

# Managerial Perspective of Career Development of an Individual

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October 22, 2018

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Miquel Llado



“I cannot teach anybody anything.  
I can only make them think”

Socrates



# Conversation



1. Facts, What's Going On?
2. What Do I See in People?
3. What to do?
4. Any Theories-Tools?
5. My Own Life

1

Facts

What's Going On?



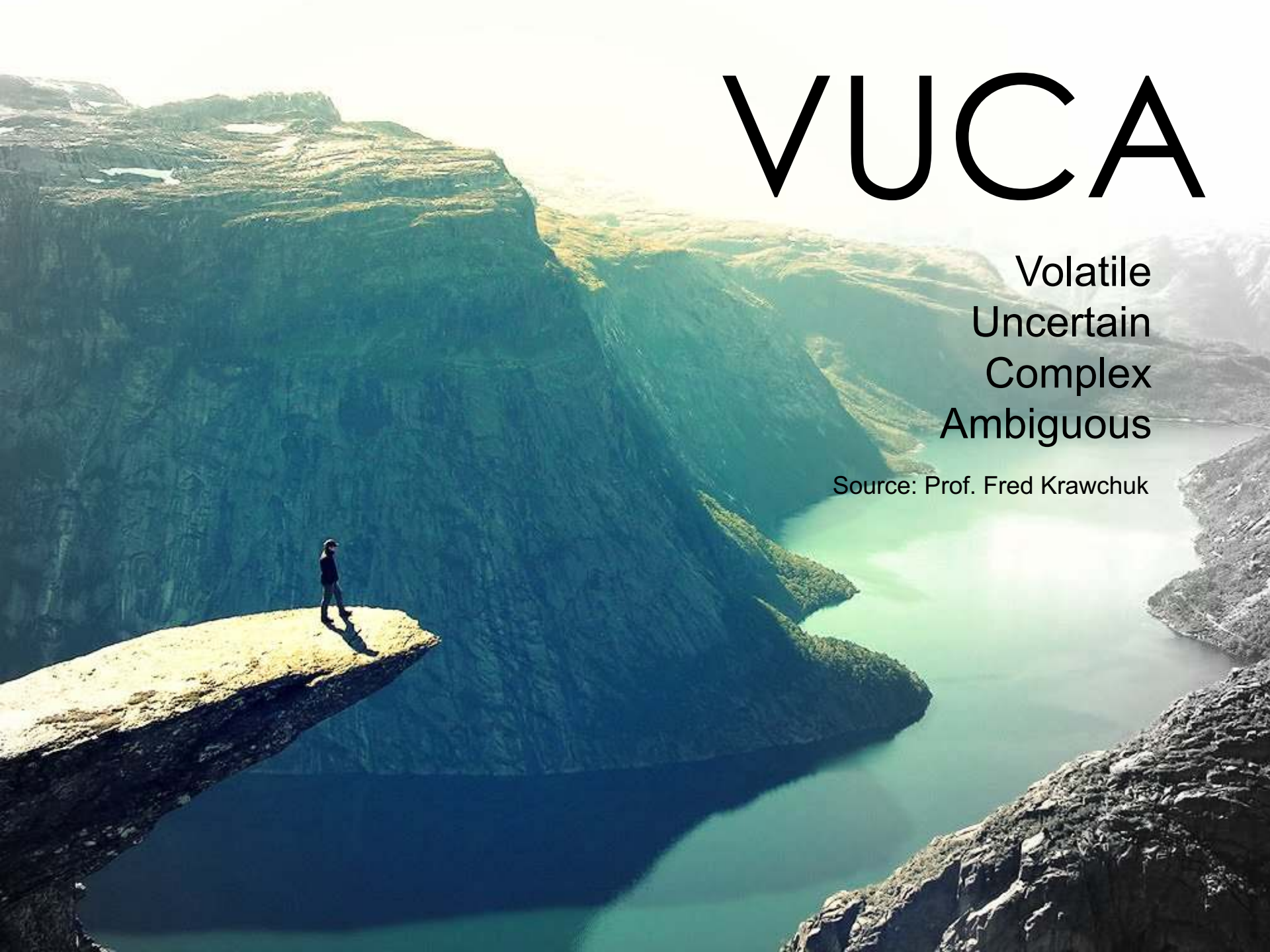
*Changes at a  
very fast pace!*



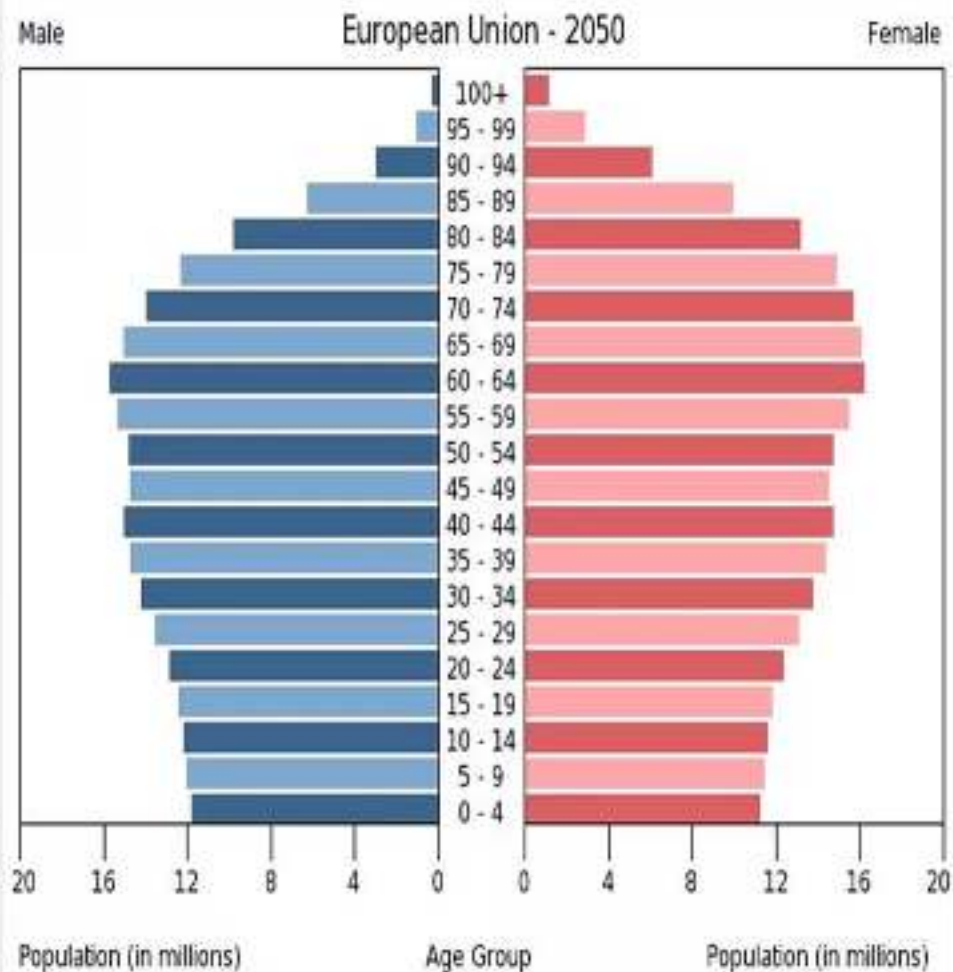
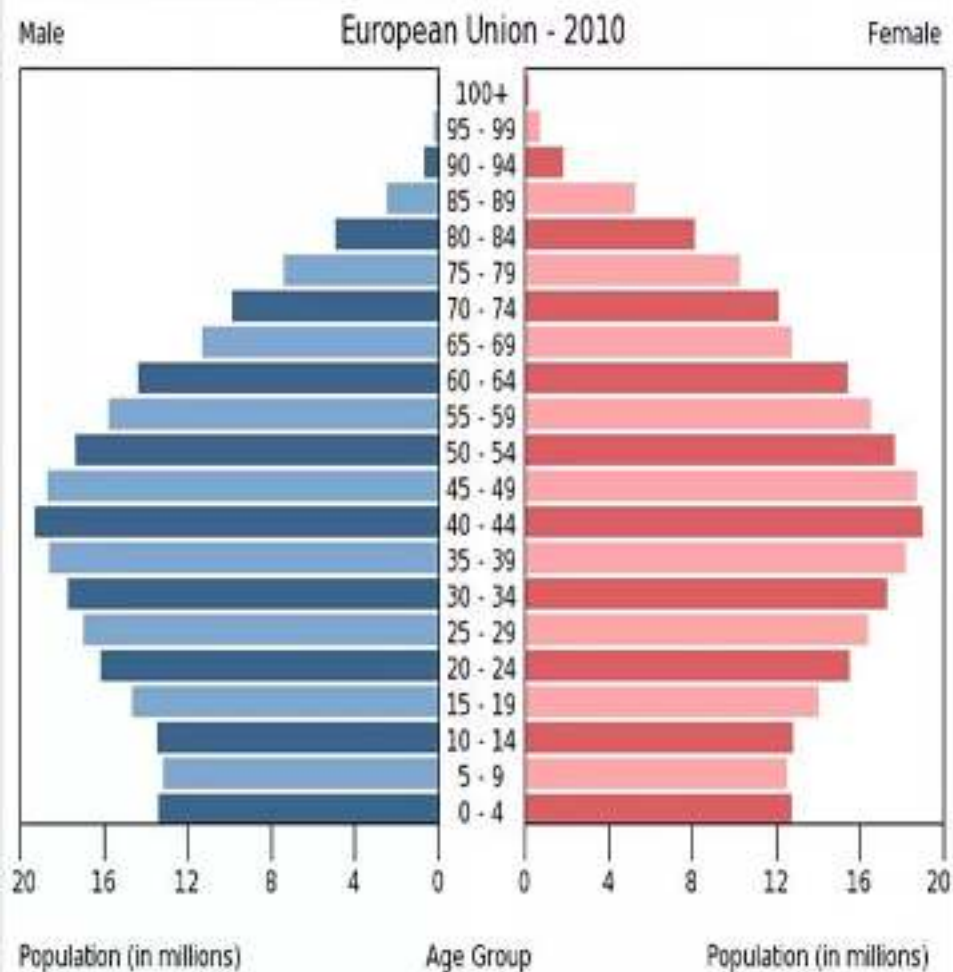
# VUCA

Volatile  
Uncertain  
Complex  
Ambiguous

Source: Prof. Fred Krawchuk



Population Pyramid Graph - Special - European Union - TOTAL FOR SELECTED REGION







Diverse  
group of  
people



What's winning?

