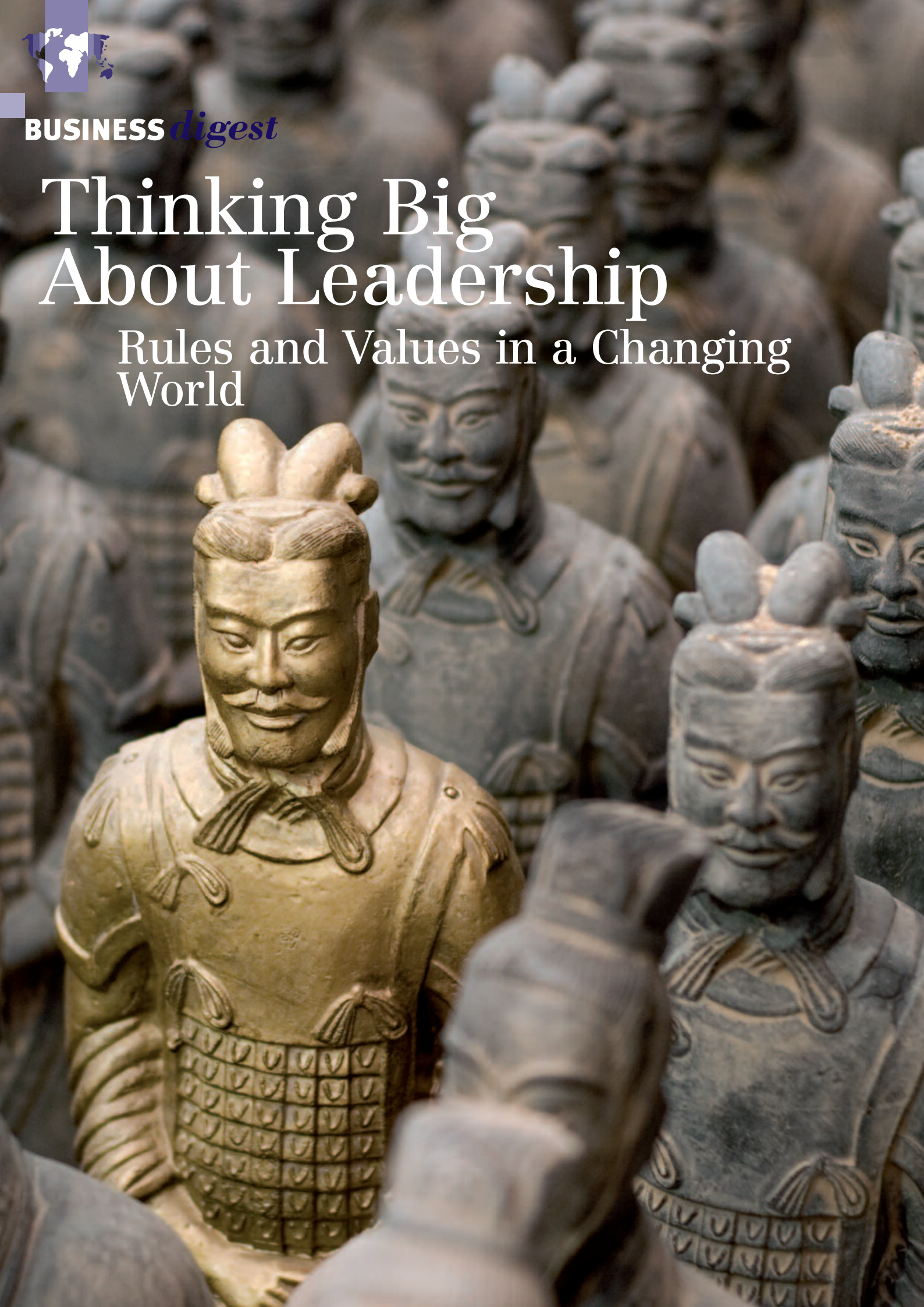




**BUSINESS** *digest*

# Thinking Big About Leadership

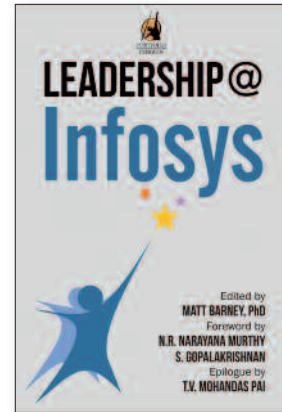
Rules and Values in a Changing  
World



# 3

## POINT OF VIEW: *Leadership@Infosys*

Based on *Leadership@Infosys* by **Matthew BARNEY**, Portfolio Penguin, December 2010



