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Al Maktoum Global Initiatives

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SCHOOL OF GOVERNMENT



Open Source Leadership 2017

REPORT
OF THE
UNITED
ARAB
EMIRATES

iclif

The Iclif
Leadership and
Governance
Centre

DECEMBER 2017

MBRSG collaborated with its partner, The Iclif Leadership and Governance Centre in extending Iclif's Open Source global study to the territory of the U.A.E.

Our Partner's Profile

The Iclif Leadership & Governance Centre (Iclif) is an Asia-based international centre dedicated to executive education, research, coaching and consulting services in the areas of leadership development, organisational effectiveness and corporate governance. Iclif was established and funded by Bank Negara Malaysia (The Central Bank of Malaysia) in 2003 as an independent non-profit organisation with the aim of providing highly practical and relevant executive and organisational development globally across all industry and government sectors.

As the only organisation in the region that focuses on leadership and corporate governance together, Iclif delivers holistic and sustainable solutions to our clients.

What Iclif does:

- Help individuals in their effort to become more effective and authentic leaders
- Help leaders in designing their organisations and talent strategies to optimise efficiency and growth
- Help boards in strengthening governance effectiveness to drive long-term sustainability of their organisations

Iclif's scope of services include:

- Executive education for both leadership and governance
- Human Capital Consulting
- Custom-built curricula and solutions
- Research and Publications
- Summits and conferences
- Online diagnostic tools and technology enabled learning

Open Source Leadership

Reinventing Management When There's No More Business as Usual

Open Source Leadership

About the Book

From taxi rides, hotel stays, car driving, to communicating and paying, everything we knew as normal has changed beyond recognition. To lead effectively in today's brave new world, you have to question EVERYTHING.

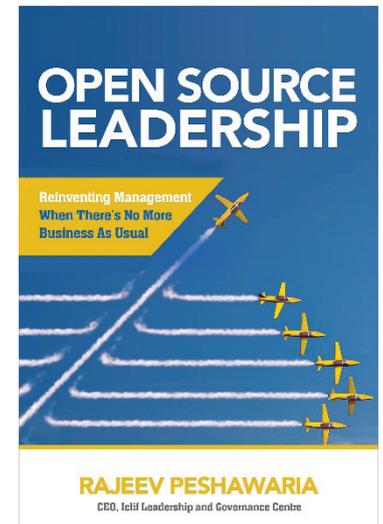
For the first time in human history, knowledge is free and almost every boundary to communication has been lifted. This open source world has permanently altered the business landscape. And you can count on the fact that the pace of change will only accelerate. Yet . . . companies still rely on management tools and practices that were, at best, mildly effective in their heyday.

In Open Source Leadership, Rajeev Peshawaria reveals the vision, insight, and practices he has used to help some of today's largest and most influential organizations meet the open source world head on. It all starts with asking the right questions:

- What's the most effective leadership style in a world of 24/7 connectivity?
- How has the very concept of leadership changed in the open source era?
- How do you inspire and reward performance in the "gig economy"?
- How do you measure engagement and effectively address the gaps?
- How can you lead innovation — quickly and continuously?

Peshawaria reveals the answers to these questions — and they will surprise you. Based on our groundbreaking research, we conclude that traditional industrial age thinking needs a massive upgrade to successfully navigating the brave new world of business. Open Source Leadership rewrites the rules of management, giving you a unique look at the most common misperceptions, illusions, and downright wrong information you've been getting about what works and what doesn't. It provides a new, counterintuitive model for seizing competitive edge in any industry.

Among other issues the book argues convincingly that "positive autocracy" must replace democratic leadership; talent and innovation are abundant not scarce; early identification of high-potentials is counter-productive; and setting employees free to do as little as they want will increase productivity.



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About Us

“The leaders of tomorrow are our focus and the foundation of the future. Our duty is to advance their skills and knowledge to continually enhance the quality of public administration.”

His Highness Sheikh Mohammed Bin Rashid Al Maktoum

Launched in 2005 under the patronage of His Highness Sheikh Mohammed Bin Rashid Al Maktoum, UAE Vice President, Prime Minister and Ruler of Dubai as the first research and teaching institution focusing on governance and public policy in the Arab world. The School aims to support good governance in the UAE and the Arab world, and build future leaders through an integrated system offering education and training programs, as well as research and studies.

The School’s operations are founded on global best practices developed in collaboration with the Kennedy School at Harvard University, and it is considered a unique model for academic institutions in that it focuses on the practical side of governance. The School also collaborates with several government and private institutions both regionally and internationally.

The overall design and implementation of training programs is built on the foundation of scientific thought and is inspired by the reality of Arab public administration and with a view to addressing the issues and helping future leaders meet the challenges facing public administration in various parts of the Arab world. The School also organizes international and regional conferences and specialized workshops, and holds forums to facilitate the exchange of ideas and knowledge between Arab region and the world.

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1. UAE findings
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3. Conclusions

INTRODUCTION

About the Study

Open Source Leadership is a global study undertaken by the Iclif Leadership and Governance Centre spanning 28 countries and it includes the responses of approximately 16,000 senior to mid-level executives. The study is designed to explore the form of leadership required to tackle the daunting challenges and exciting opportunities of the 21st century where everything is transparent and the workforce has more empowerment and freedom than ever before. It also explores the drivers of motivation for superior performance in the highly connected and fast-moving environment.

Through a structured questionnaire, this report highlights the survey results of the United Arab Emirates in comparison to the findings from the overall global results.

Iclif MBRSG Research Collaboration

A collaboration was undertaken by both institutes to extend Iclif's Open Source global study to the territory of the UAE.

The global survey questionnaire was designed and developed by Iclif. This questionnaire was deployed in English and Arabic by MBRSG to its UAE client database which consists of white collar executives from both the public and private sectors. The survey received close to 200 completes and its data was analysed by Iclif in a manner consistent with the global survey findings. The main mode of data collection was through an online survey.

This report examines the findings from the UAE in comparison to the overall global findings. The implications of the data are offered in the conclusion section of this report and will further be presented and discussed at a public forum organised and hosted by MBRSG in the UAE this year.

The global findings featured in this report are based on the book Open Source Leadership (McGraw-Hill, Oct 27, 2017) authored by Rajeev Peshawaria, CEO of the Iclif Leadership and Governance Centre.

