SHAPING THE FUTURE OF BUSINESSES

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FUTURE THINKERS OF THE WORLD

STUART CRAINER AND DES DEARLOVE

Stuart Crainer and
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the founders of
Thinkers50

Which of the new generation of business thinkers is most likely to shape the future of business and business thinking? Whose work has the potential to challenge the way we think about management? Who is tomorrow's Clay Christensen or CK Prahalad?

Every two years, the Thinkers50 selects the thinkers we anticipate having a substantial impact on the world of management over the years to come. This time we shortlisted nine thinkers who we believe will have an impact in the years to come—some are already doing so.

Our selection was:

David Burkus: Oral Roberts University professor and author of *The Myths of Creativity*. His forthcoming book, *Under New Management,* reveals the counterintuitive leadership practices that actually enhance engagement and drive performance in companies.

Steven D'Souza: Director of Programs at the FT/IE Corporate Learning Alliance and co-author of the award-winning *Not Knowing: The Art of Turning Uncertainty into Possibility*.

Erica Dhawan: Formerly with Lehman Brothers, Barclays Capital and Deloitte, now champion of the idea of connectional intelligence. Co-author of *Get Big Things Done*.

Erin Meyer: INSEAD professor and author of *The Culture Map* and articles in *Harvard Business Review*.

Jennifer Petriglieri: INSEAD professor, rated as one of best business school professors under the age of 40.

Erin Reid: Questrom School of Business, Boston University professor. Author of the attention-grabbing 2014 HBR blog, *Why some men pretend to work 80-hour weeks*.

Lauren Rivera: A professor at Kellogg, Northwestern University, Rivera is a cultural sociologist who previously worked for Monitor.

Arun Sundararajan: Professor at Stern School of Business, New York. His research has been recognised by six Best Paper awards, and been supported by organisations including Yahoo!, Microsoft, Google, and IBM.

Anirban Dutta: Dutta is a student at the Indian Institute of Engineering Science and Technology, Shibpur, and was winner of the Future Ideas Young Thinker's Award for research into transport systems. This was the wild card selection.

Some of the thinkers we shortlisted for other of the Thinkers50 awards also deserve to be included in any list of those-most-likely-to. We would recommend you seek out the work of the following thinkers, or at least keep your eyes open for their opinions on social media and elsewhere:

Alexa Clay and Kyra Maya Phillips: Innovation comes from the fringe. How to hustle like a gangster, think like a pirate and more alternative takes revealed in *Misfit Economy*.

Alf Rehn: Finnish academic, speaker and author of *Dangerous Ideas* and coauthor of *Trendspotting*.

Juan Pablo Vazquez Sampere: Professor at IE Business School and frequent HBR blogger applying disruptive innovation concepts to present managerial challenges.

Gianpiero Petriglieri: Psychiatrist, INSEAD professor, and prolific HBR blogger.

Leila Janah: Social entrepreneur, founder of the Sama Group, youngest recipient of the Club de Madrid Leadership Award. Named Social Entrepreneur of the Year by the Social Enterprise Alliance, one of Fortune's Most Powerful Women Entrepreneurs, and one of the seven most powerful women in tech in 2014 by *Entrepreneur*.

Johanna Mair: Professor at the Hertie School of Governance in Berlin and visiting scholar at the Stanford Center on Philanthropy and Civil Society. Also an academic editor for *Stanford Social Innovation Review*.

Niraj Dawar: Ivey Business School professor, author of *Tilt: Shifting Your Strategy from Products to Customers*.

Tomas Chamorro-Premuzic: University College, London and Columbia academic as well as head of assessment company. Author of *Confidence*.

Adam Galinsky & Maurice Schweitzer: The Columbia and Wharton professors are authors of *Friend and Foe*, which argues that the foundation of all human interaction lies in cooperation and competition. The key is to balance the tension between the two.

Zeynep Ton: Adjunct associate professor in the operations management group at MIT Sloan School of Management. Before MIT Sloan, she spent seven years on the faculty at Harvard Business School. Author of *The Good Jobs Strategy*.

Thinkers50 is a celebration of the best new management thinking as well as those ideas which stand the test of time. We are looking for ideas with a potential impact that extends beyond the business world to address issues ranging from reducing poverty to building a sustainable model of capitalism. From Taylorism to *Fortune at the Bottom of the Pyramid,* new ideas have challenged what we know about the world. Indeed, our Breakthrough Idea Award is dedicated to the legacy of CK Prahalad who proved there is nothing so practical as a great idea.

There are, of course, no guarantees that these thinkers will change the world—and certainly no guarantees that they will make the world a better place. But, from the thousands of business school professors, business experts, commentators, consultants, and speakers, they are the cream of the crop, producing work which just could stand the tests of time. ◆

MAKING NEW SENSE OF CULTURE

ERIN MEYER,
author of *The Culture Map* won the
Thinkers50 Radar Award in 2015.

She is affiliate professor, INSEAD, and Programme Director for two
executive education programmes: Managing Global Virtual
Teams and Management Skills for International
Business. Her interest lies in decoding the ways managers today are
handling and navigating cultural differences in the global
context and to work effective across these differences.
Her case, *Leading Across Cultures at Michelin*, won the ECCH 2010
European case award for best human resources
management case of the year.

T oday, whether we work in Dusseldorf or Dubai, Brasília or Beijing, New York or New Delhi, we are all part of a global network (real or virtual, physical or electronic) where success requires navigating through wildly different cultural realities. Unless we know how to decode other cultures and avoid easy-to-fall-into cultural traps, we are easy prey to misunderstanding, needless conflict, and ultimate failure.