# 6

## INTERVIEW: Creative Leadership: Turning Complexity into Opportunity

Based on “Capitalizing on Complexity”, IBM Global CEO Study, May 2010 and an interview with **Ted HOFF**, vice president in charge of the IBM Center for Learning and Development, March 2011.



# 8

## INTERVIEW: Leadership 2.0: Influence Trumps Omnipotence

Interview with **Benedikt BENENATI**, director of internal communications, Kingfisher, March 2010.



### In brief

#### Haphazard leadership was not behind the rapid development of Infosys.

With the motto of “leaders transform the current reality into future reality,” nothing is left up to chance. Leadership at Infosys is broken down, mapped, planned, mentored, and above all shared through a seven-dimensional model.

#### The same goes for IBM, which celebrated its centenary in June 2011.

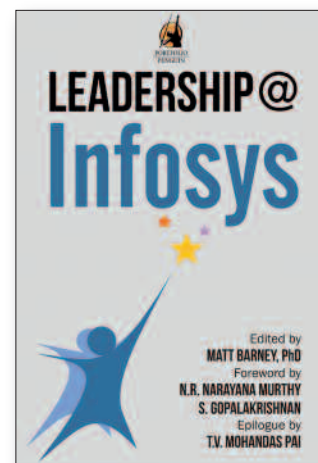
This anniversary was notably marked by their position as the world leader for quality leadership. Here again, there's no miracle. Leadership at IBM is grown, shared, and evaluated to give leaders the best chance to perform in a global and complex world.

#### The challenge for the years to come is achieving leadership 2.0.

Benedikt Benenati of Kingfisher has a strong position: leadership must evolve from a position of power, now unsuited to the complexity and volatility of the world, towards a position of influence where the key words are collaboration, transversal, and sharing, with performance as a common thread.

# Leadership@ Infosys

Based on *Leadership@Infosys* by **Matthew BARNEY**, Portfolio Penguin, December 2010.



**Can 750 managers change the destiny of a 122,000-person organization? At Infosys, India's second largest IT services company, the answer to this question is "yes". In the past ten years, the company has devoted considerable energy to building a strong, stable, and continuously monitored leadership development system.**

The Infosys adventure began in 1981, with seven inexperienced co-founders, 1000 rupees' capital (about \$200), and one customer. Now, thirty years later, the IT services corporation ranks 2nd behind market leader Tata Consulting, is listed on the Nasdaq 100, reports \$4.8 billion in annual revenue, and employs 122,000 people in 50 countries. How did the company get to this point? Infosys has revised its business several times (from software to hardware, then content, and now global IT services) and survived several major crises (i.e., the burst of the Internet bubble, loss of major customers). It has also achieved extraordinary growth and quadrupled revenue in the past seven years. At the root of this Indian story of rags to riches lies a visionary approach to leadership. According to N.R. Narayana Murthy, president of the Infosys board of directors, company leaders "transform reality from what it is to what they want it to be" and "raise the aspirations of followers. It is about making people believe in themselves; it is about making them confident; and it is about making people achieve miracles. Leadership is

about dreaming the impossible and helping followers achieve it." Make no mistake—Murthy's words are anything but lofty notions. At Infosys, dreams are firmly grounded in reality. Leadership is scientifically analyzed, mapped out, and planned according to a seven-pillar model.

## FROM VISION TO ACTION

"Vision without action is never more than a dream. Action without vision is a nightmare..." This Japanese proverb effectively summarizes the Infosys perspective, where strategy, operational excellence, and change support constitute the core of its leadership model.

