

# ME IN 2018 & 2028!

*We are delighted to present you the summary of our Global Survey as a source of inspiration for your own path of development.*

*Managers and consultants from all over the globe shared their views on the upcoming years with us.*

*Celebrating our own 10-year anniversary as a company, this time we have integrated a 10-year outlook until 2028 as well. Our recommendation:*

*Take the handbook, find a good place, get yourself a nice drink and start working through the different aspects.*

*With all our best greetings & wishes,  
Your Doujak Team*



## GROWTH OR EFFICIENCY?

Which of the following challenges is the most important for you and your company?

Managing growth and disruptive innovation (changing the system/  
business model)

80%

2018

Managing cost reduction and increasing efficiency (optimizing the system)

20%

2016

2016

2017

2018



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## **THE RESULTS IN A NUTSHELL:**

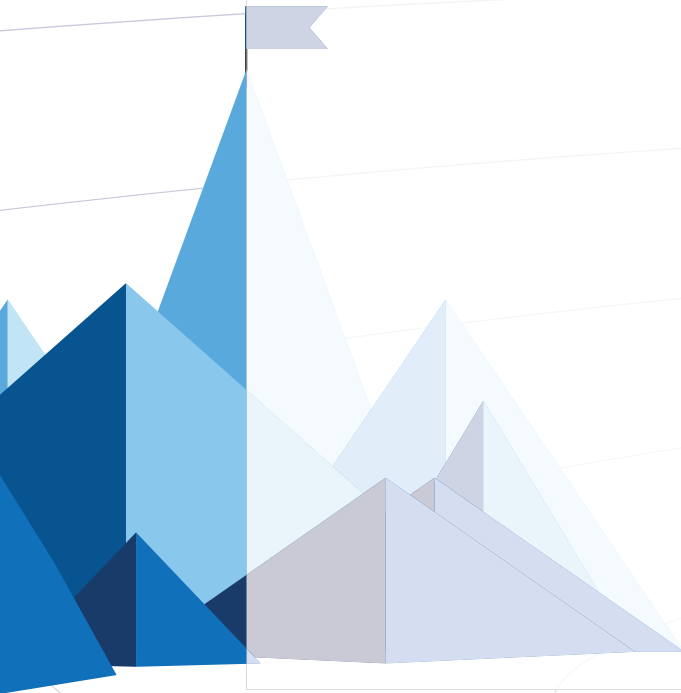
Trend is ongoing towards focus on growth and (disruptive) innovation.

For 2018, it reaches an 80:20 distribution.