Yet, it is quite possible, even common, to work across cultures for decades and travel frequently for business while remaining unaware and uninformed about how culture impacts you. Millions of people work in global settings while viewing everything from their own cultural perspectives and assuming that all differences, controversy, and misunderstanding are rooted in personality. This is not due to laziness. Many well-intentioned

If you go into every interaction assuming that culture does not matter, your default mechanism will be to view others through your own cultural lens.

people do not educate themselves about cultural differences because they believe that if they focus on individual differences, then that will be enough.

After I published an online article on the differences among Asian cultures and their impact on cross-Asia teamwork, one reader commented, "Speaking of cultural differences leads us to stereotype and therefore put individuals in boxes with 'general traits'. Instead of talking about culture, it is important to judge people as individuals, not just products of their environment."

At first, this argument sounds valid, even enlightened. Of course individuals, no matter their cultural origins, have varied personality traits. So why not just approach all people with an interest in getting to know them personally, and proceed from there? Unfortunately, this point of view has kept thousands of people from learning what they need to know to meet their objectives. If you go into every interaction assuming that culture does not matter, your default mechanism will be to view others through your own cultural lens and to judge or misjudge them accordingly.

Yes, every individual is different. And yes, when you work with people from other cultures, you should not make assumptions about individual traits based on where a person comes from. But this does not mean learning about cultural contexts is unnecessary.

If your business success relies on your ability to work successfully

with people from around the world, you need to have an appreciation for cultural differences as well as respect for individual differences. Both are essential.

As if this complexity were not enough, cultural and individual differences are often wrapped up with differences among organisations, industries, professions, and other groups. But even in the most complex situations, understanding how cultural differences affect the mix may help you discover a new approach. Cultural patterns of behaviour and belief frequently impact our perceptions (what we see), cognitions (what we think), and actions (what we do).

To help people improve their ability to decode these three facets of culture and to enhance your effectiveness in dealing with them, I have built on the work of many in my field to develop a tool called the Culture Map. It is made up of eight scales representing the management behaviours where

A Western executive will break down an argument into a sequence of distinct components, while Asian managers tend to show how the components all fit together.

cultural gaps are most common. By comparing the position of one nationality relative to another on each scale, the user can decode how culture influences day-to-day collaboration.

The eight scales are based on decades of academic research into culture from multiple perspectives. To this foundation I have added my own work, which has been validated by extensive interviews with thousands of executives who have confirmed or corrected my findings. The scales and their metrics are:

Communicating: When we say that someone is a good communicator, what do we actually mean? The responses differ wildly from society to society. I compare cultures along the Communicating scale by measuring the degree to which they are high- or low-context, a metric developed by American anthropologist Edward Hall. In low-context cultures, good communication is precise, simple, explicit, and clear. Messages are understood at face value. Repetition is appreciated for purposes of clarification, as is putting messages in writing. In high-context cultures, communication is sophisticated, nuanced, and layered. Messages are often implied but not plainly stated. Less is put in writing, more is left open to interpretation, and understanding may depend on reading between the lines.

Evaluating: All cultures believe that criticism should be given constructively, but the definition of 'constructive' varies greatly. This scale measures a preference for frank versus diplomatic negative feedback. Evaluating is often confused with Communicating, but many countries have different positions on the two scales. The French, for example, are high-context (implicit) communicators relative to Americans, yet they are more direct in their criticism. Spaniards and Mexicans are at the same context level, but the Spanish are much more frank when providing negative feedback.

Persuading: The ways in which you persuade others and the kinds of arguments you find convincing are deeply rooted in your culture's philosophical, religious, and educational assumptions and attitudes. The traditional way to compare countries along this scale is to assess how they balance holistic and specific thought patterns. Typically, a Western executive will break down an argument into a sequence of distinct components (specific thinking), while Asian managers tend to show how the components all fit together (holistic thinking). Beyond that, people from southern European and Germanic cultures tend to find deductive arguments (what I refer to as principles-first arguments) most persuasive, whereas American and British managers are more likely to be influenced by inductive logic (what I call applications-first logic).

Leading: This scale measures the degree of respect and deference shown to authority figures, placing countries on a spectrum from egalitarian to hierarchical. It is based partly on the concept of power distance, first researched by Geert Hofstede, who conducted 100,000 management surveys at IBM in the 1970s. It also draws on the work of Robert House and his colleagues in their GLOBE (global leadership and organisational behaviour effectiveness) study of 62 societies.

Deciding: This scale measures the degree to which a culture is consensus-minded. We often assume that the most egalitarian cultures will also be the most democratic, while the most hierarchical ones will allow the boss to make unilateral decisions. This is not always the case. Germans are more hierarchical than Americans, but more likely than their US colleagues to build group agreement before making decisions. The Japanese are both strongly hierarchical and strongly consensus-minded.

Trusting: Cognitive trust (from the head) can be contrasted with affective trust (from the heart). In task-based cultures, trust is built cognitively through work. If we collaborate well, prove ourselves reliable, and respect one another's contributions, we come to feel mutual trust. In a relationship-based society, trust is a result of weaving a strong affective connection. If we spend time laughing and relaxing together, get to know one another on a personal level, and feel a mutual liking, then we establish trust.
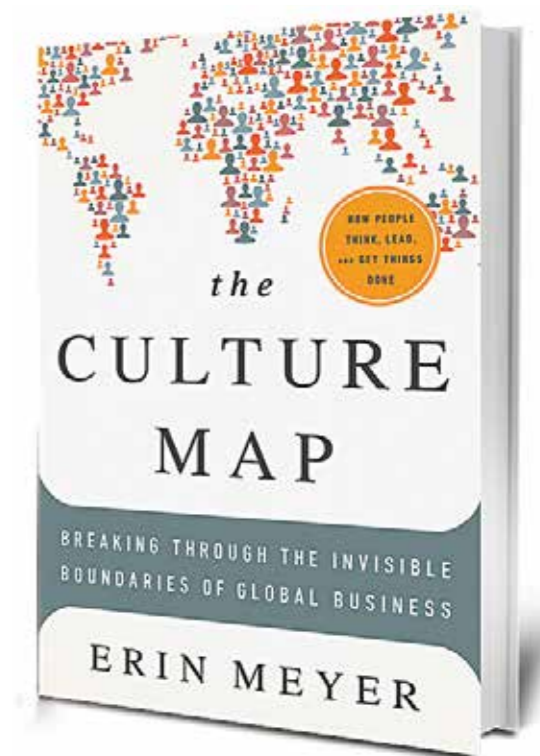
Disagreeing: Everyone believes that a little open disagreement is healthy, right? Recent American business literature certainly confirms this viewpoint. But different cultures actually have very different ideas about how productive confrontation is for a team or an organisation. This scale measures tolerance for open disagreement and inclination to see it as either helpful or harmful to collegial relationships.