### ■ Pillar 1: Strategic Leadership

This refers to people's ability to commit to the long term and to keeping the company ahead of the competition over time. This does not imply coming up with an extraordinary idea but rather being able and willing to devote attention and resources (human, material, and technical) to competitively significant areas. Strategic decisions have to be translated into operational terms (quality, costs, quantity, delivery times, etc.), and you have to keep an eye out for potential risk, like customer or supplier dependency. Considering business

## MEMO

### Infosys leadership principles

- 1 Vision and action.** Leaders simultaneously design strategy, ensure operational excellence, and drive change.
- 2 Expertise and innovation.** Leaders constantly strive to create something new, taking an inspirational and entrepreneurial approach to leadership.
- 3 A talent pipeline.** The leadership pipeline is formal system for fostering and managing talent, developing networks, and breaking through organizational silos.

issues from the angle of risk sometimes means sacrificing immediate benefits in view of long term sustainability.

### ■ Pillar 2: Operational Leadership

“As far as we are concerned, operational excellence is a matter of integrity,” says Barney. “We must respect the commitments we have made to our stakeholders.” At Infosys, operational leadership has been largely codified. Management has a solid body of leadership processes at their disposal, including common procedures for operations and support teams, strategic assessment of measurable performance indicators, enterprise-wide IT architecture, and quality management models (Brite, Six Sigma, Balanced Scorecard, ISOP, Pride, etc.).

### ■ Pillar 3: Change Leadership

Change management has become a critical challenge for all of today’s businesses. But change is an extremely rocky road, and over half of change strategies fail. To load the dice in their managers’ favor, Infosys has developed a three part change management process. 1) Rapid decision-making and creation of a sense of urgency; 2) Involvement of a specially formed team of “natural” leaders who are recognized experts in their fields; 3) Anticipation of resistance to change countered by collective goal definition.

## The Importance of Mentoring in Leadership Development

Infosys leadership development strategy focuses on a core group of approximately 750 people separated into three “tiers”.

- The first tier includes 50 managers of transversal support units and main business units.
- The second tier includes 180 senior managers with an average of 15 years’ experience.
- The third tier includes 550 high potentials expected to become the leaders of the future.

This pyramidal structure provides a framework for a vast mentoring program where each member of a tier is personally involved with several people in the lower tier, without any hierarchical slant. People in the top tier are mentored by members of the board of directors, who are themselves mentored by N.R. Narayana Murthy, whose titles include “Mentor in Chief”. The choice of mentoring rather than tutoring reveals an important aspect of the Infosys mindset. While tutors focus on transmitting operational skills, mentors get more deeply involved with their mentorees and draw on their own experience to teach them new behavior.

## The Author

Matt BARNEY is vice president of the Infosys Leadership Institute, which selects, develops, and assesses the company’s top 750 managers. Before joining Infosys, Barney held similar positions in global corporations including Merck, Motorola, AT&T, and Lucent. His book is based on interviews with senior Infosys managers chosen for their embodiment of specific aspects of Infosys leadership. Barney holds degrees in organizational psychology from the University of Wisconsin at Madison and the University of Oklahoma at Tulsa.



## Recommendations

- Be confident about your ideas before trying to convince others to go along.
- Cut strategic decisions into “operational slices” associated with measurable indicators.
- Get people involved by presenting the expected benefits of a strategy for the company, business units, and individuals.
- Give teams responsibility and the means to assess their performance, and delegate operational decisions.
- Recognize accomplishments, highlighting goal achievement and praising top performers (approximately 5% of team members).

## FROM EXPERTISE TO INNOVATION

Anyone can have a brilliant idea, but few people actually have the expertise needed to promote it, integrate it into organizational strategy, and deal with associated market demands. At Infosys, leadership is largely responsible for identifying and leveraging the people that can, in fact, do it all.

