What is the book about?

Leadership 2030 uncovers six global megatrends that are transforming business organizations and their markets, cultures, systems, and processes.

The book combines unique research, in-depth analysis and topical case studies to provide compelling evidence of the power of each megatrend. It explores the implications of the megatrends for organizations and their leaders, and sets out the skills, capabilities, and attitudes that business leaders will need in the future.

Leadership 2030 aims to help corporate organizations to prepare for the seismic changes on the horizon, and to equip their leaders to cope with the overwhelming complexity they will face as a consequence.

What are megatrends?

Megatrends are long-term processes of transformation on a global scale, characterized by broad scope and dramatic impact. They can be observed over decades, and be projected with a high degree of probability at least 15 years into the future.

Megatrends affect all regions and stakeholders, including governments, businesses and individuals. They hold the potential to fundamentally transform economies, societies, and policies.

Why did Hay Group research the megatrends?

We live in changing times. Societies, markets, and business environments the world over are undergoing a fundamental evolution on many levels. Yet it is difficult to truly grasp such deep-seated change on such a global level. Exactly what is changing? How and why? What will the future look like as a result?

In order to identify how organizations and leaders must operate in a transformed landscape, we first needed to understand in detail the megatrends that are bringing about change.

How was the megatrend research conducted?

To identify and understand the megatrends, Hay Group carried out a groundbreaking research program based on foresight analysis.

Foresight analysis is cross-disciplinary, scientific research, focused primarily on social science. Working with Z_Punkt, the European leader in this field, Hay Group initially identified around 20 megatrends, subsequently narrowing this down to six that are creating – and will continue to create – the greatest shifts in the business environment.

The authors studied these six megatrends individually and in combination. They canvassed hundreds of business leaders and academics about them, and analyzed Hay Group data on views of thousands of employees around the world about their organizations’ leadership practices.

This provided a detailed understanding of the causes and consequences of each megatrend on three important levels: the business environment, organizations, and leaders and their teams. Based on this understanding, the authors were able to draw conclusions about what leaders need to do to succeed in a world shaped by the megatrends.
What are the megatrends business leaders and organizations need to understand to prepare for the future?

The six megatrends are:

1. **Globalization 2.0**: Economic power shifts from West to East and a new global middle class emerges, fragmenting markets and intensifying competition.

2. **Environmental crisis**: Sustainability becomes business-critical. Firms will need to overhaul their operating models as environmental concerns move from CSR to the bottom line.

3. **Individualism and value pluralism**: Freedom of choice erodes customer and employee loyalty and transforms workplace motivation.

4. **Digitization**: Work and the workplace go remote, and the boundaries blur between private and working life, as more people around the world embrace digital technology and live their lives online.

5. **Demographic change**: Aging populations reshape the workforce and intensify the war for talent as skill shortages emerge and grow.

6. **Technological convergence**: A powerful tech shift is just around the corner, and set to transform many aspects of our lives, from medicine and nutrition to energy and production.

Each megatrend will create tough challenges and enormous complexity for organizations and leaders. *Leadership 2030* is the first book to analyze all six of these developments, examine how they interact, and explore their specific implications for business organizations and leaders.

Using real-life examples – from global brands like McDonald’s and Nokia, to emerging companies such as Filipino fast-food chain Jollibee – the book provides invaluable advice on adjusting to a world shaped by the megatrends.

You can read more about the megatrends at: [www.haygroup.com/leadership2030](http://www.haygroup.com/leadership2030)

What are the implications for organizations of the six megatrends in combination?

Of course, the megatrends do not develop in isolation. They evolve in parallel, each one reinforcing the others, greatly intensifying the difficulties for business leaders.

Combined, the megatrends will result in a series of reinforcers (consequences driven and strengthened by several megatrends at once) and dilemmas for organizations to come to terms with.

**Reinforcers**

1. **Stakeholder proliferation**: Leaders must be sensitive to the expectations of a rapidly expanding network of stakeholders.

2. **Power shift**: Leaders’ power will shift to their various stakeholders, reducing their authority to lead organizations through the challenges at hand.

3. **New working practice**: A new ‘social practice’ of work will emerge as work and the workplace go mobile; the boundaries between personal and professional life break down; and a resistance to formal authority takes hold.

4. **Cost explosion**: Businesses’ costs will mushroom, due to a scarcity of talent and natural resources; the need to research, develop and deploy highly advanced technology; and the demands of globalization.

5. **Ethicization of business**: Societal concerns over the environment and new technologies, combined with the transparency of the digital era, will demand the highest ethical standards of organizations and their leaders.

**Dilemmas**

1. **Mobility**: While globalization drives a greater need and desire to travel, environmental concerns will demand that travel is drastically reduced.

2. **Resources**: Scarcity of natural resources will coincide with spiraling demand for them.

3. **Hierarchies**: Complexity generates more intricate structures, yet growing individualism will call for flatter organizations.

4. **Horizons**: The immediacy of the digital era is at odds with the need for long-term solutions to climate change.
You can read more about the reinforcers and dilemmas at www.haygroup.com/leadership2030

**How will the megatrends impact business leaders?**

The demands on the business leaders of the future will be onerous. Leaders will need to be adept conceptual and strategic thinkers, possess integrity and intellectual openness, and be able to find new ways of generating loyalty. They will be tasked with leading increasingly diverse, independent and remote teams, over which they may lack direct authority. And they must be ready to relinquish personal power in favor of collaborative approaches – not just within their organizations, but with external partners and even competitors.

This ‘post-heroic’ leadership style, and the combination of skills and qualities it demands, will require leaders to abandon much of the thinking and behavior that may have propelled them to the top of their organizations in the first place. Failure to adapt may mean losing the race for innovation, the war for talent and the competition for new markets.

**What will characterize successful leaders in the future?**

To lead their organizations to success in the face of the megatrends, the leaders of the future will need to be ‘altrocentric’.

Altrocentric is the opposite of egocentric (ego meaning self in Latin, alter meaning the other). The defining attribute of altrocentric leaders is a focus on and concern for others rather than themselves.

This does not mean that altrocentric leaders have no ego. On the contrary, they are confident individuals with strong personalities. But they know how to take their ego out of the picture. They see themselves as just one integral part of a greater whole.

**How do altrocentric leaders differ from those of the past?**

Leadership has been traditionally defined in a one-dimensional way: leaders lead, and followers follow. Individuals either possess leadership qualities, or they don’t. In this context, a command-and-control, do-as-I-say, ‘alpha-male’ style of leadership has become dominant, and been accepted as the norm. But this will prove ineffective in an environment transformed by the megatrends.

By contrast, altrocentric leaders have a more intuitive understanding of leadership, one which is better suited to the complexities of the megatrends. They display high degrees of empathy, maturity, integrity, openness and self-awareness. They strive for the highest ethical standards. They are skilled strategic thinkers that know how to creating meaning for their teams and their workforces.

You can read more about altrocentric leadership at: www.haygroup.com/leadership2030

**Who are the authors?**

Georg Vielmetter heads Hay Group’s European leadership and talent practice, and is regional director for the consulting practices across Europe. He has a master’s degree in sociology, economics, and psychology, and a Ph.D. in philosophy and social theory. He has published works on leadership, culture, and philosophy, and is a regular keynote speaker at management conferences in Europe.

Yvonne Sell is head of Hay Group’s UK & Ireland leadership and talent practice, and a member of the core European leadership and talent team. She has a Ph.D. in industrial and organizational psychology, retains a keen interest in practical leadership research, and has published numerous articles on leadership. She is a regular speaker at conferences in the UK and Europe.