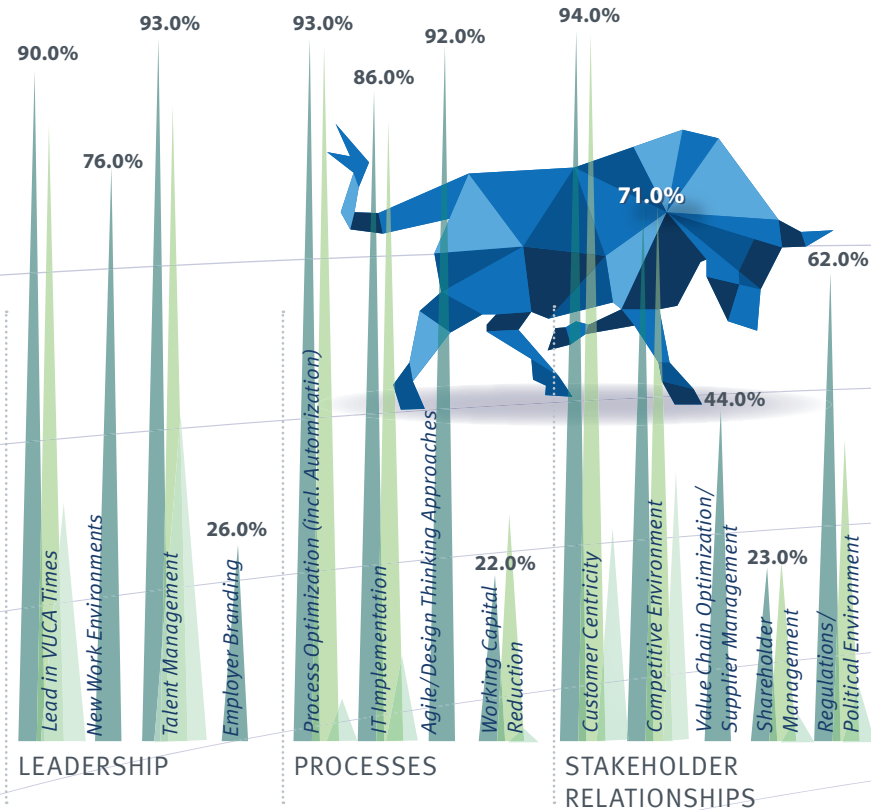
### **WHAT COULD THAT MEAN FOR ME?**

Implications for me, my team, and my organization in 2018?

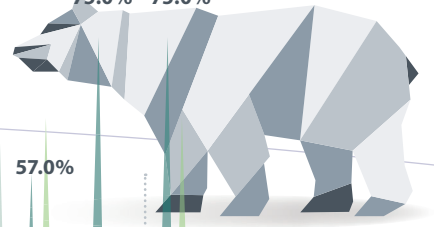
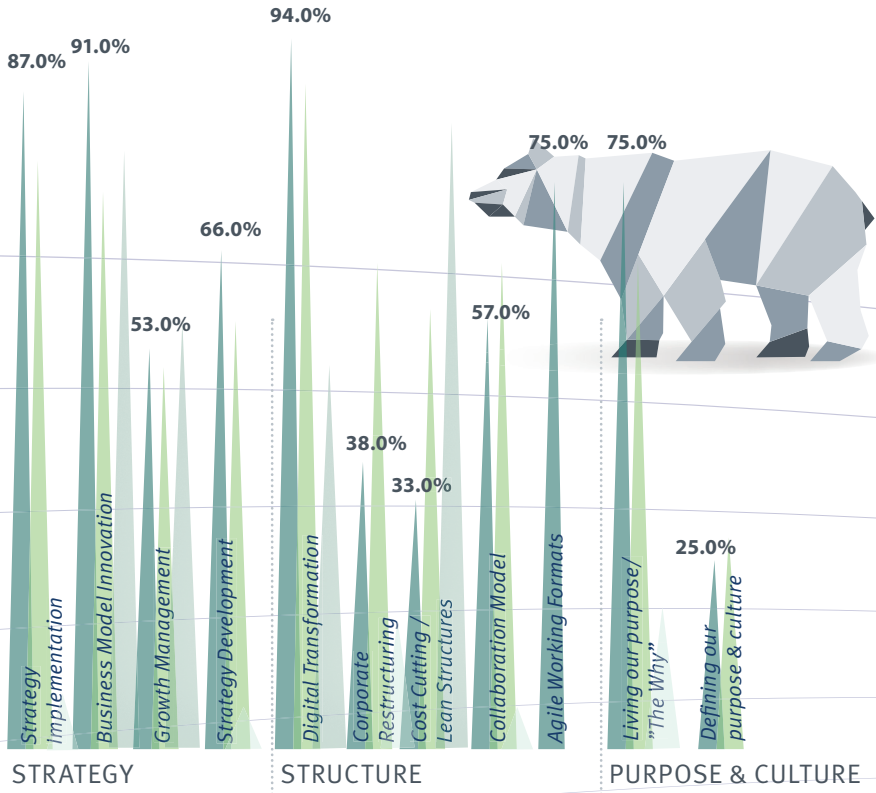


# LEADERSHIP – PROCESSES – STAKEHOLDER RELATIONSHIPS – STRATEGY – STRUCTURE – PURPOSE & CULTURE:

In 2018, which main challenges do you see further developing in your company (or your clients' companies)?