Scheduling: All businesses follow agendas and timetables, but in some cultures people strictly adhere to the schedule, whereas in others, they treat it as a suggestion. This scale assesses how much value is placed on operating in a structured, linear fashion versus being flexible and reactive. It is based on the 'monochronic' and 'polychronic' distinction formalised by Edward Hall.

At the heart of the tool and my new book *The Culture Map* is the realisation that culture is relative. To succeed in a global business world, you need to understand not just how people from your own culture experience people from other cultures, but also how those cultures perceive 'one another'. ✦

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HOW PEOPLE THINK, LEAD, and GET THINGS DONE

the
CULTURE
MAP

BREAKING THROUGH THE INVISIBLE
BOUNDARIES OF GLOBAL BUSINESS

ERIN MEYER

ARE THE BEST TEAMS ONLY TEMPORARY ONES?

DAVID BURKUS

David Burkus is a best-selling author, an award-winning podcaster, and associate professor of management at Oral Roberts University, teaching courses on organisational behaviour, creativity, and innovation. He is the author of *The Myths of Creativity*, in which he tries to demystify the processes that drive innovation. In his upcoming book, *Under New Management*, he offers revolutionary insights that are convincing companies to leave behind decades-old management practices and implement new ways to enhance productivity and morale.

When we think of high-performing teams, we often think of them as long-term allies—a band of brothers in the organisational world. It takes a while for teams to move through the traditional phases of storming and norming before they start to really perform. It is logical then to assume that the longer a team is together, the better they will be at performing. But research into the inner workings of teams, particularly creative teams, suggests a different conclusion, one supported by experience from many of the most innovative companies: the best teams might be temporary, with members forming around a given project and then going their separate ways to work on new projects.

The empirical evidence for temporary teams comes from an unlikely arena, but one filled with high-pressure deadlines, conflicting egos, and the need to be outstandingly creative: Broadway. Taking a musical from idea to opening night requires a large team for writing, composing, staging, lighting, and so much more. Most of the artists working on Broadway are working on more than one production in a year, sometimes more than one production at a time. As such, artists develop a broad and interconnected network of relationships and can find themselves working with lots of old colleagues or teams of whole new people. This caught the attention of researchers Brian Uzzi and Jarrett Spiro. Uzzi and Spiro wanted to know if the strength or diversity of those relationships affected the success of the show.

To find out, the duo first needed to map the network of connections in the Broadway community. They analysed every musical produced on Broadway from 1945 to 1989, including shows that were axed before opening night. The final database catalogued 474 musicals and listed 2,092 artists, including Broadway legends from Cole Porter to Andrew Lloyd Webber, revealing a complex, dense network of collaborations and working relationships between producers, writers, actors, and choreographers, a fertile ground for teams to connect, collaborate, disband, and repeat the cycle. They called this a 'small world network'.

Next, the pair calculated the level of repeat collaborations in any given production year, a value they called 'small world quotient' or simply Q. When Q was high, the teams were densely interconnected, which meant that more artists knew each other and were working together on multiple projects. When Q was low, there was not as much familiarity,

Empirical evidence for temporary teams comes from an unlikely arena, but one filled with high-pressure deadlines, conflicting egos, and the need to be outstandingly creative: Broadway.

and multiple collaborations were rare. Uzzi and Spiro then compared each year's Q score to the level of financial success and critical acclaim achieved by the shows that year. Given what we know about teams, it would be logical to assume that a higher Q would produce shows that were more creative and successful. Instead, Uzzi and Spiro found that the correlation was not a straight line, rising in success as it rose in collaboration; the trend line looked more like an inverted U. The most successful years had a Q score around 2.6 on a scale from 1 to 5, meaning the production teams had a good mix of old colleagues and new members. The rationale behind their findings is that old colleagues bring knowledge of the process, as well as prior norms (and awareness of past storms) from old teams while the new members bring fresh ideas that enhance the creativity of the show. Old colleagues alone would not have nearly as many ideas and new members might not get out of the storming phase and see their ideas implemented.

Uzzi and Spiro's findings have been around for some time, but they are often misapplied to just one team at a time. Instead, it is about the whole network. The most innovative companies often function like the loose network Uzzi and Spiro found to be optimal. Consider the innovation consultancy Continuum, which hires a diverse array of traditional designers, engineers, psychologists, artists, MBAs, and ethnographers. This diverse pool of talent assembles as needed around client projects, sometimes working on several projects at a time. Continuum is deliberate about securing clients from a variety of fields, so that designers are exposed to a diverse set of design and business challenges and can cross-pollinate ideas from different industries, life experiences, and cultural perspectives.