# What Needs to be Learned?



Source: World Economic Forum, March 2015

@singularityu

#FutureLearning

# The Jobs Landscape in 2022

emerging  
roles,  
global  
change  
by 2022

133  
Million

## Top 10 Emerging

1. Data Analysts and Scientists
2. AI and Machine Learning Specialists
3. General and Operations Managers
4. Software and Applications Developers and Analysts
5. Sales and Marketing Professionals
6. Big Data Specialists
7. Digital Transformation Specialists
8. New Technology Specialists
9. Organisational Development Specialists
10. Information Technology Services


declining  
roles,  
global  
change  
by 2022

75  
Million

## Top 10 Declining

1. Data Entry Clerks
2. Accounting, Bookkeeping and Payroll Clerks
3. Administrative and Executive Secretaries
4. Assembly and Factory Workers
5. Client Information and Customer Service Workers
6. Business Services and Administration Managers
7. Accountants and Auditors
8. Material-Recording and Stock-Keeping Clerks
9. General and Operations Managers
10. Postal Service Clerks





Think of your  
sector

Which changes  
do you foresee?

“What’s gonna change in the  
coming 10 years?”

What is NOT going to change  
in the coming 10 years?”

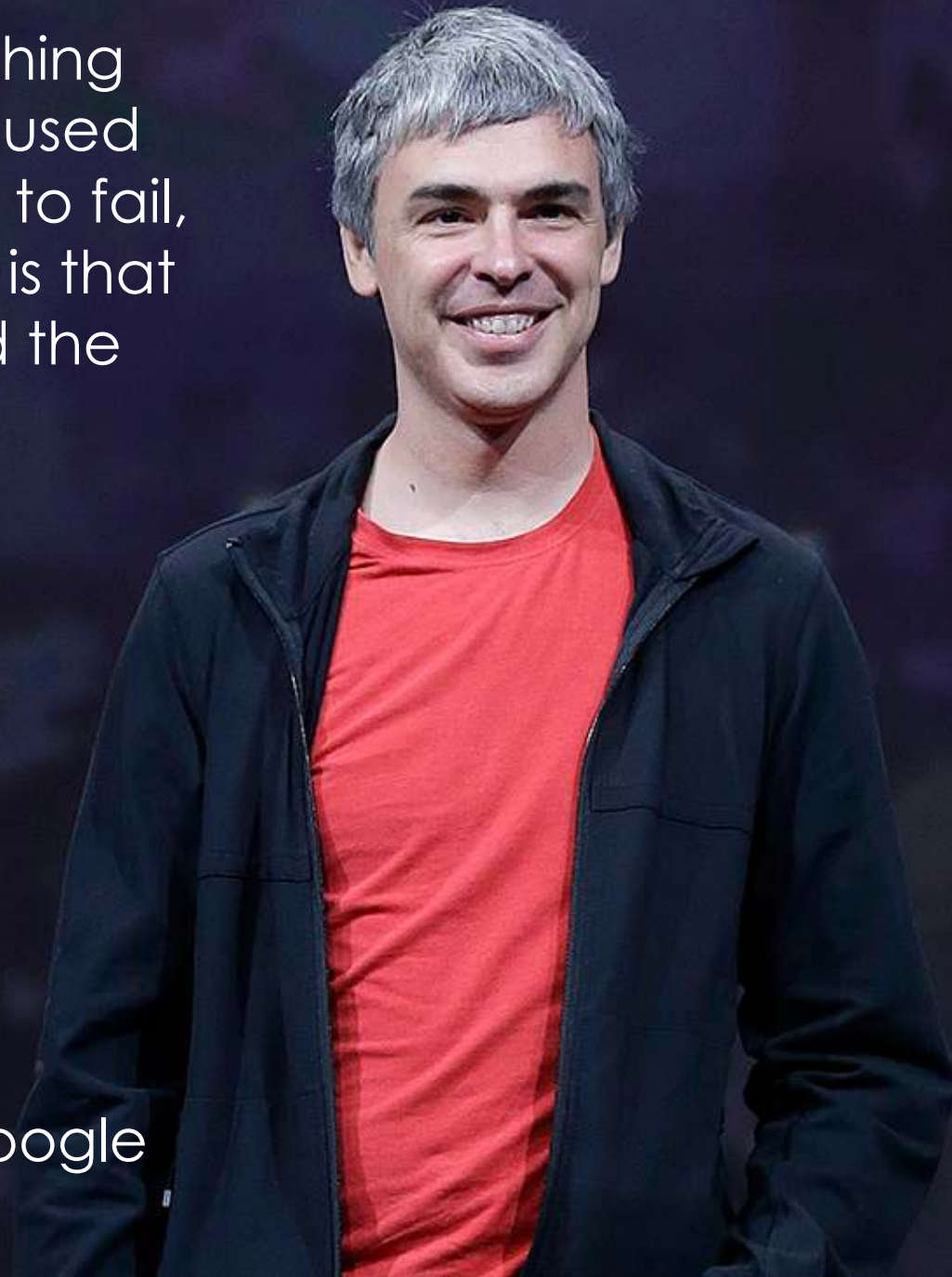
Jeff Bezos  
Founder Amazon





Fall in love with the Future

“The main thing that has caused companies to fail, in my view, is that they missed the future”