Report Structure and Analysis

The survey report is presented in 2 sections.

Section A: Motivation for Superior Performance

The first section looks at Motivation for Superior Performance with findings and conclusions to the following core questions:

- Who does your primary motivation most depend upon to excel at work, self or boss?
- Are you more intrinsically motivated or extrinsically motivated?
- For those who depend primarily on 'self' and are 'intrinsically motivated', what are the sources of personal motivation?

This is followed by a conclusion which summarises the data gathered as well as its implications and considerations for MBRSG.

Section B: Leadership for Breakthrough Success

The second section looks at Leadership needed for Breakthrough Success with findings and conclusions around the following core questions:

- What do great leaders have in common?
- What do business leaders need in order to drive unprecedented success in today's fast paced environment?
- What is the level of agreement to the following statement: 'In order to drive unprecedented success for the organisation in today's fast paced environment, a significant amount of top-down leadership is required.'

This is followed by a conclusion that summarises the data gathered as well as its implications considerations for MBRSG.

Data Analysis and Sample Size

In order to maintain data integrity and total independence, the global data and UAE data was analysed by Kadence International, a full service global market research consultancy and SSI, a premier global provider of data solutions and technology for consumer and business-to-business survey research. Sample sizes for each country were chosen in accordance with generally accepted margin of error guidelines. Graphs and tables are used extensively in the report to illustrate the survey findings. Row and column percentages in tables may not add up to 100% due to rounding. The data and conclusions provided in this report are specific to the findings within the UAE and overall 28 country global results.

The global sample size consists of approximately 16,000 respondents from 28 countries including a sample from the UAE, of close to 200 respondents. Respondents profiled were senior and mid-level executives from the following 28 countries:

Italy, Portugal, Russia, France, UK, Spain, Sweden, Germany, Belgium, Netherlands, Denmark, Canada, USA, Mexico, Brazil, Argentina, South Africa, India, Vietnam, Indonesia, Thailand, Singapore, Malaysia, Japan, China, South Korea, Australia and the United Arab Emirates.

SECTION A:

MOTIVATION FOR SUPERIOR PERFORMANCE



THE FINDINGS

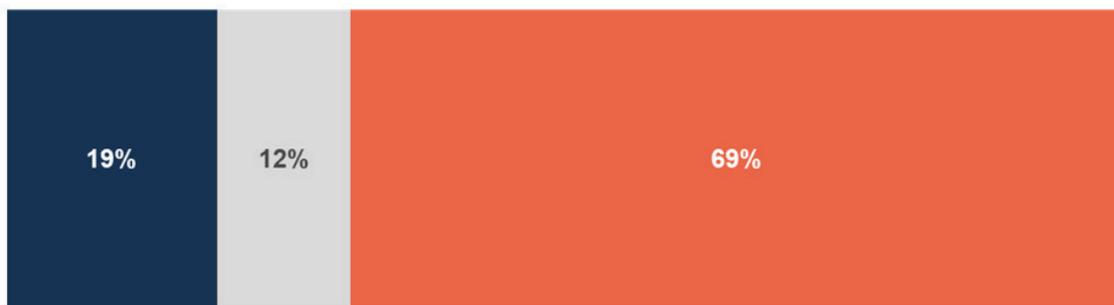
SECTION A: MOTIVATION FOR SUPERIOR PERFORMANCE

The intention of Question 1 in Section A was to identify whether between two variables, boss and self on whom employee motivation most depends upon. The responses are laid out below:

Q1. On whom does your primary motivation most depends upon to excel at work, self or boss?

UAE FINDINGS

Please indicate by way of percentage on whom your primary motivation to excel at work most depends on



- Depends on boss (who allocated >50%)
- Depends on both boss and self (who allocated 50% to both)
- Depends on self (who allocated >50%)

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In this question, respondents were given 100 points and asked to distribute them into three sources of on-the-job motivation: Boss, Self or Both. Among these, we assessed 'primary' sources based on respondents who allocated more than 50 points to a particular category.

Between immediate boss and self, about 7 in 10 UAE respondents i.e. 69% indicated they most depend on themselves for their primary motivation to excel at work.

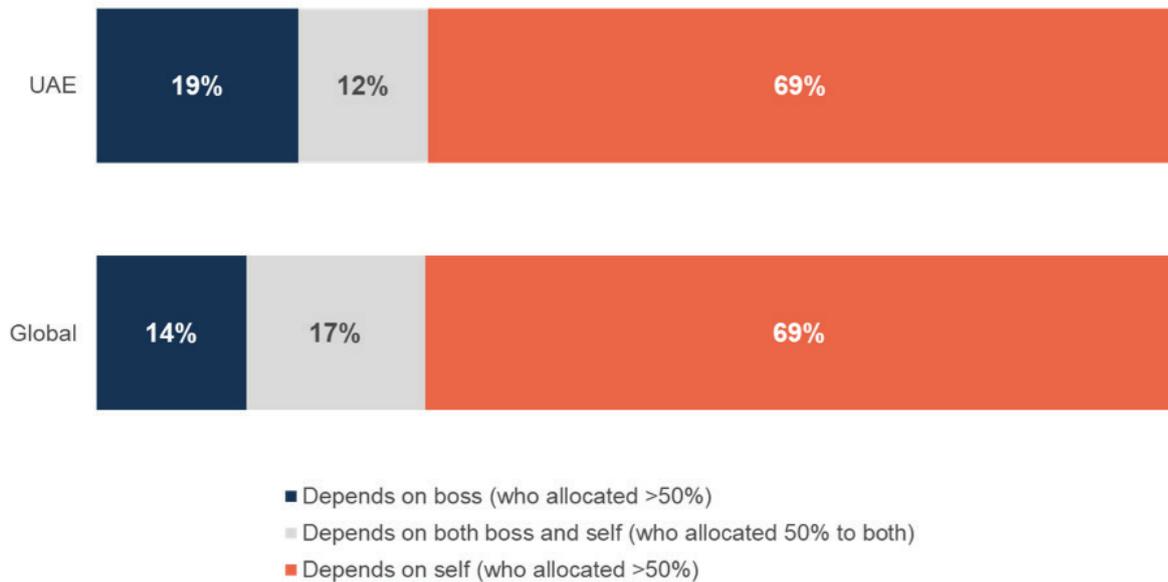
THE FINDINGS

SECTION A: MOTIVATION FOR SUPERIOR PERFORMANCE

Q1. On whom does your primary motivation most depend upon to excel at work, self or boss?