In this way, the organisational structure of Continuum has become a small world network, where teams connect, collaborate, disband, and repeat. The results speak for themselves. In the thirty years since its founding, Continuum has won more than 200 design awards, including more than 75 Industrial Design Excellence Awards, and has designed groundbreaking products including medical instrumentation, industrial robotics, the Reebok Pump, and even the Swiffer. But Continuum's most significant innovation is not a new shoe or a different kind of mop. Instead, it is the process they have uncovered for creating the right project teams and continuously tweaking them to provide fresh insights on top of shared experiences.

The best teams might be temporary, but their company's success is enduring. ◆
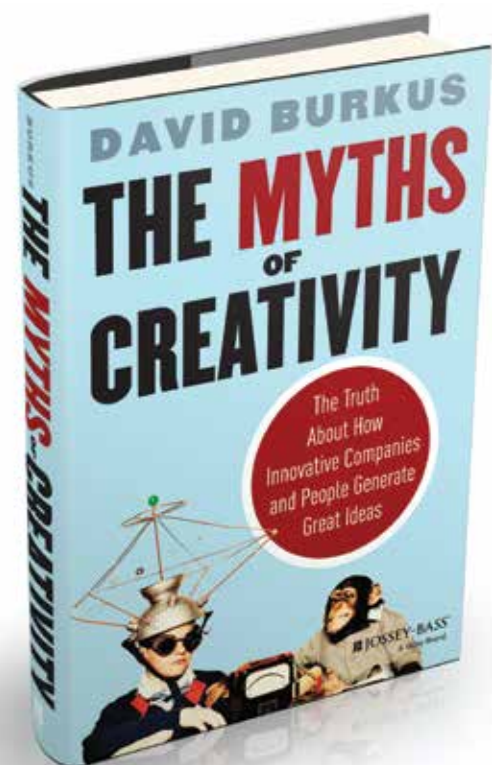
THE FUTURE OF LEARNING THROUGH CONNECTIONAL INTELLIGENCE

ERICA DHAWAN

Erica Dhawan is an author, keynote speaker, and CEO of Cotential, a global training and consulting firm that accelerates the connectedness of employees, teams, customers, and clients. Through keynote speaking, training, and consulting, she teaches business leaders and companies innovative strategies to create increasing value for customers and clients, deliver sustainable results, and ensure future global competitiveness. She is the co-author of the bestselling book *Get Big Things Done: The Power of Connectional Intelligence.*
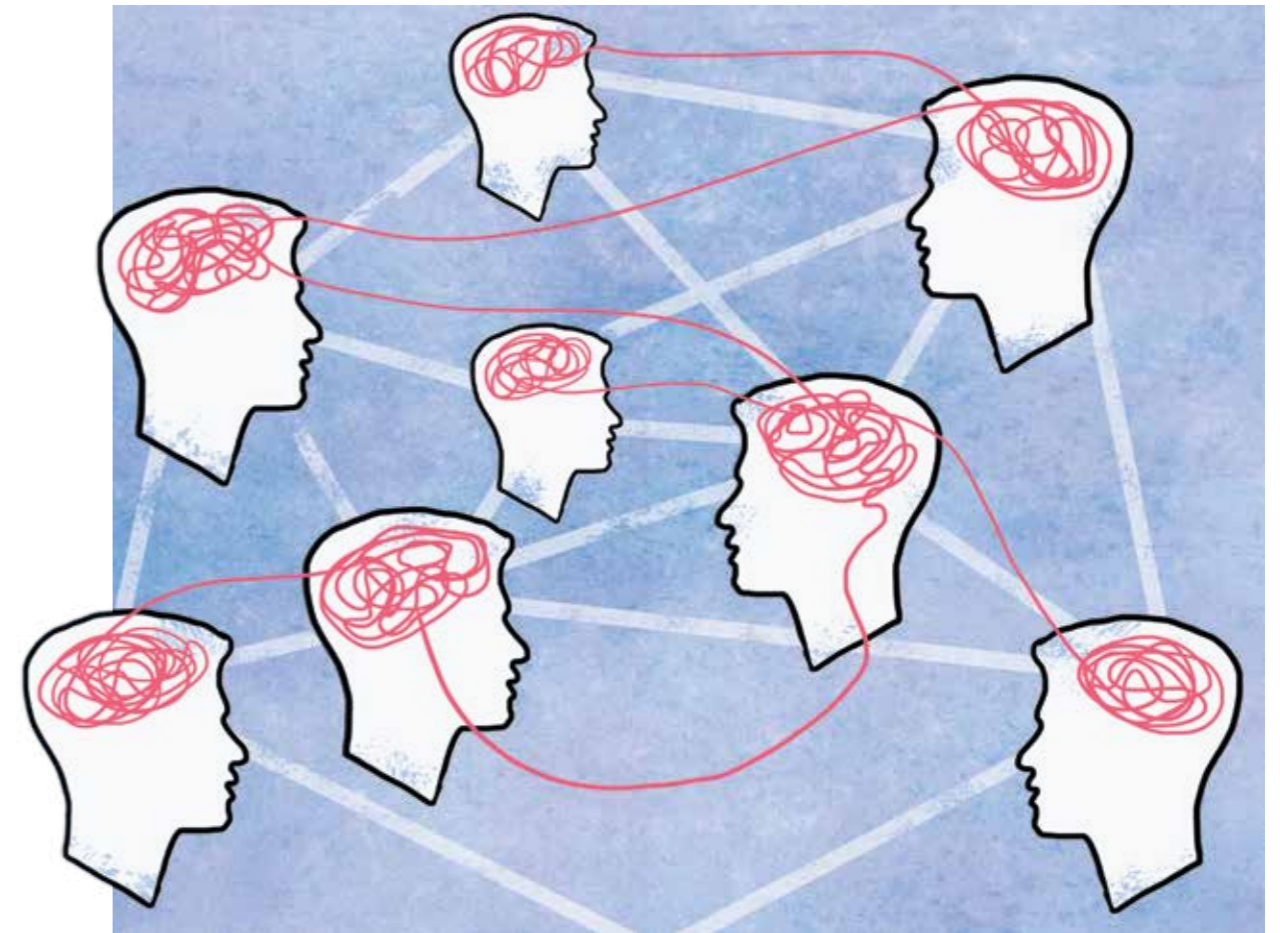
O ur expensive talent development conferences need an update. We also need to bring growth opportunities into the day-to-day work life of a company, not just limit them to an annual three-day event. There are many alternatives today that will revolutionise the way that employees develop professionally and drive business results. Companies can develop their employees by concentrating on connectional intelligence.