Larry Page  
Founder Google



Be ahead Read the future

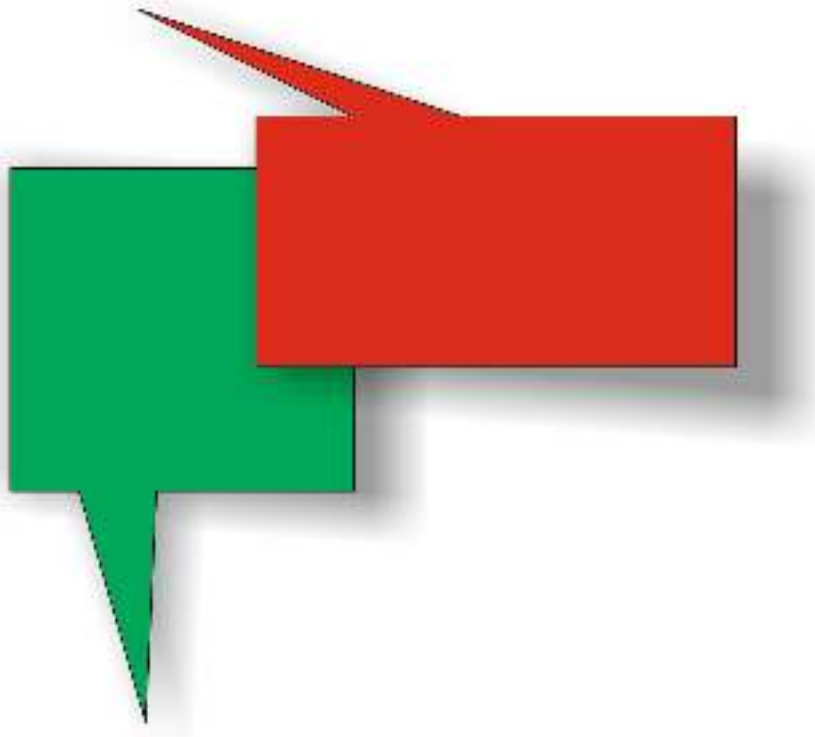
2

What I See in People?

What Makes a Difference?

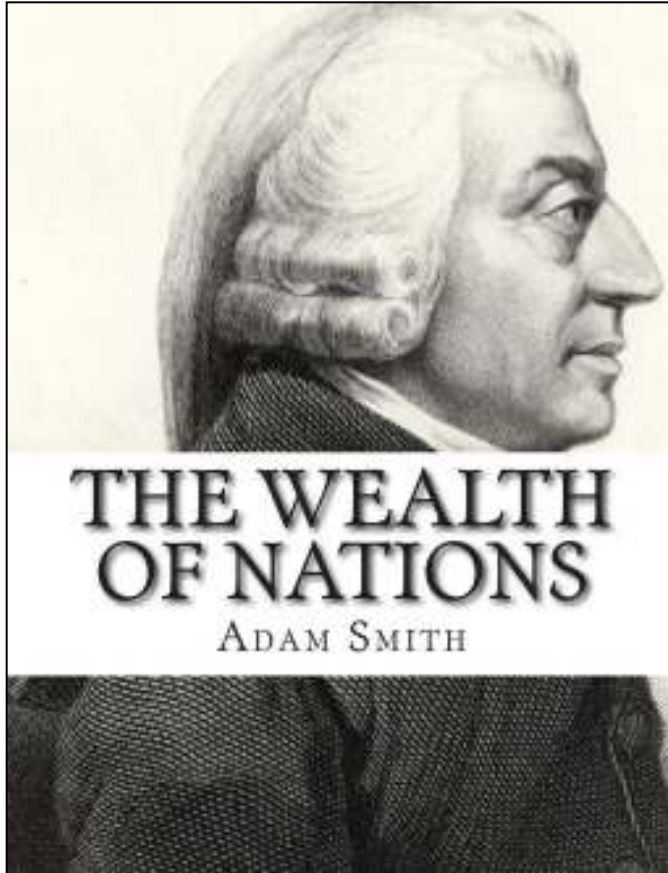
What Will Not Change?

Values?



**attitude**





**Adam Smith**

(1723-1790)



**Alfred D. Chandler, Jr.**

(1918-2007)

“We all have two great gifts: our mind and our time. It depends on us, what we do with them”

Robert Kiyosaki



Dream



# Aspiration

What is our winning aspiration?

The **purpose** of the enterprise – our guiding aspirations

## Where

Where will we play?

The right **playing field**. Where we will compete, our geographies, product categories, consumer segments, channels, vertical stages of production

## How

How will we win in chosen markets?

The **unique** right to win: our **value proposition** and our **competitive advantage**

## Capabilities

What capabilities must be in place to win?

The set of **capabilities** required to win. Resources, Processes and Priorities

## Systems

What Management systems are required?

The **support systems**: systems, structures and measures required to support our choices

# Playing to Win

My aspiration?

Where I want to play?

How do I add value?

My capabilities?

How do I organize myself?



