

THE MANAGER OF THE 21ST CENTURY

'2020 VISION'

Jon Nicholson

THE BOSTON CONSULTING GROUP

THE DECADE AHEAD

The Changing World

Generational Change In The Workplace	
<ul style="list-style-type: none"> Steadily shortening working life 	<ul style="list-style-type: none"> Retirement disappears. New generation of old workers
<ul style="list-style-type: none"> Baby Boomers dominate workforce 	<ul style="list-style-type: none"> Three generations in the workforce

Globalisation Of The Services Economy	
<ul style="list-style-type: none"> 1997 crash puts Asia on back burner 	<ul style="list-style-type: none"> China and India emerge as massive economies
<ul style="list-style-type: none"> Manufacturing gutted by globalisation services unaffected 	<ul style="list-style-type: none"> Offshoring takes off, whole economy affected

The Changing Workplace

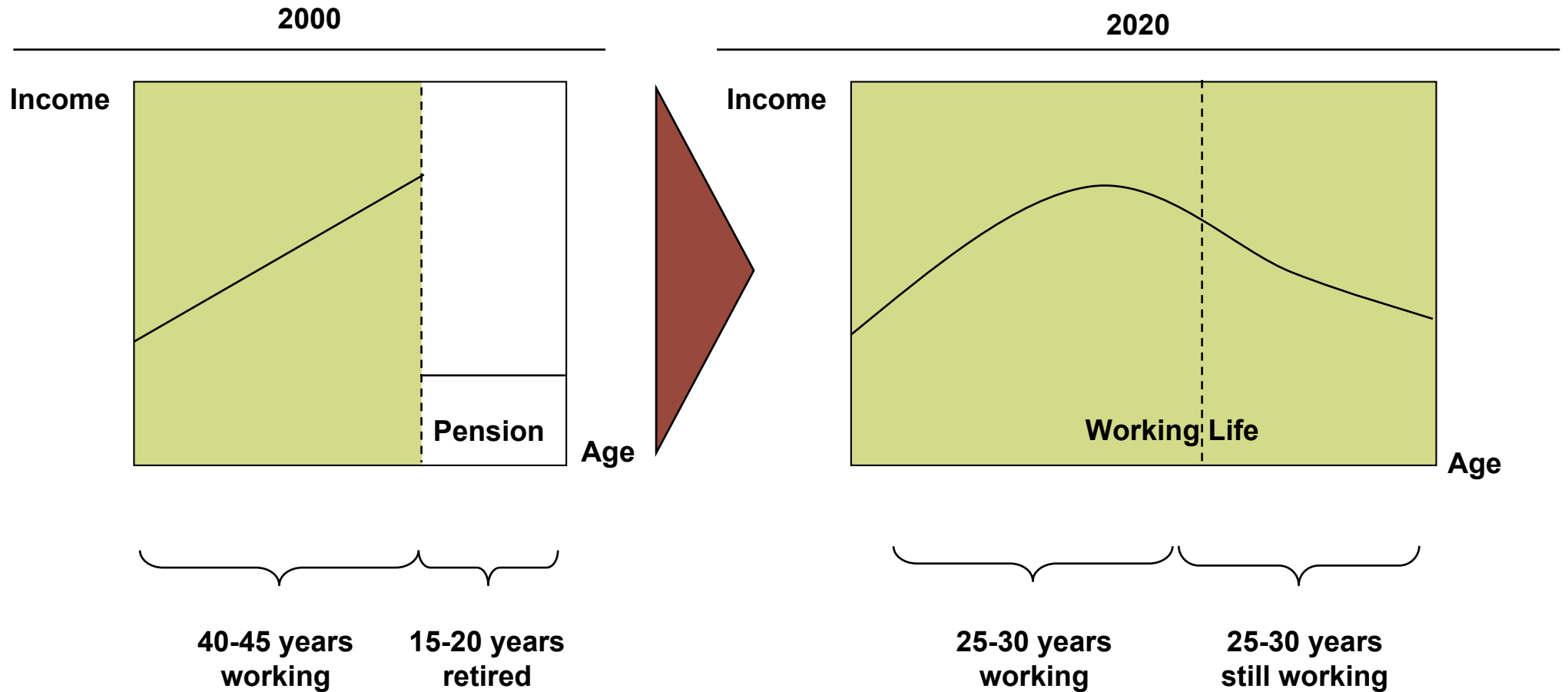
The Changing Mindspace Of The Senior Executive