Connectional intelligence is the ability to combine knowledge, ambition, and human capital, forging connections on a global scale that create unprecedented value and meaning. In my book, *Get Big Things Done,* co-authored by Saj-nicole Joni, we showcase how today's employees are looking for

By engaging with an outside community, employees will be exposed to developments in the field and they will learn what potential recruits really want and need out of a job in the company.

personalised direction at every stage of their careers using connectional intelligence.

Employees expect to learn at work in the same way they consume entertainment at home through services such as Netflix and Hulu—with a vast diversity of individualised choice.

Educational content and courses that develop employees for the next stage in their careers need to be generated by employees at every level, rather than through a top-down approach. Much like how Khan Academy, Coursera, and edX are transforming personal education, new digital tools are making it easier than ever for employees to take hold of their own professional education.

With so many smart people on staff at a company, the problem is usually not lack of knowledge, but a lack of structures and systems to effectively share or access that knowledge when it is needed.

So what does this look like and how can companies take advantage of these new trends? As an adviser on talent to Fortune 500 companies, here are my top four best practices to unleash connectional intelligence in talent development in your company.

Acquire new talent through online communities

Build a community engagement plan to better connect with the next generation of talent. Look at GitHub and Stack Overflow. Both were originally designed as places to share coding, but after attracting so many users, they evolved into leading job platforms in which engaged users could be invited to apply for jobs by companies such as Apple and Google.

By engaging with an outside community, employees will be exposed to developments in the field and they will learn what potential recruits really want and need out of a job in the company.

One way to engage in already existing communities is to designate current employees to answer questions on Q&A sites such as Quora. These employees can serve as 'detectives' to locate subject matter experts in areas critical to your business needs.

Another example is CodinGame, a website where programmers solve puzzles to improve their skills. Eventually, it became a place for both job hunting and recruiting. Programmers now practise their skills while demonstrating their abilities to potential employers. And employers get an inside look into what job candidates are worth, well beyond what their resume and portfolio might reveal.

Gamify your learning

One of the most interesting developments is the gamification of research and development, the theory of which you can apply to training in your company. Take Foldit, an online gaming platform that allows people from all over the world to solve puzzles that contribute to research into anti-viral drugs. What if you took that idea and applied it to your internal training programmes?

By creating games in specific learning areas, you give employees alternatives to the normal routine. The solutions also could turn into research that other employees could build on.

Leverage knowledge networks

Accelerate employees' ability to share knowledge. With so many smart people on staff at a company, the problem is usually not lack of knowledge, but a lack of structures and systems to effectively share or access that knowledge when it is needed. Building an online community where employees can be continuously engaged will foster

connections between employees and allow people to solve problems in real time. Another possibility is to create a blogging network where employees can share in-depth content about their work or a particular subject area and aggregate industry-related news to share with other employees. It gives employees the chance to share ongoing projects. An online learning community will give employees a forum to become an internal thought leader, regardless of rank or status.

Deepen your client and customer engagement

Companies are always asking how to get customers more involved with their products and build brand loyalty. Sponsoring an open learning network can provide customer engagement while developing employees, who can educate one another and customers on their industry topic.

Think of this as a TEDx Talk forum, where content is created and shared by users—in this case, employees. By providing content to customers, you will become the industry hub of knowledge in your field.

Employees can create podcasts, present mini-lectures via video, or write articles on a particular topic, which empowers them to be proud of their knowledge and inspires them to learn more. Ratings can be used to optimise content just like Yelp, which is a great way to learn what your customers are most interested in.

An effective talent development programme is crucial to attracting, engaging, and retaining top talent. By taking advantage of real-time and relevant networks, your new learning programmes will create enabling structures for employees to teach and learn from one another. They also can open up the door to better engage with customers, clients, and other stakeholders. This will foster an empowered workforce and collaborative culture, all while reducing the cost of expensive top-down learning programs. ✦

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An online learning community will give employees a forum to become an internal thought leader, regardless of rank or status.

GET **BIG** THINGS DONE
THE POWER OF **CONNECTIONAL INTELLIGENCE**
ERICA DHAWAN AND SAJ-NICOLE JONI
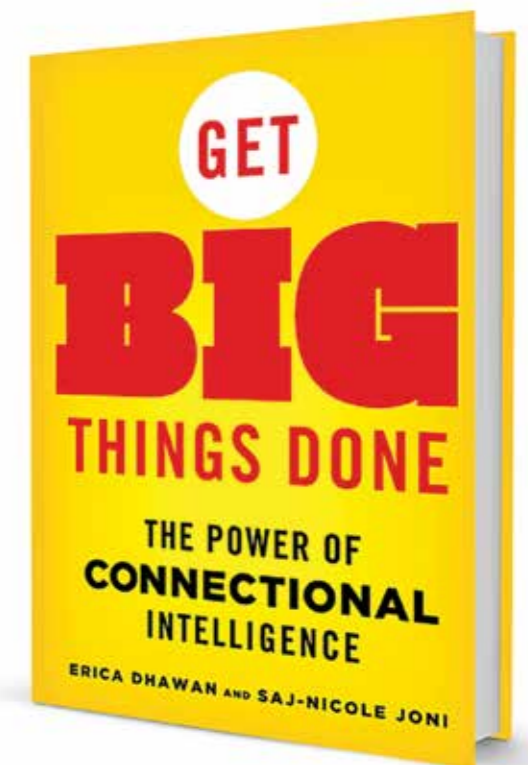
NEW MANAGERS DON'T HAVE TO HAVE ALL THE ANSWERS

STEVEN D'SOUZA AND DIANA RENNER

Steven D'Souza is Director of Programmes: Western Europe and Middle East for the Financial Times IE Business School Corporate Learning Alliance. He is also the author, with Diana Renner, of *Not Knowing: The Art of Turning Uncertainty into Opportunity*, which won the UK Chartered Management Institute's Management Book of the Year Award in 2015.