### ■ Pillar 4: Thought Leadership

The concept of “inspired” and “enlightened” leadership emerged in the 1990 and refers to being able to revive old processes by integrating new ideas and showing them to be suitable and desirable for the organization. Thought leaders innovate from within their core field. They regularly veer off the beaten path and are first and foremost recognized among their peers as genuine experts. They thus act as a liaison between old and new. ...

...

### ■ Pillar 5: Entrepreneurial Leadership

What role do entrepreneurial leaders play? “They guide the company toward new business models, product offers, and value proposals, and they also lead through periods of fear or doubt.” In contrast to “thought leaders”, entrepreneurial leaders do not focus on leveraging their specific expertise but rather on acting as an incubator for new ideas likely to enable the firm to expand business or optimize market strategy. Thought leaders are actors who dream, whereas entrepreneurial leaders are dreamers who act. Infosys sees the co-existence of these two types of people as a means to build a mixed innovation portfolio, just as stock portfolios offer a mix between high risk (and potentially high return) stock and lower return (but also lower risk) stock.

#### Recommendations

- Build an ecosystem that welcomes new ideas by garnering support for your vision from both your team and personal sponsors.
- Ask for advice before asking for resources.
- Do not promise the moon. PowerPoint presentations that feel like ad campaigns tend to inspire resistance, especially among senior management.
- If need be, drop your idea.

## LEADERS AND OTHER PEOPLE

To make a difference in the long run, company members have to be motivated, inspired to work as a team, and focused in the same direction. Effective talent management and network development have become imperatives for organizational sustainability.

### ■ Pillar 6: Talent Leadership

In 2001, Infosys employed 3000 people, and it now employs 122,000... How should such a dramatic increase in company membership be handled? Infosys has responded to this challenge by leaving nothing to chance. As in many other areas (i.e., strategy, operations), the firm has adopted a highly standardized approach combining methodological tools and complex measurement systems. All the various stages of talent management are monitored, from recruitment, hiring, and goal definition to feedback and skill development. Personal commitment is the most important quality among leadership, for it is the veritable key to achieving operational excellence.

### ■ Pillar 7: Networking Leadership

For a group like Infosys, both internal and external networks are strategic necessities. Leaders hold pivotal positions in these relationships. They must foster them, keep them up, and make them productive. The most effective networks are those created by thought leaders—recognized experts seeking out new ideas—because they are able to capitalize on their

legitimate authority but are not trapped by their egos. They consequently create alliances that are more powerful than the sum of their parts.

#### Recommendations

- When recruiting people, focus on fundamentals like cognitive ability, integrity, and taste for responsibility. The rest can be learned.
- Remember that you are largely responsible for transmitting the organizational climate to your team. This holds in both good times and bad.
- Give up systematic command and control, or else you will lose both time and the adhesion of your team.
- Manage your talent portfolio and networks as a whole, considering individuals and teams, short and long term.

Infosys’ reliance on numerous formal methods may seem surprising, however the company vision has not been lost in the mass of leadership management indicators and methods. On the contrary, all of these techniques seem to foster the emergence of managers that are able to be leaders as well as lead effectively. Infosys’ performance as an employer offers convincing proof of this hypothesis. Employee turnover is less than 12% and the firm has ranked number one among India’s best employers five times in the past ten years. Further, it is the first choice of Indian students seeking employment. ■

## Leadership Assessment

At Infosys, all leaders are subject to in depth assessment throughout their careers. The point is to analyze leadership behavior and measure their performance in the seven areas of leadership. In 2009, Infosys implemented an annual 360° performance review for all of its managers, having all internal stakeholders (team members, peers, direct or indirect managers) express their opinions. ILI uses a computer assisted test that shortens evaluation time while ensuring the feedback relevance. Assessment results are then reviewed with mentors to foster continuous improvement.

# Creative Leadership

## Turning Complexity into Opportunity

Based on “Capitalizing on Complexity”, IBM Global CEO Study, May 2010 and an interview with **Ted HOFF**, vice president in charge of the IBM Center for Learning and Development, March 2011.

