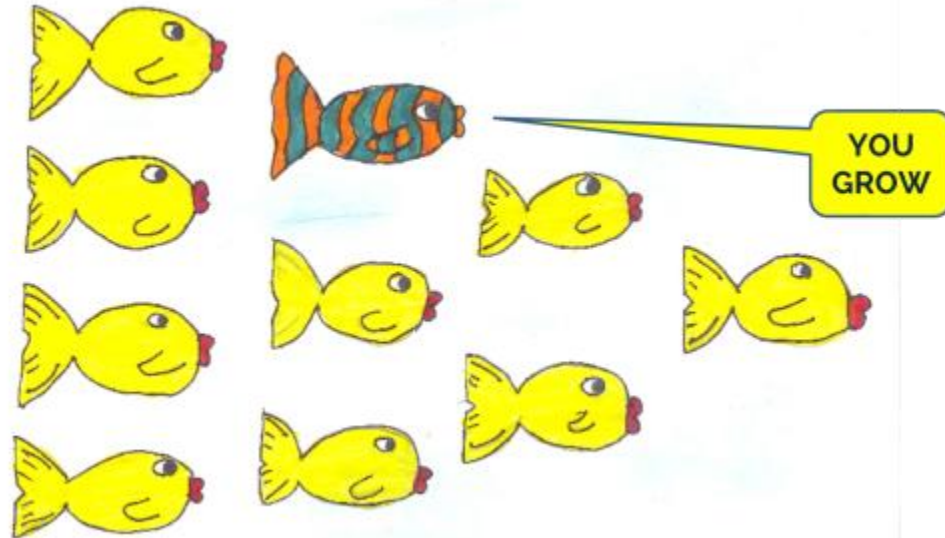
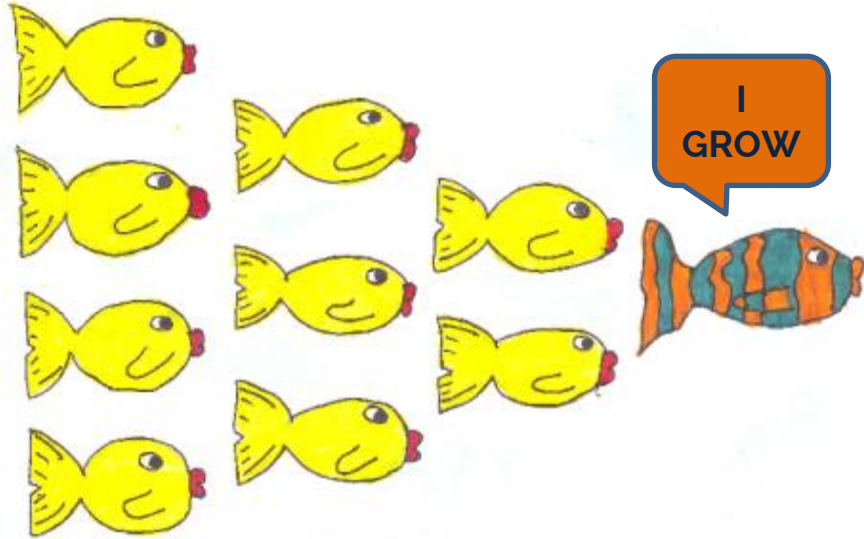
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to leadership

COLLECTIVE LEADERSHIP IS THE NEW PARADIGM



COLLECTIVE LEADERSHIP IS THE NEW PARADIGM

the Leader is
within the team,
behind the team,
in front of the team
ALWAYS with the team.

COLLECTIVE LEADERSHIP IS THE NEW PARADIGM

The Leader stimulates the
team to take ownership
vis-à-vis of own
development
&
growth



COLLECTIVE LEADERSHIP IS THE NEW PARADIGM



The Leader prompts the
team into occupying the
driver's seat

COLLECTIVE LEADERSHIP IS THE NEW PARADIGM



A leader IS aware of
the **advantages of
Digital**

Take-home tips

The future is already now and needs to be shaped and driven

The old model of leadership based on the “Alpha” element is progressively going to be replaced by the **“X” factor** ...

Collective leadership is the **new paradigm** when it includes the concept of leading otherwise there won't be leadership

**MESSAGE
FOR THE
FUTURE**

MESSAGE FOR THE FUTURE



Non smettere mai di sognare, immagina il futuro e rendilo più bello della tua immaginazione.
Come? Sii te stesso e migliora solo quegli aspetti che *non* ti rendono unico...