UAE FINDINGS VS GLOBAL FINDINGS

Please indicate by way of percentage on whom your primary motivation to excel at work most depends on



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Between UAE and global respondents, the same proportion said they tend to be self-motivated (69% each). A higher proportion of UAE respondents (19%) are more boss-motivated than global respondents (14%), while the opposite is true for both i.e. dependence on boss and self for primary motivation to excel at work (UAE respondents at 12% and global respondents at 17%).

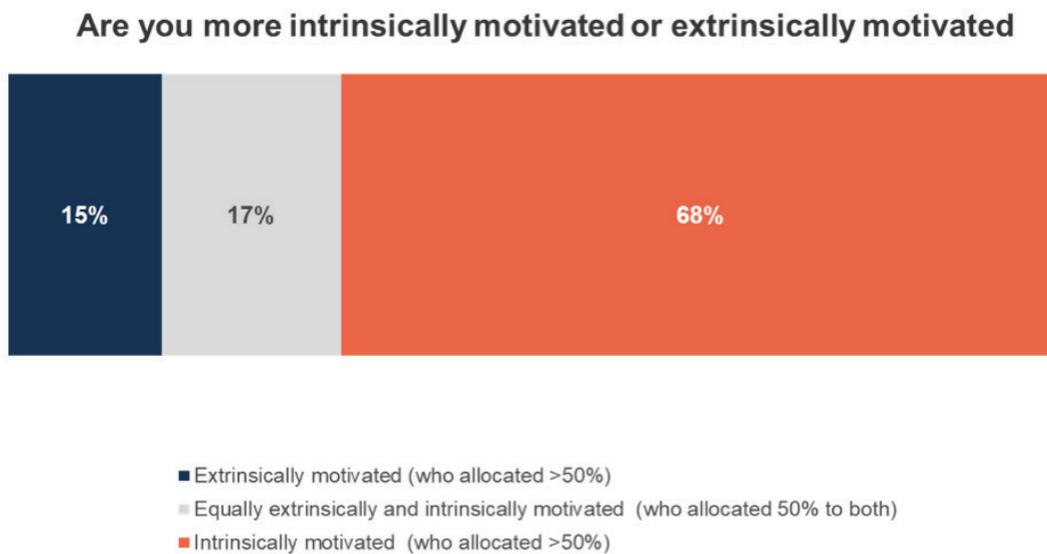
THE FINDINGS

SECTION A: MOTIVATION FOR SUPERIOR PERFORMANCE

The intention of Question 2 in Section A was to identify whether motivation was drawn from extrinsic sources e.g. money, performance bonuses, profit sharing, overtime pay, status in society, luxury houses and cars etc. OR from intrinsic sources e.g. sense of achievement, inner joy to succeed, pursuit of happiness, fulfilling a sense of purpose, living according to deeply held values etc. Questions were asked to both follower and leader categories with responses laid out below:

Q2. Are you more intrinsically motivated or extrinsically motivated?

UAE FINDINGS



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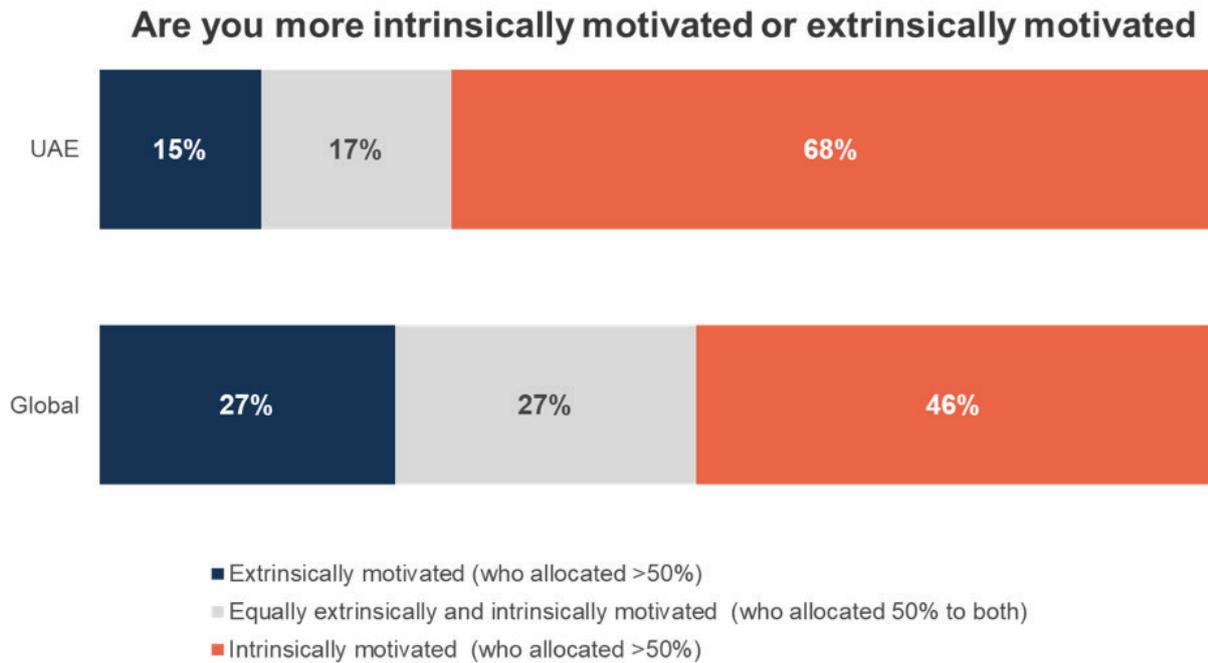
The proportion of UAE followers who claimed they are intrinsically motivated (68%) is more than the combined proportion of those who said they are extrinsically motivated (15%) or those who said equally extrinsically and intrinsically motivated (17%).

THE FINDINGS

SECTION A: MOTIVATION FOR SUPERIOR PERFORMANCE

Q2. Are you more intrinsically motivated or extrinsically motivated?