Love  
the ball

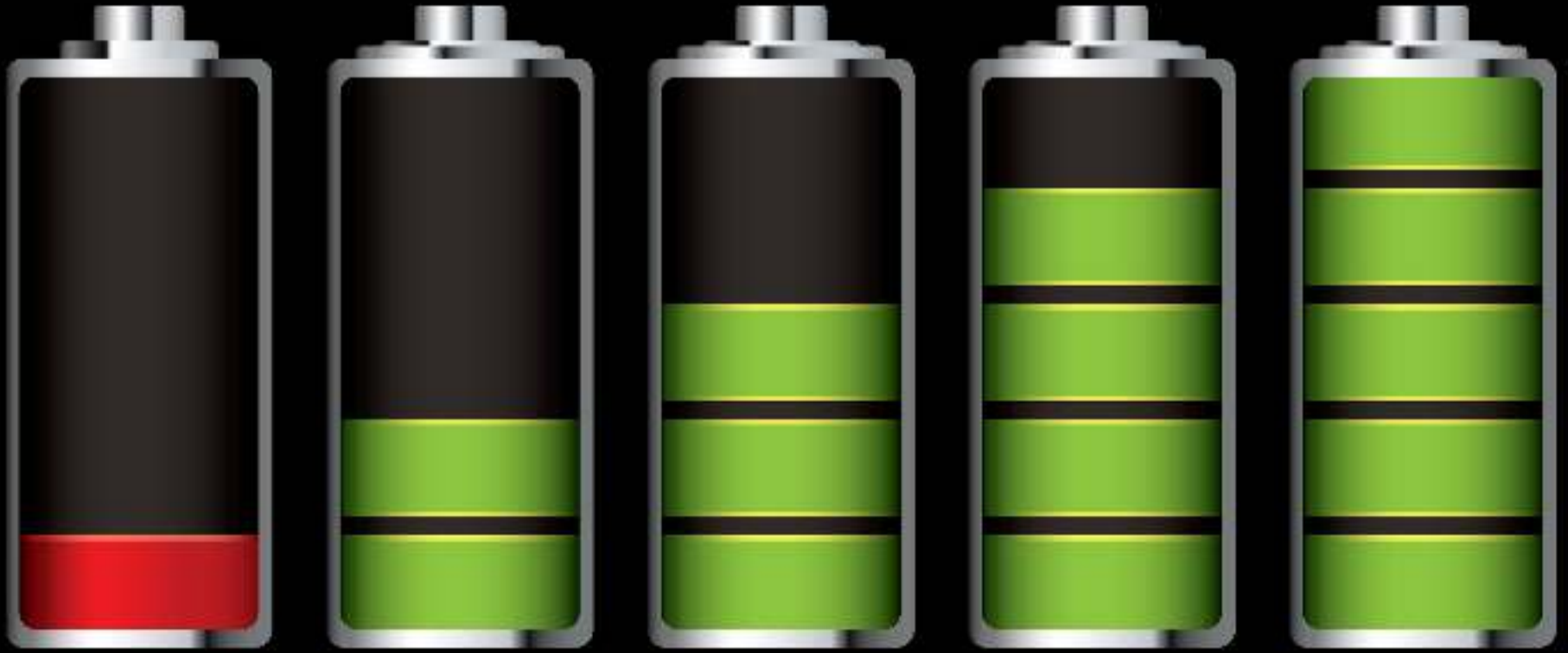
Take  
the lead



Passion



Leo Messi



Energy



People Skills

# 1

## Self Confidence

Resilience

Attitude & Aptitude

Prepare

Self-control



# 2

Ability to  
Communicate  
Connect  
Active Listening & Talk

# 3

## Ability to Build Relationships

Networking

Step on the pedal thoroughly



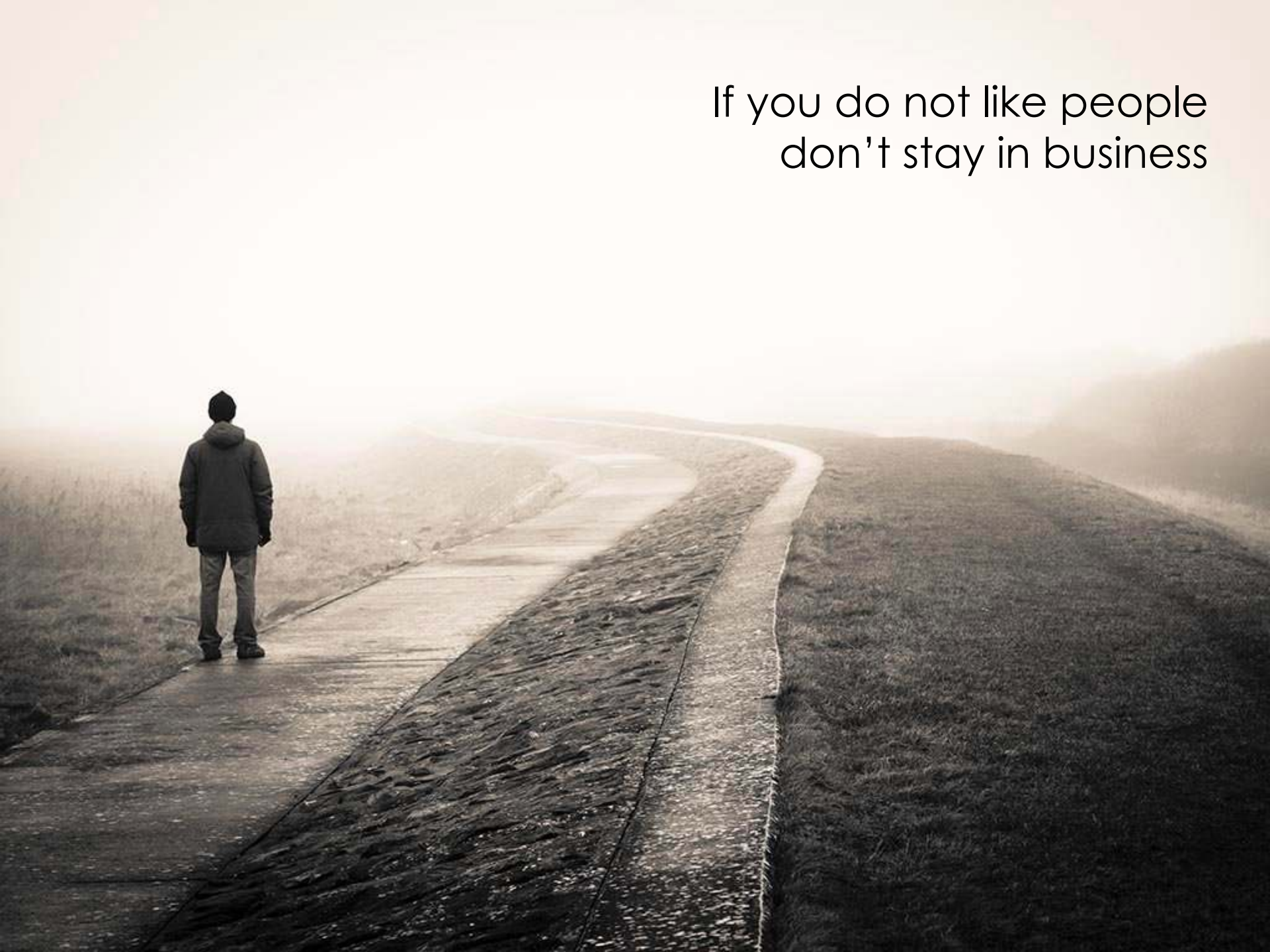
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What to Do?