I f you are a newly promoted manager who feels the pressure to have all the answers expected of you from day one, do not despair. You are not alone.

A new role comes with a whole new set of expectations. There is an implicit— and perhaps explicit—social contract with your team to show the way, prove you care, and ensure stability and clarity. Almost all organisations put a premium on competence and expertise. As you are trying to orient yourself to your new role and responsibilities, you might be feeling the pressure to mask those awkward (even if unfounded) feelings of incompetence or inadequacy; to pretend you have the answers, even when you do not.

In the research for our book *Not Knowing: The Art of Turning Uncertainty into Opportunity*, we spoke to many managers who struggled with feelings of incompetence as they faced challenges associated with their new role. They feared looking foolish; losing their authority; letting people down; even being fired.

In a complex world, no one person can possibly have all the answers. You will inevitably face challenges that are hard to define, let alone to solve—even after years of management experience.

And yet we are wired to feel uncomfortable with uncertainty.

Neuroscience research has shown that threats to our certainty can result in neurological pain that is similar to a physical attack. Even when we are not feeling threatened by uncertainty, researchers at Dartmouth have found that a neural network in the left hemisphere of our brain is "always looking for order and reason, even when they don't exist."

But it is possible to hold doubt and competence in balance. The leaders we interviewed often cited four key behaviours:

❶ Become more aware of your relationship to knowledge. Work on increasing your awareness

The higher the confusion and uncertainty, the more attractive quick and easy answers become. Staying with questions develops our tolerance and increases our capacity to engage with the unknown.

of your relationship with knowledge and identify your blind spots around confidence and certainty. Ask yourself these questions:

• How important is it for you to be seen as competent in everything you do? How realistic is it that you will know everything?
• What expertise do you already have? Does it help or hinder you as a new manager?
• What are your default behaviours when you come to the edge of your skills? How do you recognise the limitations of your expertise?

As you mull over these questions, reflect on the tension you feel between the expectations placed on you and the desire to be seen as capable and successful in a new role.

❷ Exploit your freshness as an advantage. Being a beginner can be an advantage. In our book, we call it 'emptying your cup', coined after the famous phrase by Zen monk and teacher Shunryu Suzuki: "In the beginner's mind there are many possibilities; in the expert's mind there are few." As a beginner, you can allow a fresh perspective to emerge. This is particularly useful when you need to make sense of a challenging situation, tackle a complex problem, or come up with new solutions or innovations.

Christian Busch, Associate Director at the London School of Economics Innovation Lab, has studied modern micro-credit, mobile banking, and micro-saving—all intriguing innovations. He points out that these have all come out of contexts where there was no previous infrastructure or conception of how things should be done. These examples illustrate how a 'don't know' mindset can trigger innovation without historical baggage or existing path dependencies.

❸ Say 'I don't know' more often. While expectations on managers do vary globally by culture, role, and industry, different strategies can be deployed that allow you to admit ignorance, uncertainty, or ambivalence, and not lose credibility.

Start by opening up a conversation with your team to set their expectations. Discuss the benefits and challenges associated with being forthright about what knowledge you lack individually and as a team. This gives you the opportunity to renegotiate people's expectations that you should have all the answers. Allowing room for doubt opens up space for learning, growth, and creativity. In our book, we tell the story of a new manager who found himself leading a new team after a restructuring. Feeling out of his depth and anxious about his new responsibilities, he took the risk of sharing his feelings of insecurity. He confided in his team that he did not know how to deal with every facet of the situation and had more questions than answers. "The message was: I trust you, I respect you—and they got it," he says. "Sharing how I felt opened up enough space for them to share their own ideas. Everyone had the same reaction to the changes: insecurity, self-doubt… it was a shared experience that galvanized the team."
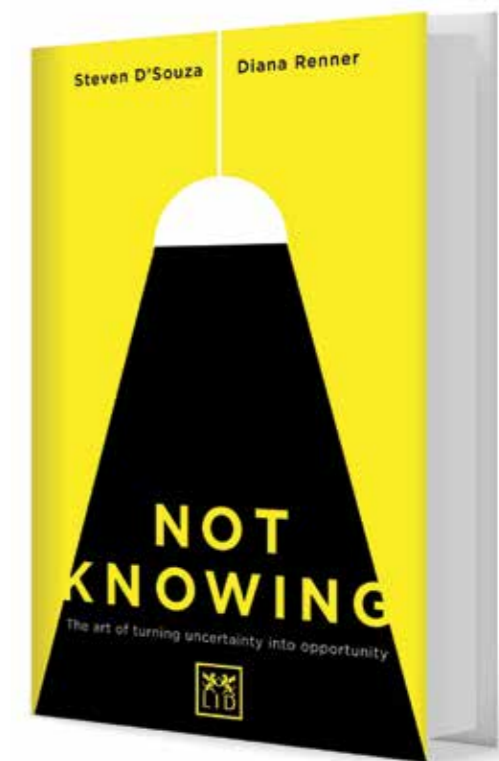
To become more comfortable with saying 'I don't know', consider some low-risk situations where you can practice saying it. How do you manage the expectations of your manager and reports? How can you create a safer space for your team to admit that they do not have all the answers, either?