UAE FINDINGS VS GLOBAL FINDINGS



The proportion of UAE followers (68%) who tends to be more intrinsically motivated is larger than the proportion of global followers (46%) who share the same opinion.

THE FINDINGS

SECTION A: MOTIVATION FOR SUPERIOR PERFORMANCE

The intention of Question 2a around the sources of personal motivation was to establish the key factors that drive intrinsic or ‘self’ motivation. The question was only available to those who selected “self-motivation” and “intrinsic motivation” as their main drivers of motivation. The questions and responses are set out below:

Q2a. For those that indicate that they depend on ‘Self’ and are ‘Intrinsically motivated’, what are the sources of personal motivation?

UAE FINDINGS

**For respondents who indicate that they depend primarily on self and are intrinsically motivated
I am most motivated when.....
Factors ranked most important**



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Among UAE respondents who are self-motivated and depend largely on intrinsic sources to excel at work, the most commonly cited top-3 important reason cited is when they are working on something they are passionate about (48%). Other most commonly chosen important drivers are when they are regularly challenging themselves to raise the bar of their own performance (39%) and when their actions make a positive difference to others (34%).

THE FINDINGS

SECTION A: MOTIVATION FOR SUPERIOR PERFORMANCE

Q2a. For those that indicate that they depend on ‘Self’ and are ‘Intrinsically motivated’, what are the sources of personal motivation?

UAE FINDINGS VS GLOBAL FINDINGS

For respondents who indicate that they depend primarily on self and are intrinsically motivated
I am most motivated when..... Factors ranked most important

Overall: UAE vs Global



The most often-cited reason by UAE and global respondents for when they are most motivated is when they are working on something they are passionate about.

CONCLUSIONS FROM SECTION A

Section A: MOTIVATION FOR SUPERIOR PERFORMANCE

The first section looks at Motivation for Superior Performance. Key Questions with comparison in findings from both the UAE and global data include:

1. On whom does your primary motivation most depends upon to excel at work, self or boss?
2. Are you more intrinsically motivated or extrinsically motivated?
3. For those who depend primarily on 'self' and are 'intrinsically motivated', what are the drivers/ reasons for personal motivation?

Q1. On whom does your primary motivation most depends upon to excel at work, self or boss?

On this question, the UAE data indicates that their primary source of motivation for performance at the highest level comes from Self (69%). The overall global data also suggest that the vast majority of respondents are motivated by themselves rather than any one thing that a manager or immediate supervisor does or does not to.

Q2. Are you more intrinsically motivated or extrinsically motivated?

UAE respondents also claimed to be overall more intrinsically motivated. When allocating the 100 points given over these two categories, 68% of respondents allocated more than 50% of their points i.e. a majority of their points to intrinsically motivated. Whereas only 15% allocated more than 50% of their points to extrinsically motivated while 17% allocated to both categories.

Q2a. For those who depend primarily on 'self' and are 'intrinsically motivated', what are the sources of personal motivation?

In this question, we wanted to understand from those who had chosen 'self' and 'intrinsic' categories as their primary drivers for motivation, what exactly they needed in order to be highly motivated.

To no surprise, the opportunity to work on something that is aligned with their passion ends up on top. Regularly challenging themselves to raise the bar of their own performance and the opportunity to make a positive difference are also viewed as very important drivers.

It is widely known that when there is a strong match between the job at hand and passion from within, people naturally have more energy, work much harder, get more creative and search more diligently for solutions when difficult problems arise while inspiring others who work alongside them. Each of these elements help increase the chances of success both on a personal and organisational level.

CONCLUSIONS FROM SECTION 1 continued

Why the findings matter?

A motivated employee is very likely to go beyond minimum work expectations, deliver high-quality work, and seek out new challenges. Motivation is a quality that energizes and guides behaviour, hence it is important to understand and harness the different sources of motivation in order to retain and engage talent, particularly in today's networked and fast paced era.

What does the data imply?

Contrary to popular belief and well-known research which tend to suggest that employee engagement is always about the 'boss' and 'extrinsic' in nature, respondents from the UAE and the global study indicate an opposing view.

For managers, the implications are obvious.

Firstly, they must recognise that each person is motivated by different considerations. The primary job of managers should therefore be to find out what these drivers of motivation are and align and assign work accordingly. To achieve a 100% engagement, extrinsic factors (e.g. money, performance bonuses, profit sharing, overtime pay, fame, status in society, promotion, luxury cars and other material rewards) are important but not enough to engage someone fully.

Essentially, the new role of managers in today's economy changes from being 'motivators of people' to 'motivation aligners'. They need to uncover what exactly motivates their people and align it to the work at hand within the context of the organisation's overall vision, mission and strategy. Failure to do so could lead to a drop-in employee emotional engagement and sub-optimal overall performance.

Considerations:

1. How can the organisation better understand both the intrinsic and extrinsic factors that motivate their employees in order to achieve 100% engagement?
2. What steps can the organisation undertake in order to uncover the more 'elusive' nature of intrinsic motivation and align it to the work at hand?
3. How can the organisation align employees' intrinsic and extrinsic motivation with the organisational vision, mission and values?
4. How can organisation's better assist its employees in discovering the passion inside them in order to help them recognise their leadership responsibility in becoming the very best they can be?