**A 2010 IBM survey of over 1500 CEOs worldwide has revealed that complexity is today’s business leaders’ number one concern. Furthermore, nearly 80% believe that complexity will increase in coming years. The most fitting response to the associated need for greater business flexibility is to develop more creative leadership.**

### BIOGRAPHY



Ted HOFF is vice president of the IBM Center for Learning and Development, which focuses on both leadership development and succession planning and management. Hoff was previously head of Leadership Development, Inc., a consultancy he founded in 1998. He is a former Harvard University professor and has written articles published in *Harvard Business Review*, case studies, and a marketing analysis manual.

Within barely two years, CEOs have changed their mind about what their principle challenge is. They used to say that change was the most difficult thing they had to deal with, but now, 79% of CEOs say that the complexity of the business environment their toughest challenge. Moreover, just 49% feel prepared to cope with the increasingly complex demands of this volatile universe. What is the most important skill for them to develop to cope with such circumstances? Creativity, say IBM analysts. “Creative leaders are more comfortable with uncertainty, and they experiment with more new business models. They generally support radical innovation, encourage abandoning overly traditional approaches, and take calculated risks. They are inventive when it comes to management and communication, finding ways to effectively interact with a new generation of co-workers, partners, and clients.”

### Refuse the Status Quo with Regard to Business Models

The most effective leaders constantly reassess and then revise their strategy. Accorded to the CEOs surveyed, fast action (to counter new threats and seize new opportunities) takes more than “thinking, managing, and delegating according to a calendar or predefined cycle”. Instead, leaders have to constantly readjust their business models. “Continuous innovation is the same for economic models as for product design. Product designers take constantly evolving consumer preferences into account and repeatedly adapt their proposal. Such model fluidity is required to deal with radical changes in customer expectations and respond to competitors’ initiatives.”

### Act Despite Uncertainty

Given the speed of change, CEOs can rarely base their decisions on the results

### The Study

This is the fourth study in the biannual “IBM Global CEO Study” series put out by the IBM Institute for Business Value and IBM Strategy & Change, and data was collected between September 2009 and January 2010. IBM interviewed 1541 CEOs of companies of various sizes in a broad range of fields (a total of 33 fields in the public and private sector) in 60 countries. CEOs answered questions revealing what they considered their main challenges.

of long term studies. Yet, “it is critical to avoid useless delays.” The IBM study indicates that the most effective CEOs make decisions faster than others. “Uncertainty should not delay ...

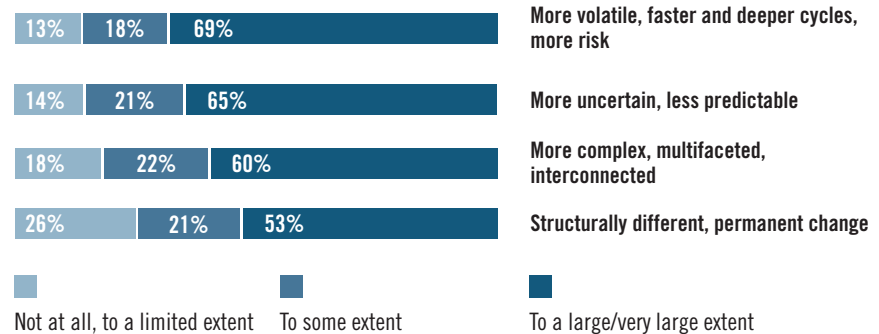
... action. It is leaders' role to overturn assumptions, fight inertia, and pave the way for their teams. Those who hesitate must know that more determined competitors will do all that they can to take advantage of increasingly narrow windows of opportunity."

### Build a Creative Organization

CEOs' attention to building their personal creativity is important, but they must go further and be "catalysts of creativity" to transform their organization as a whole. In particular, they should take steps to decompartmentalize innovation, considering it as more than a matter for R&D or marketing only. The most successful companies encourage all of their workers to raise questions about references. A CEO of an American insurance company comments, "I am thrilled to see a new generation of leaders arrive with new energy to deploy for the company."