ESPLORA, CERCA, SOGNA, RISPETTA, AMA.
E per volare più in alto da solo, porta sempre con te la memoria di chi ti ha aiutato a fare il primo salto inconsapevole....

Scopri i tuoi talenti, mettili a servizio del leader che sei ...
Osa, cadi, rialzati e impara da te stesso, da chi hai attorno, da chi ti precede e da chi ti aspetta nel futuro...
BE WHAT YOU WANT & HAVE FUN!!!!

THANKS & Enjoy the journey to the new Leadership paradigm





Sonia Biondi



Sociologist and **Market Researcher with an experience of 25 years.**

Her history as a researcher has started in a small Market Research institute through a **two-year training in P&G.**

She continued her career in one of the major International Institutes, **Synovate (now Ipsos)**, achieving a professional growth holding tasks increasingly important.

She started as quantitative and qualitative researcher and became head of the quality team and then Account Director of prestigious national and international brands providing them strategic consulting.

Currently she is the **Head of the Doxa office in Rome** and she is responsible of commercial development, research analysis and realization of new models and research paradigms.

She has always been passionate in listening and understanding people, she has perused and interpreted hundreds of research providing crucial insights to her customers. Here is the sentence by one of her clients to describes her: "I worked with Sonia for almost 15 years at different projects and in different companies. Her expertise in research, together with her unmatched human qualities, have always been a fundamental support for my work, representing the security of a business partner really reliable. Sonia is not only a experienced and competent professional, but above all a true researcher, who uses her own intellectual curiosity and her involvement as a winning weapon"

Mother of two children, **Greta and Andrea**, from whom she learned that go home and start to "work" with them is the most beautiful thing in the world! Her passions are travelling to the discovery world, food and wine and dancing, because she loves to know, eat and drink well, and after maybe to go a little crazy with 70's and 80's disco music!
She's a member of PWA, Professional Women Association of Rome.



Isabella Cattan



Seniority in **marketing and communication** in different business areas (more than 20-year experience).

After one year as Financial and Mathematics Method / Business Administration researcher at University of Tor Vergata, she began her marketing career in the Customer Service Department at **Ford Italy**.

Fifteen years in **Europcar Italy** allowed her to cover all marketing responsibilities, from pricing, offer and yield management, to advertising, direct marketing, loyalty, market researches, partnership and communication. Ten years ago she managed the company e-commerce division start up and its further development with focus on social and digital pr.

Since 2013 in **Cogetech** as Head of Online Business, she managed the overhaul and re-launch of the business unit and iZiplay-branded web products.

Currently, as **Head of Media & Market Research** in **Snai – Cogetech Group**, she manages company brands/products market analysis, market research of cluster consumer behavior and brand perception. She is responsible of company brand positioning and rebranding process, in accordance to business targets, and through media plans and brand sponsorships.

Personal skills and passions: amateur photography (personal exhibition “Spheres” - Rome, May 2009), travelling, decoupage and painting, reading&writing, food&drink and, overall, **her family**: her husband Francesco and two cute children, Andrea and Filippo.
She's a member of Marisa Bellisario Foundation and PWA, Professional Women Association of Rome.



Simona Orlandi



Over 20 years experience in the Marketing of multinational companies, with a specific focus on the Marketing Intelligence meaning market analysis, consumer's research, competitive scenario playing and insight generation:

- Barilla**, the start and the acquisition of the tools in marketing research with a global responsibility;

- Sara Lee Branded Apparel**, the challenge to start-up the market research unit for the European market;

- British American Tobacco**, the consolidation, the business management and the professional growth as team leader of the Strategy Planning & Insight department;

- SAM Insight_to_go**, the entrepreneurial dare meaning the launch of a business initiative as consultant in the area of Marketing Intelligence in ad hoc marketing research design and management, desk research, macro social and cultural trends scouting and insight generation.

Together with the career in the Marketing area, she has brought ahead a parallel training and learning process regarding people development and coaching that resulted into the certification as Corporate and Life coach (ICF certification) and facilitator with the Lego Serious Play methodology.

She recharges her batteries, gardening, cuddling her beloved cats, reading and hiking mountains.

She's a member of PWA, Professional Women Association of Rome and Connectance, associating professionals specialized in the experiential training.