SECTION B:
LEADERSHIP FOR
BREAKTHROUGH SUCCESS



THE FINDINGS

Section B: Leadership for Breakthrough Success

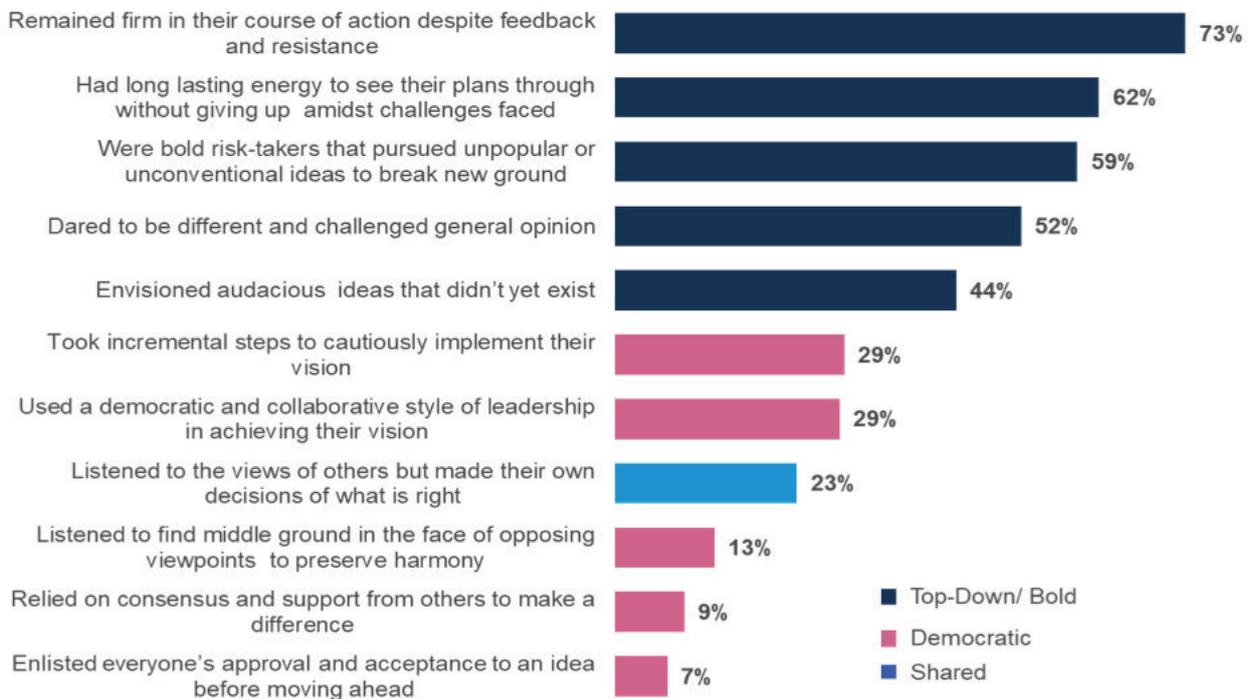
The intention of the questions in Section B is to test that contrary to popular notions, a top-down autocratic style of leadership might be more suited in current times to enable business leaders to achieve breakthrough success or unprecedented success for their organisations in today’s fast paced environment. Top-down leadership is defined as ‘Having a vision and driving it through despite stiff resistance’.

Q3. What do greater leaders have in common?

In Q3 , respondents were provided a list of well-known leaders, from which they were asked to identify what they had in common. Respondents were required to choose the top three commonalities from a list of eleven behaviour statements. Five of the eleven leadership behaviours were democratic and all inclusive, five were top-down and autocratic and one was a mix of both as the colours in the graphic below depicts. These were hidden categories not shown to respondents and the statements were randomised.

UAE: OVERALL FINDINGS

Nelson Mandela, Steve Jobs, Mahatma Gandhi, Jack Ma, Abraham Lincoln, Howard Shultz, Aung San Suu Kyi and Soichiro Honda. In your opinion, what do these people have in common? % top 3 statements



Overall UAE respondents widely felt that the well-known leaders listed in the above question have the most important common traits of remaining firm in their course of action despite feedback and resistance (73%), had long lasting energy to see their plans through without giving up amidst challenges faced (62%), were bold risk-takers that pursued unpopular or unconventional ideas to break new ground (59%), dared to be different and challenged general opinion (52%), and envisioned audacious ideas that didn’t yet exist (44%). UAE respondents commonly selected top-down and autocratic behaviour statements as traits that they felt well-known leaders most possessed.

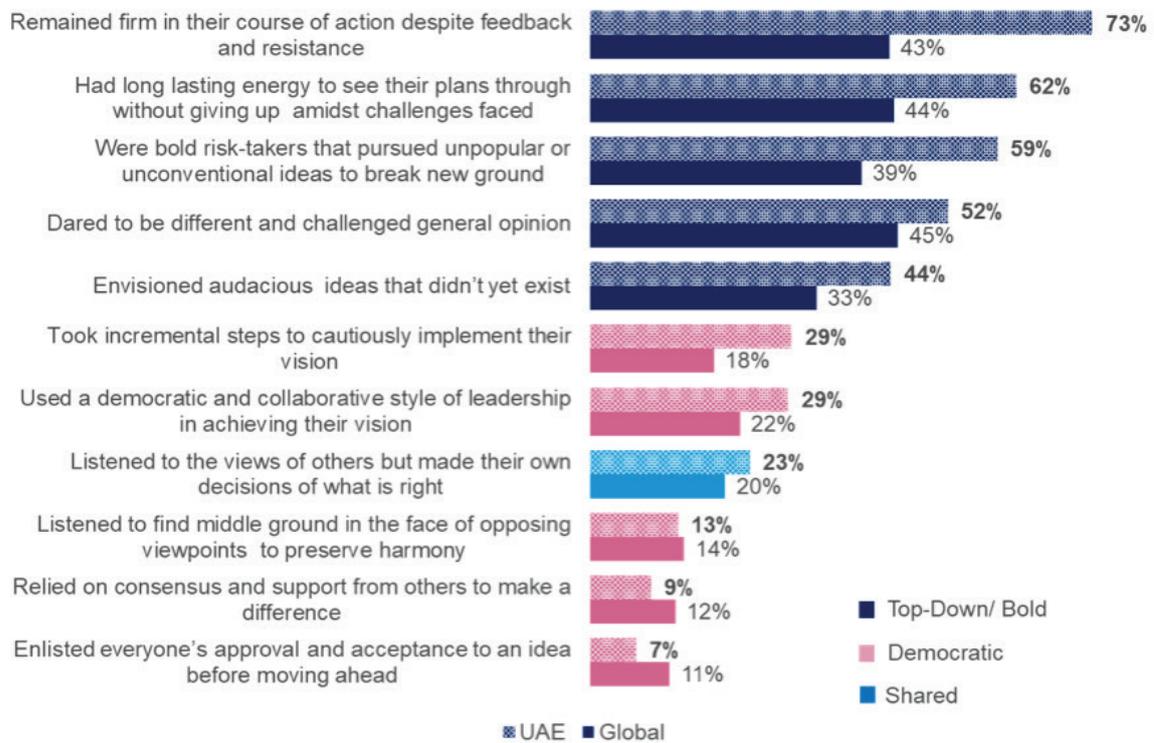
THE FINDINGS

Section B: Leadership for Breakthrough Success

Q3. What do greater leaders have in common?