But how can you change mentalities? The most successful CEOs have turned their backs on traditional management methods such as hierarchy and are developing 2.0 leadership practices. 58% of them say they prefer to persuade and influence rather than command and control; just 17% continue to believe in the

## Changes Expected in the Business Environment



latter. Finally, the best CEOs are also focusing on building collective intelli-

gence (see interview with Benedikt Benenati, p. 11). ■

## Key Components of Creative Leadership at IBM

IBM is celebrating its hundredth birthday this year, and it is being praised for being the world's highest ranking firm in terms of leadership quality (Fortune rating). As for revenue, it has nearly reached the \$100 billion mark. What is the secret to IBM's success? According to Ted Hoff, vice president of the IBM Center for Learning and Development, it stems from an unflinching commitment to leadership training that recognizes the challenges of today's globalized and highly complex world. IBM strives to develop the following leadership perspective.

- 1 Customer focus.** "We need men and women able to understand customers' needs, create maximum value accordingly, and collaborate with them in ways that are wholly respectful of their differences."
- 2 Systemic thinking.** Leaders should take a "systemic" approach to creating and delivering customer value. This implies taking customers' specific professional situations into account to develop genuinely appropriate solutions.
- 3 Innovation.** "We are constantly striving to innovate, so we are fostering creative leadership to support and facilitate continuous change."
- 4 Authentically international spirit.** IBM is a globally integrated corporation, so its leaders must be able to "work with people of diverse nationalities, adapt to a broad range of cultural perspectives, and juggle time zones with ease."

# Leadership 2.0

## Influence Trumps Omnipotence

Interview with **Benedikt BENENATI**, director of internal communications, Kingfisher, March 2010.

**A 2.0 leader loosens up pyramidal structure and adds a transversal dimension. But according to Benedikt Benenati, business leaders have to develop an exchange-oriented organizational culture before stocking up on internet-enabled collaborative tools. Benenati discusses his experience with the issue at Danone and Kingfisher, where he created marketplaces for good 2.0 leadership practices.**

### BIOGRAPHY



**Benedikt BENENATI** has been the Kingfisher internal communications director since February 2010. He previously held the same position at Danone, where he worked for seven years. Prior to that, he was head of communications at Marconi for four years. Benenati studied political science at Sapienza University in Rome and international law at the Italian Society for International Organization.

When it comes to 2.0 leadership, the hardest thing for managers to do is to give up power! “Managers must be willing to influence rather than rule,” says Benedikt Benenati. Indeed, companies are evolving toward a mixture of traditional hierarchy and horizontal modes of functioning facilitated by web 2.0 technologies—i.e., interactive internet, peer-to-peer exchange, and a user focus. Benenati sincerely hopes the web revolution will attain the business world as a whole. “Injecting a transversal component into business is a way to innovate.” However, one must be wary of potential anarchy. It is critical for leaders to continue to make decisions and hold responsibility, even while getting into closer touch with the field. Finding a new and effective balance between the vertical and the horizontal calls for “humility and

not being afraid to give up some power. Managers who are self-confident will be able to do this just fine!” Still, you cannot change a deeply anchored culture overnight.

### Three Levers of 2.0 Leadership: Tools, Processes, and Culture

2.0 involves a complete overhaul of organizational culture. “Creating a transversal organization requires dealing simultaneously with business tools, processes, and culture, weaving them together in new ways,” says Benenati. “In reality, 98% of managers approach the issue by focusing on tools only, because they are the most tangible element of the equation. A company launches an intranet to show it is keeping up with the times. But it is a mistake to focus only on tools, disregarding processes and culture.” Benenati

speaks from experience and admits to having fallen into this trap when he was working at Marconi. “I launched a collaborative intranet platform, but when I changed positions, the initiative collapsed, because we had not paid enough attention to company processes and culture, particularly when it came to knowledge sharing.” Benenati remembered this lesson well, and when he joined Danone in 2003 as head of knowledge management, he dealt with behavioral issues prior to tools.

### Strong Networks

Launching an intranet—or any other potentially explosive tool—and expecting people to automatically use it is ridiculous unless management has previously calmed fears associated with networking. “If I were the financial director of a ...