▲ 2018    
 ▲ 2017    
 ▲ 2016 results





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## THE RESULTS IN A NUTSHELL:

**LEADERSHIP:** Attracting and developing new talents plus providing new work environments gain strategic importance. Transformational capabilities for leading in VUCA times are in high demand.

**PROCESSES:** The evergreen theme of process optimization gains new momentum through agile approaches like design thinking.

**STAKEHOLDER RELATIONSHIPS:** Customer focus remains in the center of strategic and operational attention while regulatory demands tie up a lot of capacity and energy.

**STRATEGY/STRUCTURE:** Digital transformation is omnipresent, causing high pressure to innovate business model. The logic of strategy is changing fundamentally, requiring iterative implementation with agile principles.

**PURPOSE & CULTURE:** Do we really walk the talk?



## WHAT COULD THAT MEAN FOR ME?

Implications for me, my team, and my organization in 2018?

## CHALLENGES AROUND THE GLOBE:

In 2018, which specific business challenges do you see in the different geographical regions you are familiar with?







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## THE RESULTS IN A NUTSHELL:

Ready yourself for the impact of political instability, protectionism, income disparity, scarce resources and environmental issues for your business.

How will you respond as a leader?

Which opportunities do you derive?



### WHAT COULD THAT MEAN FOR ME?

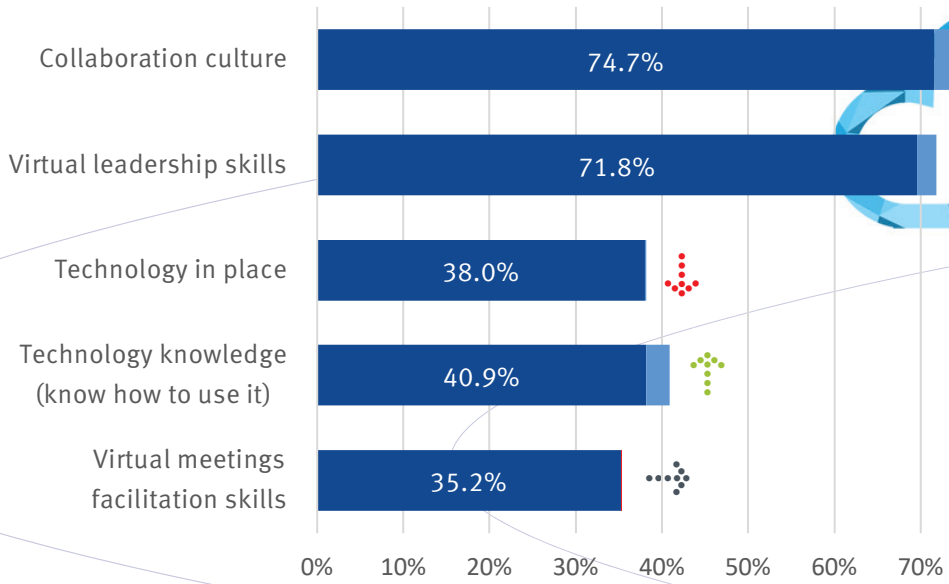
Implications for me, my team, and my organization in 2018?

- Socio-political instability (mounting demographic pressures/high unemployment rate/corruption)
- Slowdown in economic growth
- Uncertain prospects
- Regulations & legal compliance
- Risk N-Korea
- Rise of economic inequality
- Persistent international security concerns
- Environmental risks
- Further technological advances

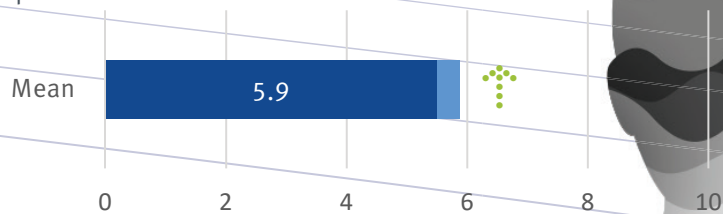
Asia-Pacific

## VIRTUAL COLLABORATION & LEADERSHIP:

What would my organization need to be “state of the art”?