UAE FINDINGS VS GLOBAL FINDINGS

Nelson Mandela, Steve Jobs, Mahatma Gandhi, Jack Ma, Abraham Lincoln, Howard Shultz, Aung San Suu Kyi and Soichiro Honda. In your opinion, what do these people have in common? % top 3 statements



In this question, both UAE and global respondents emphasised top-down and autocratic behaviour statements than democratic and all-inclusive attributes as the most common traits of well-known leaders.

WHAT WE FOUND

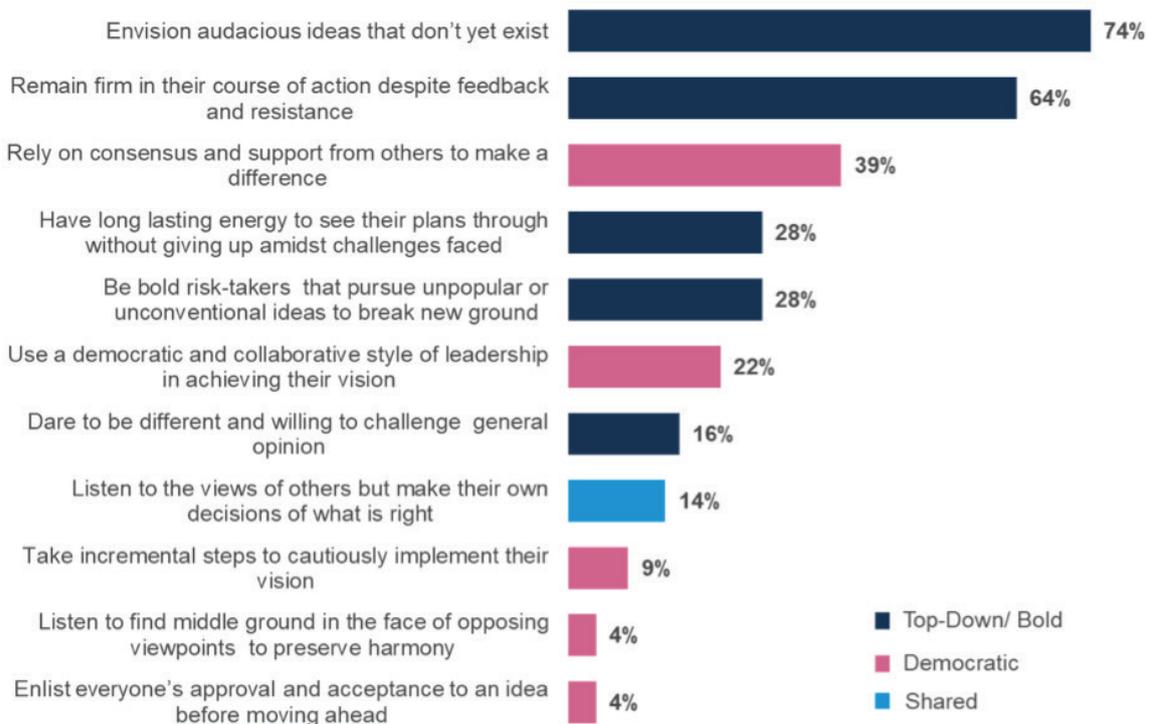
Section B: Leadership for Breakthrough Success

Q4. What do business leaders most need in order to drive unprecedented success in today’s fast paced environment?

Next, we asked the same question this time in reference to today’s business leaders. As with the previous question, the same list of 11 behaviours in this question were categorised into top-down autocratic statements and democratic and all-inclusive statements as well as one being a mix of both i.e. shared as the colours in the graphic below depicts. These were again hidden categories that were randomised when shown to respondents where they rank ordered the top 3 most important leadership behaviours.

UAE: OVERALL FINDINGS

In order to drive unprecedented success in today’s fast paced environment, business leaders most need to... % top 3 statements



Among the top most important factors business leaders need to have in today’s fast environment for unprecedented success, about three-quarters of UAE respondents (74%) chose envisioning audacious ideas that don’t yet exist, 64% selected remaining firm in their course of action despite feedback and resistance, while 39% said relying on consensus and support from others to make a difference followed by having long lasting energy to see their plans through without giving amidst challenges faced and being bold risk takers that pursue unpopular or unconventional ideas to break new ground, 28% respectively. While one democratic statement showed up higher as compared to other countries, 4 out of the 5 most selected behaviours were from the top-down autocratic category.