... subsidiary, I would have no desire for others to know that I was having trouble closing my accounts. And if I asked another financial director for help, it is unlikely that he or she would want to give away fifteen years of experience during a twenty minute phone call. Not to mention underlying competition between subsidiaries that typically makes people reluctant to share knowledge.” Nonetheless, informal networking was already taking place at Danone when Benenati arrived, and he set out to officially recognize and strengthen it. He spent his first three weeks with the company on the phone, gathering stories about good practices shared among members of operational teams. He selected 16 of them and had short videos made to enable further sharing. Each video followed the same story line: problem presentation → associated solution → happy ending. For example, one video shows how a marketing director benefited from a Brazilian counterpart’s experience to develop a light yogurt in three months’ time instead of the habitual twelve months, enabling the first firm to outdo its major competitor (Nestlé) on a €20 million market. Benenati took care to make videos about good practices that had real time and/or financial impact, highlighting the positive roles played by both the giver and the receiver of knowledge. Hence an effective start to changing attitudes about sharing.

### A Good Practice Marketplace

But the initiative that received the most enthusiastic response was the good practice marketplace—a literal marketplace composed of a series of “product” stands. “The point was to provide a real experience before asking people to explain practices via the intranet,” Benenati relates. He first tried this idea out during a convention for logistics managers held at a Sofitel, because he had no desire to subject attendees to yet another PowerPoint presentation, after which the likelihood of discussion would be close to nil. “Instead, we turned the conference room into a country marketplace lit up with sun-shaped lights and filled with stalls. People were surprised, but the set up made them relax. Executive managers

#### FACTS & FIGURES KINGFISHER PLC

**Established:** 1982.  
**Activity:** Home improvement retailer.  
**Headquarters:** London, England, UK.  
**Subsidiaries:** Castorama, BricoDépôt, B&Q, Screwfix, Koctas et Hornbach.  
**Employees:** 80,000.  
**Revenue (2010):** 10,293 billion euros

were dressed up in aprons. They acted as facilitators and provided direction, which is actually what their role should be. After a morning of traditional presentations, participants were straightforwardly told, “the solutions are here,” and they were sent off to speak to colleagues holding “good practice” stands. Benenati remembers a moment of silence, during which anything might have happened—people could have gone to sit by the hotel pool and consult their BlackBerry! But instead, they went into the market and started asking questions. “34 of the 35 marketplaces that I have organized have gone well. This proves that people want to work together.”

The fact that the success of the event depended on “users” instead of superiors

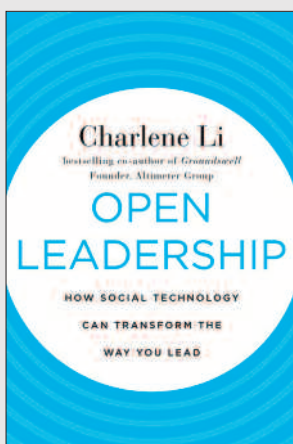
illustrates the growing shift toward 2.0 mentality and behavior. Some people criticized the event’s Club Med-like set up, but Benenati brushes it off. “So what? What matters is that the “gimic” provoked worthwhile exchange. 95% of the success of such an event is the quality of subject matter and the right choice of spokespeople for good practices.” Subject matter must respond to needs that participants have previously expressed. “If the marketplace had been designed to present projects dictated by senior management, no one would have gone along with it. In addition, it was very important that we be straightforward about both objectives and solutions.”

The highly creative event acted as a real kick off for 2.0 practices, making it possible to then focus on tools to help sustain the new communities of practices. Benenati stresses that the opportunity to work together at the event generated a real desire to continue to do so. As for management’s role, he says senior leaders should facilitate and speed up the process by helping organize events and create tools. Finally, Benenati repeats that it is rarely easy for a “boss” to cede authority and be (just) a “leader”. “Altering the status quo takes time and commitment from all those involved.” ■

#### OPEN LEADERSHIP:

#### How Social Technology Can Transform the Way You Lead

By Charlene Li, Jossey-Bass, May 2010.