It's About Making Decisions

If you do not like people  
don't stay in business





If you don't like developing people don't stay in management



# Leadership

A close-up photograph of a green highlighter pen with a black tip, positioned over the word 'Leadership' on a document. The word is printed in a large, bold, black font and is being highlighted with a bright green marker. The background shows other text from the document, including 'A leadership process', 'ability to motivate a group', 'organizing a group of', and 'achieving a common goal', all in a smaller, black font. The lighting is bright, creating a slight shadow of the highlighter on the paper.

A leadership process

ability to motivate a group

organizing a group of

achieving a common goal

It's About Leadership

Lead Your Own Life

Take Ownership



4

Theories

Easy to Grasp

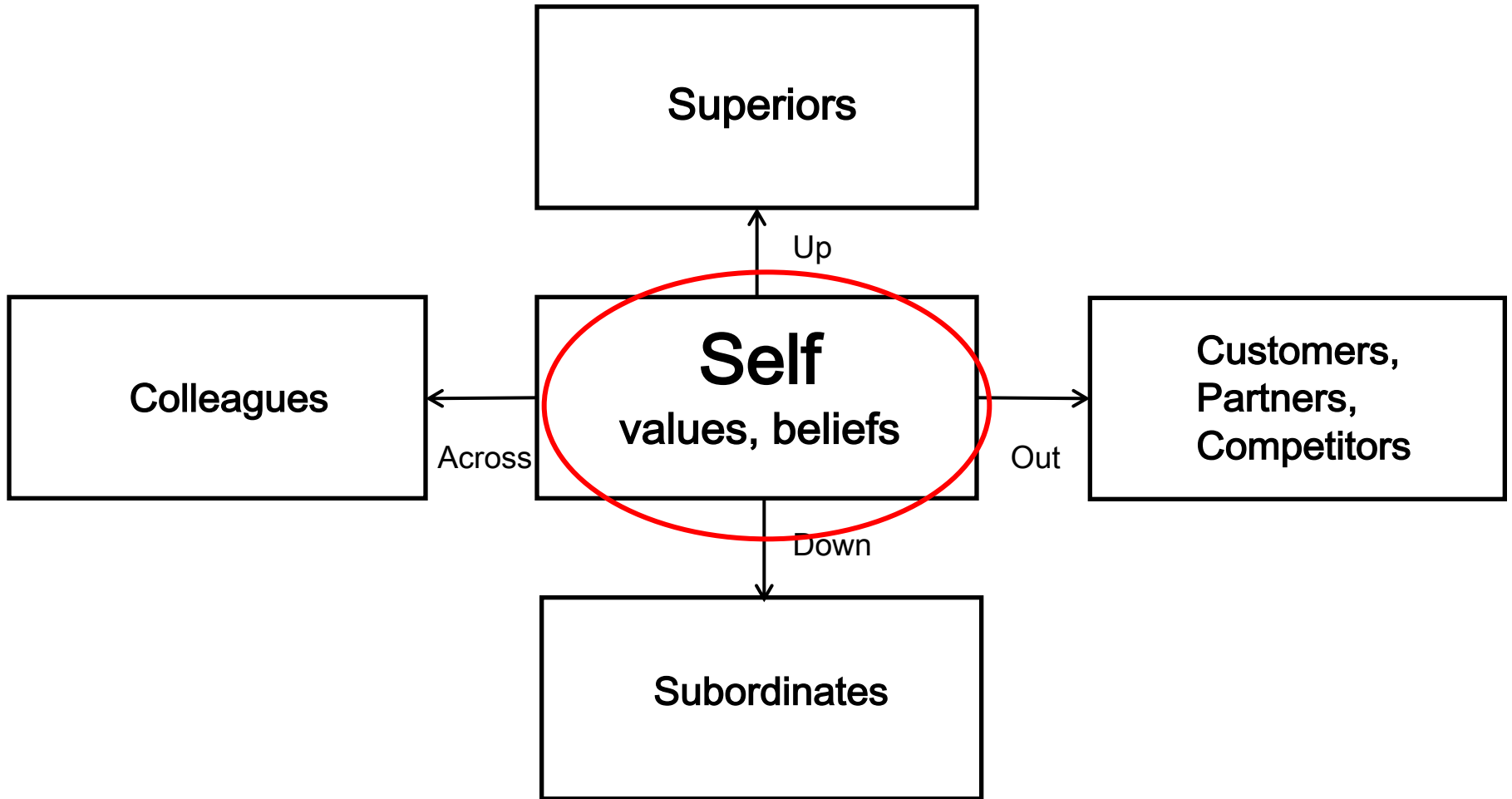
Views from Modern Management

A professional headshot of Joseph Jimenez, a middle-aged man with short, graying hair, wearing a dark suit, white shirt, and blue patterned tie. He is looking directly at the camera with a neutral expression against a dark gray background.

Joseph Jimenez  
CEO Novartis  
2010-2017

Leading Self  
Leading Team  
Leading the Business

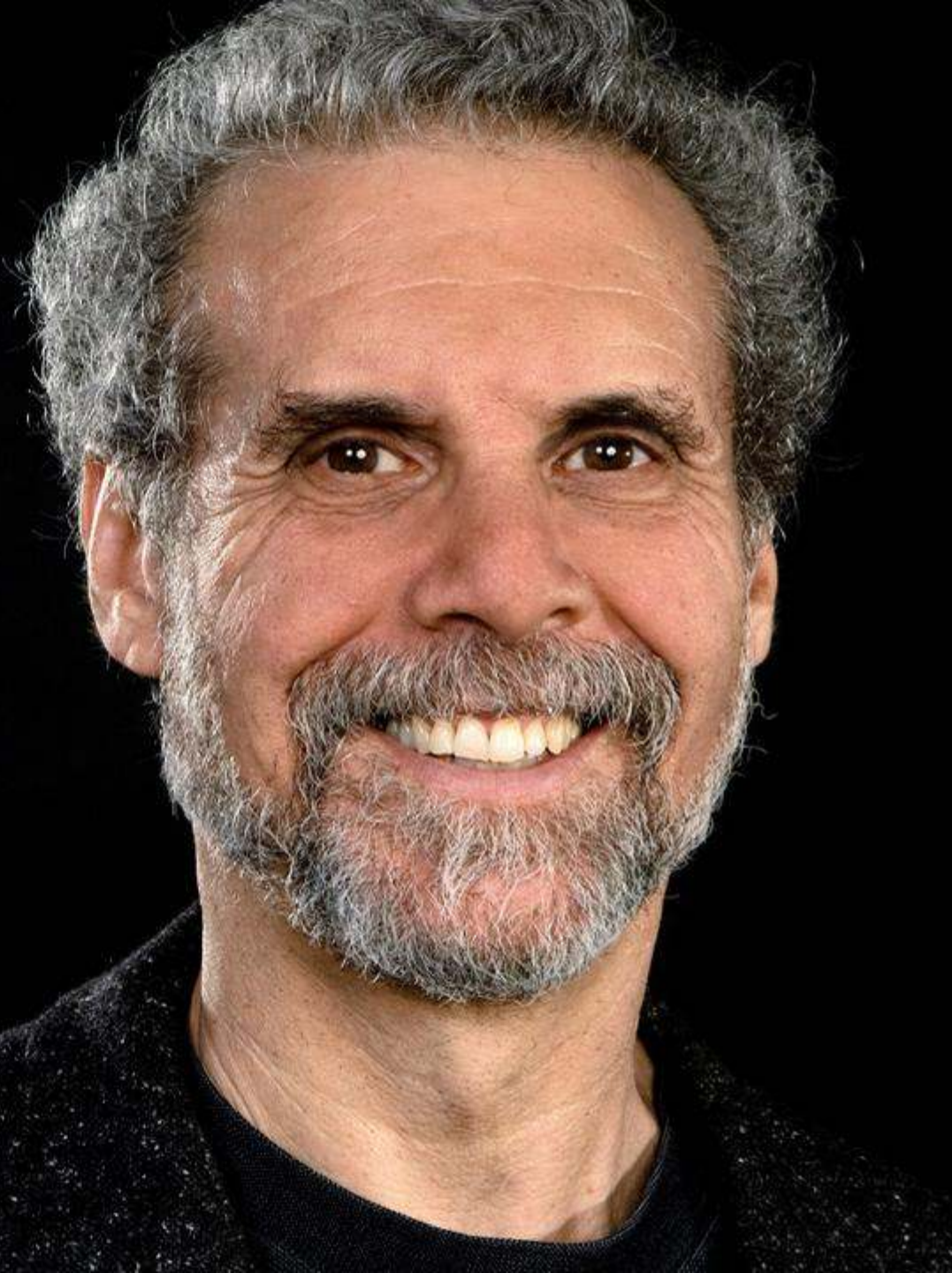
# Leading Five Forces Analysis



Source: Barlett, Harvard

What makes  
a leader?

