

MANAGING POST MODERNS: MANAGING UNDER 35s

Research Base

- + 150 interviews with C Suite Executives in North America, Europe and Asia

Calin Rovinescu, Dick Evans, Pierre Beaudoin, Robert Brown, Michael Sabia, Robert Dutton, Moya Greene, Kevin Lynch, Pierre Lortie, Robert Milton, Arthur Porter, Mike Roach, Paul Tellier, Caryn Lerner, Robert Rabinovitch, Andre Navarra, Sheila Fraser, etc..

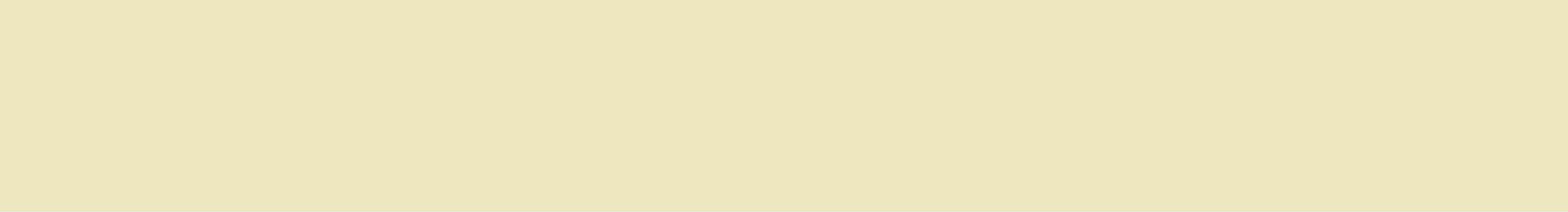
- + 300 interviews with under 35s in the Canada, the U.S., Japan and Europe

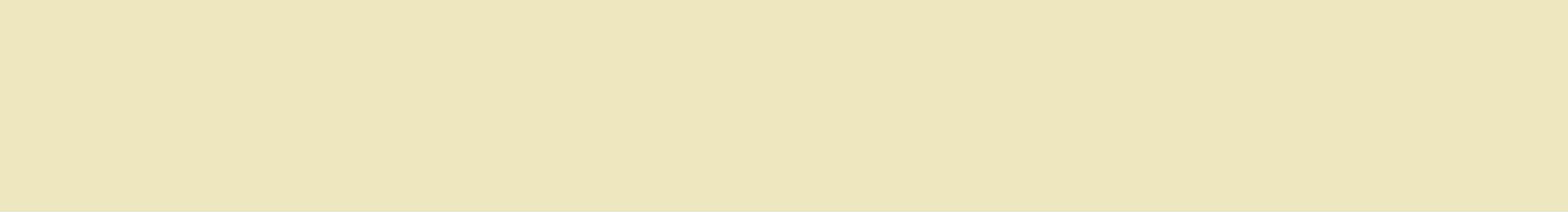


A Global Concern

Fewer hands make heavy work







Humans by Era	Average Lifespan at Birth (years)	Comment
Upper Paleolithic	33	At age 15: 39 (to age 54) ^{[6][7]}
Neolithic	20	
Bronze Age^[8]	18	
Bronze age, Sweden^[9]	40-60	
Classical Greece^[10]	20-30	
Classical Rome^[11]	20-30	
Pre-Columbian North America^[12]	25-35	
Medieval Islamic Caliphate^[13]	35+	The average lifespans of the elite class were 59–84.3 years in the Middle East^{[14][15]} and 69–75 in Islamic Spain^[16] .
Medieval Britain^{[17][18]}	20-30	
Early 20th Century^{[19][20]}	30-40	
Current world average^{[21][22]}	70 (2008 est.)	



The Modern Viewpoint

‡ Over 40s are Moderns, mainly

┌ ‡ Faith in Science to bring us to a bright future

┌ ‡ We can KNOW thanks to the scientific method

┌ ‡ Relentless Upward Progress



The Modern Viewpoint

‡ Many modernists believed that by rejecting tradition they could discover radically new

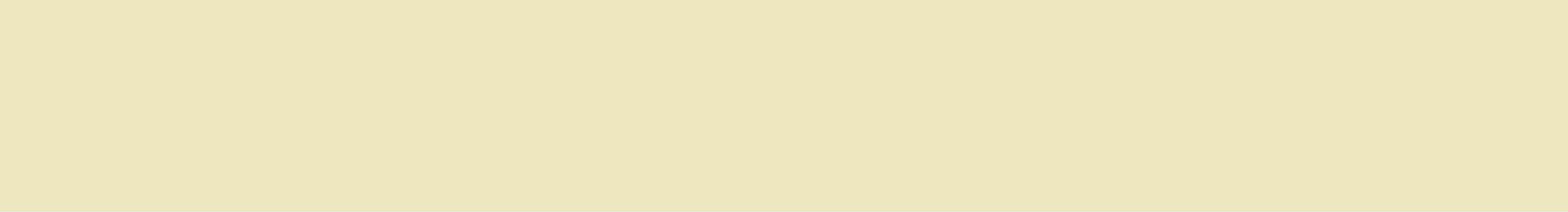
‡ Less Truth than there use to be, more truth than



Post Modern Management

1. Privileging All Voices - From An Age of Deference to
An Age of Reference – My story is as good as your story
Listen More, Talk Less
2. The Rise of the Periphery – The Hunt For Innovation
Seek Diversity and Embrace It
3. The Importance of Emotions – “Just the Facts”
Go With the Flow
4. A Renewed Need For Purpose
Work Must Have Meaning
5. Rethink the Meaning of Career and Work/Life Balance
Lose the Blackberry At Least on the Weekend





From the Age of Deference to the Age of Reference

⌘ Wikipedia

⌘ MSN/Skype

⌘ Facebook/Myspace

⌘ LinkedIn

⌘ Twitter

⌘ Customer on-line ratings and conversations

⌘ Blogs



Post Modern Management

1. Privileging All Voices - From An Age of Deference to
An Age of Reference – My Story is as good as your story
Listen More, Talk Less
2. The Rise of the Periphery – The Hunt For Innovation
Seek Diversity and Embrace It
3. The Importance of Emotions – “Just the Facts”
Go With the Flow
4. A Renewed Need For Purpose
Work Must Have Meaning
5. Rethink the Meaning of Career and Work/Life Balance
Lose the Blackberry At Least on the Weekend



The Current Situation of Knowledge Workers

	Low ENERGY	High ENERGY
High FOCUS	Disengaged (20%)	Purposeful (10%)
Low FOCUS	Procrastinators (30%)	Distracted (40%)



How to mobilise *knowledge workers* for creative action?