Are you ready to move on from command and control leadership? Charlene Li, author of the bestseller *Groundswell* (Harvard Business Press, May 2008), urges leaders to “open up” to seize the new opportunities that have emerged with web 2.0. Li provides examples from companies like P&G, Cisco, and Google to explain how business managers can implement a genuine strategy of open mindedness to make their company more efficient. She also warns managers the open leadership requires far more rigor than traditional authority-based schemes.

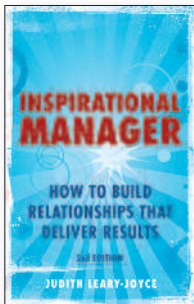
## READ IT IN BUSINESS DIGEST

## ■ TAKE CARE OF YOUR PEOPLE TO DRAW IN CUSTOMERS

No customer can come first without valuing and winning the engagement of employees. What are the lessons to be drawn from the experience of HCLT and EADS? Based on *Employees First, Customers Second: Turning Conventional Management Upside Down* by Vineet Nayar, Harvard Business Press, June 2010 and the interviews with Chris Connors, head of France and Benelux at HCL Technologies, and Kathrin Dahm, HR senior manager, EADS, August 2010. *Business Digest* no. 209, September 2010.

## ■ DARE TO TAKE THE RIGHT RISKS

Leaders who know how to take the right risks at the right times are key drivers of business success. Based on an article by Mehdi Ramdani, *Business Digest*, March 2010, and the interviews with John Ranieri, VP DuPont BioMaterials, and with Scott McKelvey, head of Air Products' Technology Growth Center (United States), March 2010. *Business Digest* no. 205, March 2010.



### INSPIRATIONAL MANAGER: HOW TO BUILD RELATIONSHIPS THAT DELIVER RESULTS

By Judith Leary-Joyce, *Prentice Hall Business*, March 2011.

Some bosses seem to have the ability to always get the best out of everyone. They motivate their teams, push them to surpass themselves, and unleash their creativity. As a result, these leaders are more respected, more innovative, less stressed, and globally better off than other managers. So what's their secret? The ability to inspire others, says Judith Leary-Joyce, psychologist and consultant specialized in coaching leaders. Convinced that great companies are those with leaders who can bring people together, she invites managers to take the next step in their career with inspired leadership. Illustrated with concrete examples, *Inspirational Manager* shows managers how they must radically rethink their relationships with others to become great leaders.

### “BECOME A MORE CREATIVE LEADER”

By Stewart D. Friedman, *Harvard Business Review*, June 2009.

What are the essential qualities of the leader of tomorrow? Flexibility and innovation, says Stewart Friedman, professor of management at the Wharton School and former head of Ford Motor's Leadership Development Center. According to the author of *Total Leadership* (Harvard Business Press, June 2008), increasing your creativity as a leader means experimenting (testing practices and placing them into question) to produce sustainable change. The challenge for the leader is fighting against the fear of failure and self-reliance and opening up to new opportunities.

### “THE ERA OF THE INCLUSIVE LEADER”

By Chuck Lucier, Steven Wheeler, and Rolf Habel, *Strategy + Business*, summer 2007.

“Welcome to the era of the inclusive chief executive officer—a very different species from the ‘imperial’ CEOs.” According to Booz Allen Hamilton consultants Chuck Lucier, Steven Wheeler, and Rolf Habel, to succeed, CEOs must now consider the concerns of employees, clients, board members, investors, and the government. This paradigm shift will require leaders to acquire new skill sets. In particular, they must learn to engage in dialogue both inside and outside the company.



Photo : Frederik Broden



## ON THE WEB

#### Boostzone Institute Website

<http://www.boostzone.fr/>

Founded by Dominique Turcq, former partner at McKinsey and senior VP in charge of strategy at Manpower, the Boostzone Institute is recognized for its ability to understand and explain the emergence of new modes of management and leadership in a constantly changing universe. A community of managers and experts, Boostzone offers a selection of carefully chosen resources.

Plus, the regular blog posts are an excellent way for 2.0 leaders to keep track of the latest trends.