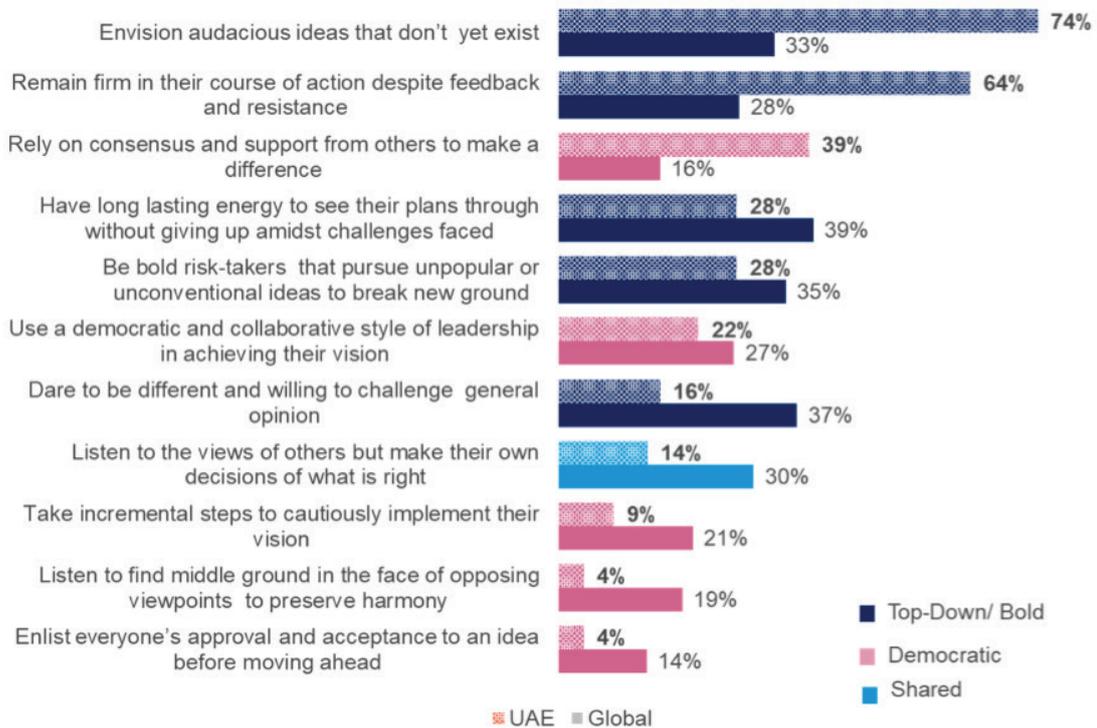
WHAT WE FOUND

Section B: Leadership for Breakthrough Success

Q4. What do business leaders most need in order to drive unprecedented success in today's fast paced environment?

UAE FINDINGS VS GLOBAL FINDINGS

In order to drive unprecedented success in today's fast paced environment, business leaders most need to... % top 3 statements



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UAE and global respondents differ in their choices of top 3 ranked most important factors business leaders need to have.

The 3 most common attributes chosen by UAE respondents were envisioning audacious ideas that don't yet exist (74%), remaining firm in their course of action despite feedback and resistance (64%) and relying on consensus and support from others to make a difference (39%) - two top-down autocratic related statements and one democratic-all-inclusive statement in the top 3 mix.

On the other hand, global respondents most commonly selected having long lasting energy to see their plans through without giving up amidst challenges faced (39%), daring to be different and willing to challenge general opinion (37%), and being bold risk-takers that pursue unpopular or unconventional ideas to break new grounds (35%) - all of which are top-down related statements.

THE FINDINGS

Section B: Leadership for Breakthrough Success

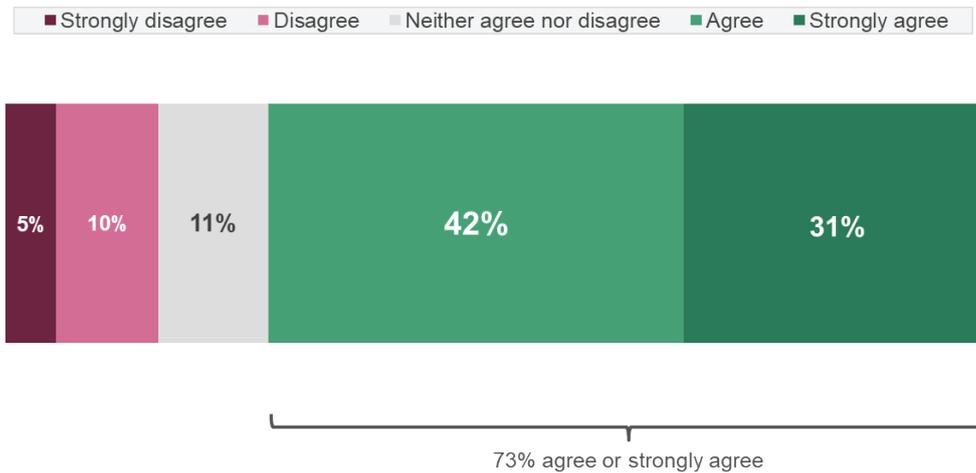
Q5. In order to drive unprecedented success for the organisation in today’s fast paced environment, a significant amount of top-down leadership is required? To what extent do you agree with this statement?

Note:

Top-down leadership is defined as ‘Having a vision and driving it through despite stiff resistance’

UAE: OVERALL FINDINGS

In order to drive unprecedented success for the organization in today’s fast paced environment, a significant amount of top down leadership is required. To what extent do you agree with this statement?



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Finally, we asked an agree/disagree question. We asked respondents to indicate their level of agreement with the statement; In order to drive breakthrough success in today’s breakneck speed economy, a significant amount of top-down leadership is required.

Almost three-quarters of UAE respondents (73%) are in agreement that a significant amount of top-down leadership is required in order to drive unprecedented success for the organisation in today’s fast paced environment.

THE FINDINGS

Section B: Leadership for Breakthrough Success

Q5. In order to drive unprecedented success for the organisation in today’s fast paced environment, a significant amount of top-down leadership is required? To what extent do you agree with this statement.

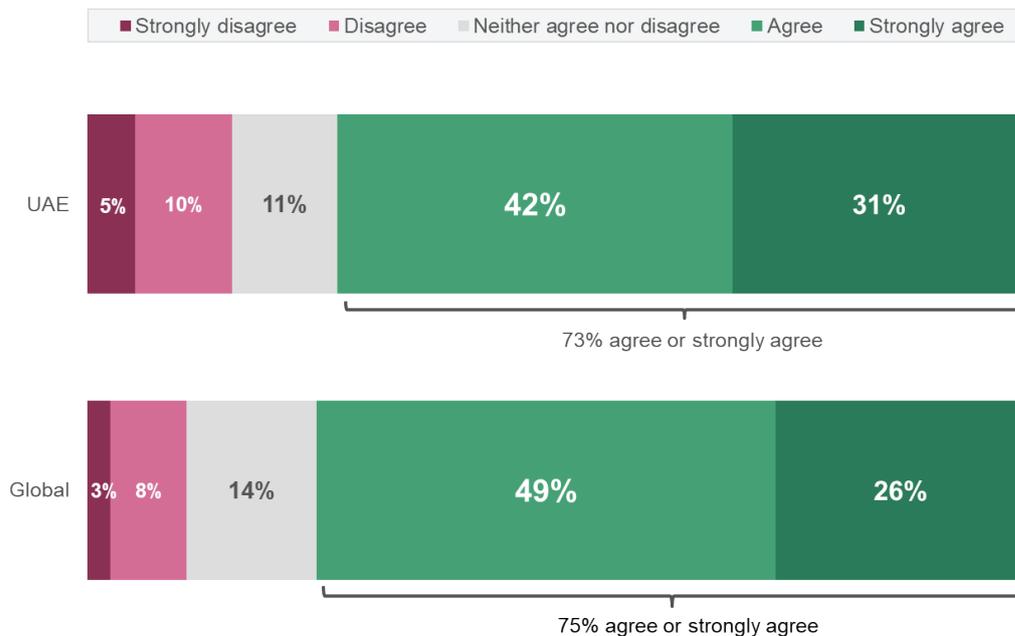
Note:

Top-down leadership is defined as ‘Having a vision and driving it through despite stiff resistance’

UAE FINDINGS VS GLOBAL FINDINGS

In order to drive unprecedented success for the organization in today’s fast paced environment, a significant amount of top down leadership is required. To what extent do you agree with this statement?