❹ Stay with questions longer. In most organisations, it is uncomfortable to keeping asking questions rather than settling on the first answer.

The higher the confusion and uncertainty, the more attractive quick and easy answers become. Staying with questions develops our tolerance and increases our capacity to engage with the unknown. It also provides us with more information about what is going on and what our options may be.

Poet Rainer Maria Rilke encourages us to: "Live the questions now. Perhaps then, someday far in the future, you will gradually, without even noticing it, live your way into the answer." Focus on developing a culture of ongoing inquiry within your team by rewarding curiosity and questioning. That way, it is not threatening or exposing when someone does not have the answer—even when that person is you.◆

Steven D'Souza   Diana Renner

NOT KNOWING
The art of turning uncertainty into opportunity

HOW A FIFA-LIKE SCANDAL AFFECTS YOUR TALENT PIPELINE

JENNIFER PETRIGLIERI

Jennifer Petriglieri is Assistant Professor of Organisational Behaviour, INSEAD, where she teaches the Psychological Issues in Management course in the MBA, the High Impact Leadership Programme for executives. Her research on how sudden crises in organisations and professions affect the identities and actions of their senior and most established members won the INFORMS/ Organization Science dissertation proposal award.

T he unravelling of charismatic leadership often follows a familiar arc. Scandal. Denial. Resignation. Uncertainty about what will come next. The latest rendition of this tragic spectacle unfolded as FIFA's President Sepp Blatter first stubbornly stood for and won a dramatic re-election, and then swiftly resigned as the evidence mounted that FIFA allegedly widespread corruption involved his inner circle.

It was a sudden crisis involving a well-known global brand and a controversial leader. No wonder pundits have been on the case since the first arrests of FIFA officials became public. Their questions also followed a well-worn path: why did it take so long for Blatter to realise that he was the part of the problem, not the solution? Who will succeed him? Is anyone capable of what Blatter himself described as the 'profound overhaul' FIFA needs to regain a shred of international respect?

This focus on the top leader is understandable; Blatter was FIFA's figurehead and a caricature of the issues that threaten the credibility of football's global governing body. It is demeanours such as his that worsen the public's trust in leaders and fuel what has been called a

global crisis of leadership. Undoubtedly, he had to go.

Yet, focusing on the top leader and his or her successor also means missing a vital part of the picture. It will take much more than a new man or woman at the top for FIFA, like for any organisation in the midst of a crisis, to recover and rebuild.

Like most organisations in crisis, FIFA appears to be taking symbolic actions to assert its credibility, and substantive actions to sustain its operations. The contrite CEO resignation and the efforts to keep the product on the shelves, so to speak, are staples of crisis management. They are meant to reassure outsiders that while mistakes were indeed made, the organisation will get through the crisis.

My research on organisations in crisis—both those resulting from leaders' faulty behaviour and

in their work, take pride in the firm, and define themselves in part by belonging to it. These are the very members who, in good times, companies swoon over as their pool of 'future leaders.'

The organisation, for these employees, is not just the source of a paycheck. It is a piece of who they are. And companies go to great lengths to foster their identification so as to retain and motivate them. When people are identified, their organisations' successes become their personal successes. The reverse, however, is also true. The organisation's failures become personal failures. The organisation's crises become personal crises. My research shows that when a crisis hits their organisation, identified members feel ashamed, guilty, embarrassed, even when they had no personal fault for or direct link to the cause of the crisis. Crises also destabilise their identification. A whole host of doubts arise that before were the last things on their mind. Is this a good place? Do I belong here? What does it mean for me to be here? Should I be here?

The corporate messaging devised for outside stakeholders does

Destabilised identification poisons the talent pool the organisation has painstakingly built just when it is needed most.

those provoked by sudden public accidents—shows that when all the attention turns to fixing the problem and bolstering the firm's reputation, a strategic population is deeply affected yet often neglected by crisis management efforts. That is, committed and talented members of the organisation at the centre of the storm. The very people who can quell the crisis, fix the damage, and renew the organisation.

From the shop floor to the senior management ranks, members of organisations are profoundly affected by crises that engulf their organisations. This is especially true for talented and dedicated members who rarely see their work as 'just a job', and have more than a transactional attachment to the organisation. They pour their heart and mind

precious little to quell such doubts, and a downward spiral commences whereby they lose faith in the organisation and begin to disengage. Some get so disheartened that they resign. Others remain as warm bodies, their heart gone from the job, easy to poach by competitors with a good offer. Either way, destabilised identification poisons the talent pool the organisation has painstakingly built just when it is needed most.

This does not need to happen. How an organisation manages talent in the midst of a crisis, I have found, can make much difference and even bolster these members' pride and motivation in the long run. My study of organisations in crisis suggests three principles that help restore the identification of members destabilised by a crisis:

➥Access to data trumps reassuring messages. The needs of external stakeholders differ from what employees need during a crisis.

During a crisis, taint might be inevitable, at least for a while. Disengagement is not.

Of course, leaders have to reassure the outside world and try to repair reputational damage. But internal communications from top leaders, however well-crafted, do little to rebuild talented members' sense of identity and belonging. As long as that self-identification is destabilised, an employee's state of mind will be one of distance and questioning, making it hard to believe what the organisation's leaders claim. These doubts become stronger if they cannot access data—on both the cause of the crisis and its unfolding—that helps them come, for themselves, to the conclusion that the crisis can be remedied and that the organisation has the resources to do so. This requires going against the common practice to corral the data and control the messaging.