Daniel Goleman





# What makes a Leader?

Daniel Goleman

- **Self – Awareness**, understand your emotions
- **Self – Regulation**, think before acting
- **Motivation**, passion, energy
- **Empathy**, understand other people
- **Social Skill**, managing relationships



Strengths – Weaknesses – Preferences  
Improve – Make Progress



# THE GOLDEN CIRCLE



by  
SIMON SINEK

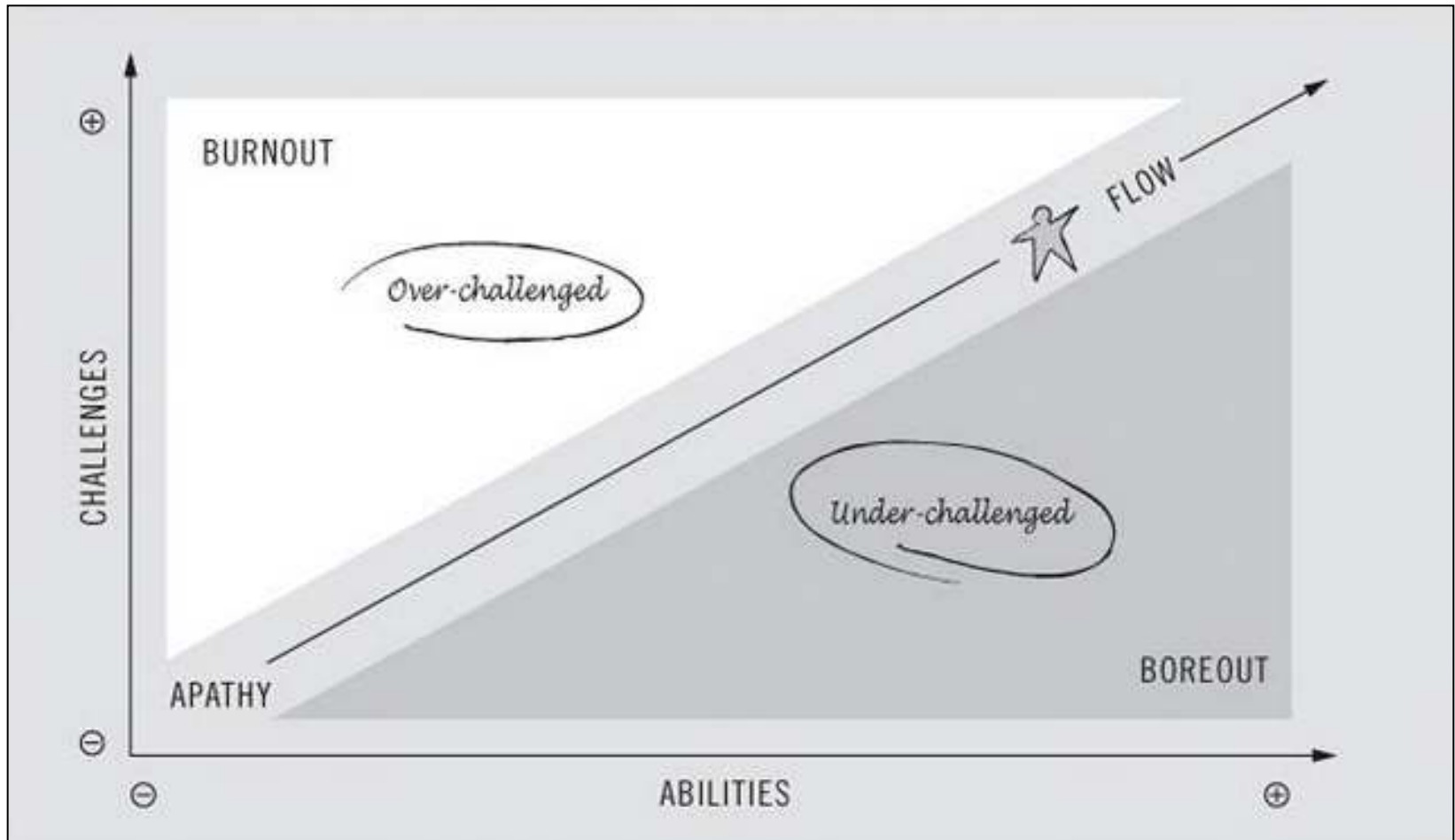




Give me a reason  
Give me a shirt



# The Flow Theory



Mihaly Csikszentmihalyi, years of research 1975-2004

CEO, Top Management & The Firm

# **DOMINANT LOGIC**

## **1 HUMAN CAPITAL**

skills, knowledge, education, experience

## **2 SOCIAL CAPITAL**

ability access resources through relationships and connections

## **3 COGNITION**

mental models of decision making

# **CONFIGURATION & ORCHESTRATION**

Source: Yasemin Kor & Andrea Mesko, 2012 copyright John Wiley & Sons, Ltd.

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My Own Life

**“A good start  
makes all  
difference in  
business”**





Jerry Vireo on  
Dianna's Homework Pass

27 February 2013  
4:40 pm, Wednesday  
my bedroom, Comambo

Finally, manana is done cleaning the entire apartment. The place is clean and orderly, the bathroom is sparkling, the bed sheets are new, and she used ones are happily tumbling about in the washing machine. And I have already taken a bath and am now wearing clean clothes while sitting up on the bed and writing this entry as the sun streams through the open window. There's nothing like a clean home and a sunny late afternoon to make me feel like all is right in my life.



In written!

No Fear





giving 110%



When you go,  
you go!



Peter Prevč





Be Bamboo!



# The Visible Hand

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