THREE GENERATIONS IN THE WORKFORCE

Generation	'Y'	'X'	Baby Boomers
Born	1981 - 1997	1961 - 1981	1946 - 1961
Defining Experience	The Dot Com boom and bust	The 'greed is good' 80s	Flower Power prolonged good times
Age Range: 2005	Under 24	24 - 44	44 - 60
Attributes And Concerns 2005	<ul style="list-style-type: none"> • Entrepreneurial aspirations • Expect success • Strong social conscience • IT fluent, native speakers 	<ul style="list-style-type: none"> • Transactionally motivated • Expects to change jobs for career advancement • Naturally collegiate • Early adopters, IT literate 	<ul style="list-style-type: none"> • Idealistic • Highly social • Largely traditional views of corporate loyalty • IT a learned language, for some

Age Range: 2020	23 - 39	39 - 59	Over 60
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THE NEW WORKING LIFE PROFILE



THE DECADE AHEAD

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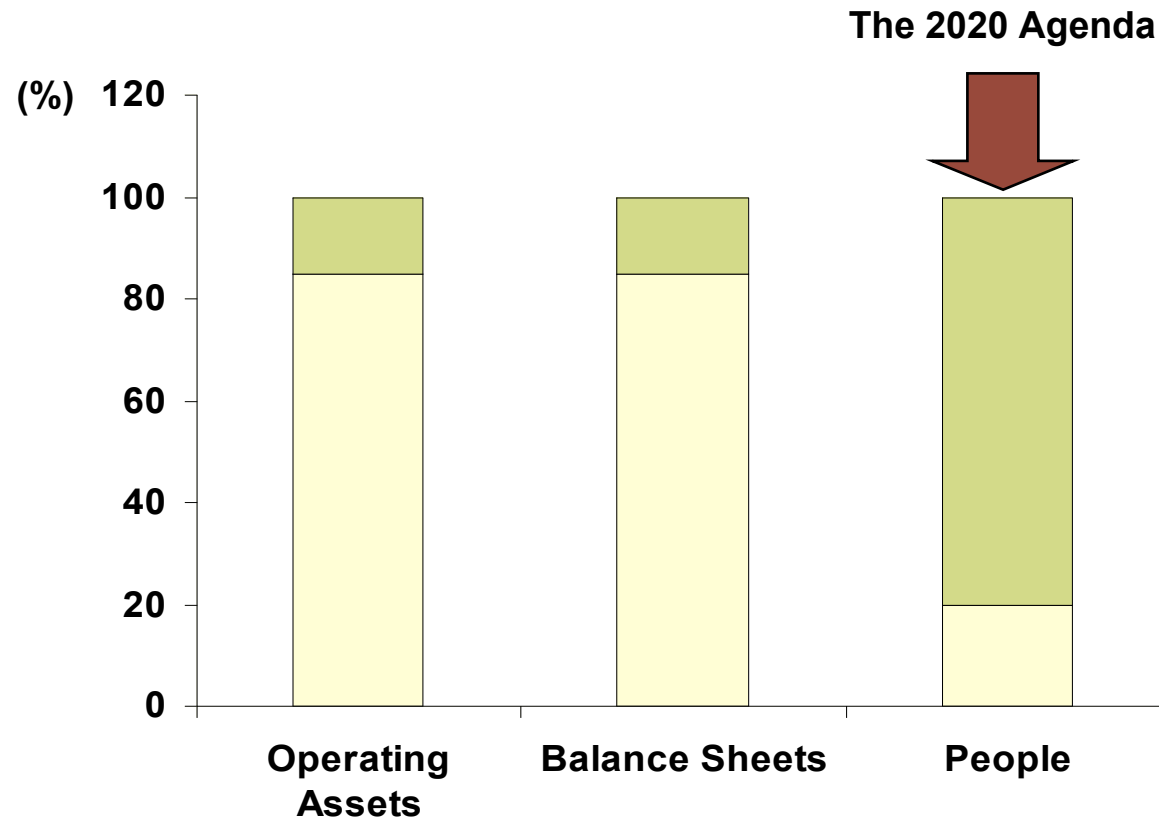
The Changing Workplace

Earning A Return On Talent

- Focus on asset utilisation and balance sheet management > • Focus on Human optimisation
- Workplace flexibility driven by structural reform > • Workplace flexibility becomes key to attracting and retaining staff
- Industrial logic dominates > • People business logic emerges
- Removing the barriers for women > • Taking accountability for outcomes for women

The Changing Mindspace Of The Senior Executive

THE PEOPLE BUSINESS CHALLENGE



THE DECADE AHEAD

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<p>The Changing Mindspace Of The Senior Executive</p>	<p>The Executive Steward</p> <ul style="list-style-type: none"> Obsession with shareholder value > Serving all Stakeholders 'Cult' of the CEO > 'Cult' of the top team Generalists dominate > Experts dominate Dramatic remuneration increases > Managing substantial personal wealth 	

EXECUTIVE DEVELOPMENT NEEDS