➥Personal involvement trumps protective isolation. Even as they question the values and capabilities of the organisation and its top leaders, talented members often still believe in their own good intentions and abilities. Working on repairing whatever was broken gives them access to direct information and distances them from indirect interpretations, such as the media's. And most importantly, it makes them an active spearhead of the solution, rather than a cog in the problem. This goes against the traditional wisdom to protect key talent from the source of the crisis, ring-fencing them in business areas, locations, or on projects that are far from the source of taint.

➥Organisational opportunity trumps personal initiative. Sceptical employees will be driven to retain their positive standing in the industry, often by taking initiatives to prove that their competence and integrity are intact even if their organisations might not be. Taking these initiatives individually, or in the context of outside communities, only deepens the gulf between them and the organisation. To repair their distrust, it is key that the organisation provides them opportunities to take positive action vis-à-vis the crisis, on its behalf. This restores faith that the organisation remains able and committed,

even in its darkest hour, to provide what most talented members seek—opportunities to grow and shine by doing the right thing. This counters the common admonition that talented members need to be entrepreneurial and left to forge their own path. In short, telling talent that 'we are good' and keeping them somewhere safe while outsiders are called in to fix the problems is a perfect recipe for making them feel like outsiders, wondering—like everyone else—what the organisation is trying to hide. How are they to believe that they are future leaders if they are kept at a distance when the future is at stake?

During a crisis, taint might be inevitable, at least for a while. Disengagement is not. The kind of actions I outlined above, however, are only possible if talent development was a substantive rather than a rhetorical effort before the crisis, and the organisation truly has a competent and committed talent pool, willing and ready to take the lead when the future arrives.

Long after the spotlight goes off Sepp Blatter, FIFA will remain an organisation in need of new leadership—not just of a new leader. Whether insiders can make that renewal happen depends on how deep and prepared FIFA's bench is.

Crises are like those dramatic turning points in a game, when the captain is sent off and the team needs to regain it's footing on the pitch. Those are the moments when 'talent management' proves its value, or proves itself a scam. ◆

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WHY SOME MEN PRETEND TO WORK 80-HOUR WEEKS

ERIN REID

Erin Reid is a professor at Questrom School of Business, Boston University. She studies the interrelations between careers, identity, and how work is organised. She is especially interested in how men and women cope with time-greedy work, and the implications of their coping mechanisms for their own lives as well as the organisations for which they work.

In many professional jobs, workers are expected to be 'ideal workers'—fully devoted to and available for the job, with no personal responsibilities or interests that interfere with this commitment. We often think of problems with these expectations as women's problems. But my research at a top strategy consulting firm revealed how many men also found meeting these expectations difficult or painful. They complained to me of children crying when they left for work, of poor health and substance addictions caused by their long hours, and of a general sense of feeling 'overworked and underfamilied'. Many men acted on their feelings, finding ways to resist the firm's expectations that they be ideal workers. How they resisted shaped their futures at the firm in important ways.

I studied a global strategy consulting firm. Like many such firms, this firm relied on small teams to complete client projects over weeks or months.

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Consultants were expected to be available for travel to client sites, and work evenings and weekends on short notice. I gathered interviews with more than 100 people, as well as performance data and internal HR documents.

At this firm, people believed that success indeed required ideal-worker-like devotion. Many reported 60- to 80-hour weeks, with little control over when those hours were worked and whether they might have to travel. One junior manager told me, "Our email program has a time client built into it. So you can actually see in your email box who's online and who's not…If you don't see somebody on at the same time at a certain hour of the night, you're wondering what the heck they are doing."

The pushback men received for asking for time away from work seemed limited to time for family.

While women, particularly mothers, were expected to have trouble with these expectations, generally, the firm expected that men were willing and able to comply with its expectations that they be ideal workers.

My research revealed that men were just as likely as women to have trouble with these 'always on' expectations. However, men often coped with these demands in ways that differed strikingly from women's solutions. Women who had trouble with the work hours tended to take formal accommodations, reducing their hours, but also revealing their inability to be true ideal workers. In contrast, many men found unobtrusive, under-the-radar ways to alter the structure of their work such that they could work predictable schedules in the 50- to 60-hour range. In doing so, they were able to work far less than those who fully devoted themselves to work, and had greater control over when and where those hours were worked, yet were able to 'pass' as ideal workers, evading penalties for their noncompliance.

One man described to me how, by using local clients, telecommuting, and controlling information about his whereabouts, he found ways to work and travel less than his colleagues, without being found out. He told me, "I skied five days last week. I took calls in the morning and in the evening but I was able to be there for my son when he needed me to be, and I was able to ski five days in a row." He clarified that these were work days, not vacation days. "No, no one knows where I am…. Those boundaries are only practical with my local client base… Especially because we're mobile, there are no boundaries." Despite his deviance from the ideal worker expectation, senior colleagues viewed him as a 'rising star.' This assessment—in combination with a top performance rating and promotion to Partner that year—suggests he had successfully passed in the eyes of senior leaders as an ideal worker.

Not all men who resisted the firm's mode of working did so in ways that permitted passing; some asked for the firm's help in reducing their work hours, requesting access to the same accommodations typically proffered to women. These men were treated differently from those who passed—they were marginalised and penalised, in the same ways that women who reveal work-family conflict have long been.

Intriguingly, the pushback men received for asking for time away from work seemed limited to time for family. One man told me that when his daughter was born, he had been harassed for taking two weeks of paternity leave, despite spending some of that leave working. But when his family later took a three-week vacation to an exotic locale, his team encouraged him to 'unplug' and take a real vacation. This disparity in treatment seems, at one level, ridiculous, but at another, entirely consistent with the firm's expectation that men be ideal workers; taking on mundane responsibilities in family life can threaten one's devotion to work, while affording an expensive vacation may be instead contingent upon devotion to and success at work. ✦