Overall - UAE vs Global



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The 73% of UAE respondents who agree or strongly agree that a significant amount of top-down leadership is required in order to drive unprecedented success for the organisation, is similar to the 75% of global respondents with the same opinion.

CONCLUSIONS FROM SECTION B

Section B: Leadership for Breakthrough Success

The second section looks at Leadership for Breakthrough Success. Key Questions with comparison in findings from both the UAE and global data include:

Q3. What do great leaders have in common?

Q4. What do business leaders most need in order to drive unprecedented success in today's fast paced environment?

Q5. In order to drive unprecedented success for the organisation in today's fast paced environment, a significant amount of top-down leadership is required?

To what extent do you agree with this statement.

In Questions 3 & 4 stated above, respondents answered each question based on a list of 11 leadership behaviour statements. Five of the eleven leadership behaviours were democratic and all inclusive, five were top-down and autocratic and one was a mix of both. These were hidden categories and the statements were randomised when shown to respondents.

Overall in Q3, UAE respondents commonly selected top-down / autocratic attributes as the most common traits that they felt well-known leaders possessed. High percentages were predisposed towards statements such as remained firm in their course of action despite feedback and resistance, had long lasting energy to see their plans through without giving up amidst challenges faced, were bold risk-takers that pursued unpopular or unconventional ideas to break new ground, dared to be different and challenged general opinion, and envisioned audacious ideas that didn't yet exist.

In the subsequent question, Q4 on what business leaders require in driving unprecedented success, the highest two factors selected as most important are top-down related statements namely; envisioning audacious ideas that don't yet exist, and remaining firm in their course of action despite feedback and resistance. In this question however, respondents were marginally divided in their view selecting one democratic behaviour statement i.e. Rely on consensus and support from others to make a difference among the top-down autocratic most selected factors.

CONCLUSIONS FROM SECTION 2 continued

Q5. When it comes to achieving breakthrough success for the organisation, a significant amount of top-down leadership is required?

In Q5, UAE respondents are in agreement that a significant amount of top-down leadership is required when it comes to achieving breakthrough success for the organisation, with almost three-quarters of respondents (73%) selecting agree and strongly agree. Top-down leadership is defined as 'Having a vision and driving it through despite stiff resistance'.

It is evident that overall, UAE respondents gravitate toward a top-down autocratic leadership preference in today's business context. In the overall global study, while Iclif had a hunch that respondents would lean towards this style of leadership, it was surprising to learn the clear one-sided nature across all 28 countries.

The 21st century Leadership Dilemma

It is the age of 24/7 connectivity. Knowledge is free and abundant, ordinary people are more empowered than ever before. Everything is fully transparent, leaders are completely bare and exposed. Welcome the 'open source' 21st century!

In today's fast-moving world where speed is pivotal, what style of leadership is best for creating breakthrough results?

While current trends and training place a heavy emphasis on a more collaborative and democratic approach, the global Open Source Leadership survey featuring views of close to 16,000 respondents from 28 countries including the UAE, a contrarian view is presented. The findings infer that a democratic leadership alone is inadequate in bringing about breakthrough unprecedented results while a significant amount of top-down leadership is required to drive success in the networked age.

While the data suggest that top-down bold leadership may be the need for the hour, acknowledging the data could cause more problem than it solves. Does this mean that business leaders should become dictators and autocrats? In today's day and age when ordinary people are so empowered and bosses completely exposed, is it even possible to lead with an autocratic, top-down style? Welcome to the 21st century leadership dilemma.

Lee Kuan Yew, Nelson Mandela and Mahatma Gandhi practiced a form of autocratic leadership that was net positive. Leaders must be prepared to push their vision through despite opposition and the lack of consensus to build better futures for their people. Conflict, disagreement and persistent resistance are inevitable consequences in the pursuit of bold and audacious ideas that break new ground.

In the open source era, leaders can apply autocratic leadership by practicing the following five keys of positive autocracy:

1. Earn the right to be autocratic – by consistently living the right values and pursuing the right purpose
2. Be autocratic about values and purpose while remaining humble and respectful with
4. People
3. Provide 'freedom within a framework'
4. Listen, learn, and reflect continuously
5. Forgive more often

Those who are unwilling to step-up and challenge general opinion, as well as those who are unable to remain firm in their course of action, will need to re-examine their purpose and leadership responsibilities in creating a better future.

Considerations:

- How do organisations assist or coach leaders in finding the right balance between adopting a top-down versus a democratic approach?
- Does the current culture in organisations hinder or compromise the implementation of bold and audacious ideas in order to achieve consensus?
- How often are bold or unconventional ideas thrown out or ignored at management or department discussions across the bank? How often are bold ideas given up on prematurely due to resistance from peers and subordinates?
- Are leaders within the organisation weakening their stand on matters of strategic impact in order to preserve harmony or appease stakeholders for the sake of popularity or gaining acceptance?
- What do leaders need to do in order to make their leadership more effective?
- How can leaders practice all or some of the five keys to positive autocracy?

In summary, whether we like it or not, the open source era is upon us. The 21st century is very different from the 20th, and only those that can change their own thinking, and the working culture of their organisations, will survive and thrive. Being a lone voice is hard, but sinking our heads into the sand and doing nothing about the changing world around us is not an option either. A detailed description of our analysis and insights from the global study are discussed in Chapters 2 and 4 of the Open Source Leadership (McGraw-Hill, Oct 27, 2017) authored by Rajeev Peshawaria, CEO of the Iclif Leadership and Governance Centre.



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