How much expertise do you have in virtual collaboration/  
virtual leadership?





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## **THE RESULTS IN A NUTSHELL:**

Standstill, only slight changes. Due to the increasing focus on new ways of working, organizations need to offer collaboration cultures which are inclusive, purpose and people driven and agile. The skills required for global leaders do not include only cultural sensitivity but also remote leadership skills.



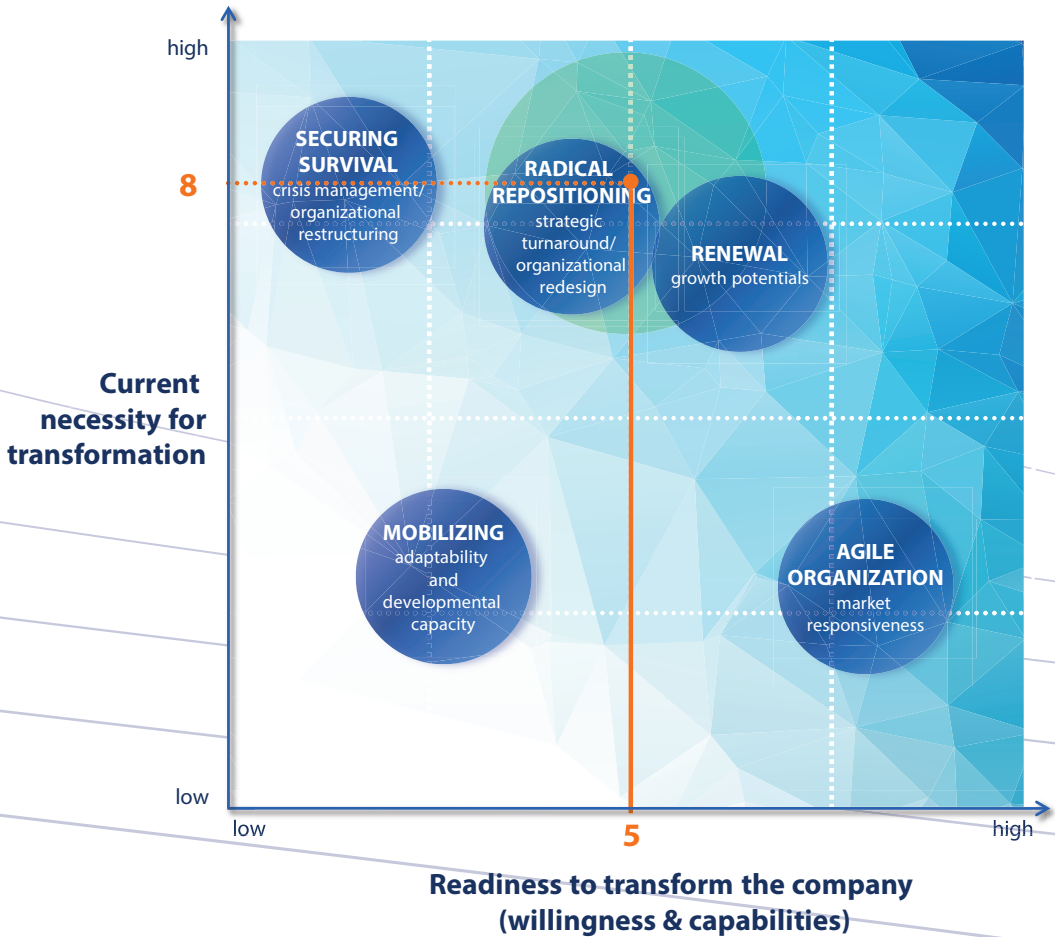
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# TRANSFORMING YOUR COMPANY:

Which challenges do you see in transforming your company & managing change in 2018?





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## **THE RESULTS IN A NUTSHELL:**

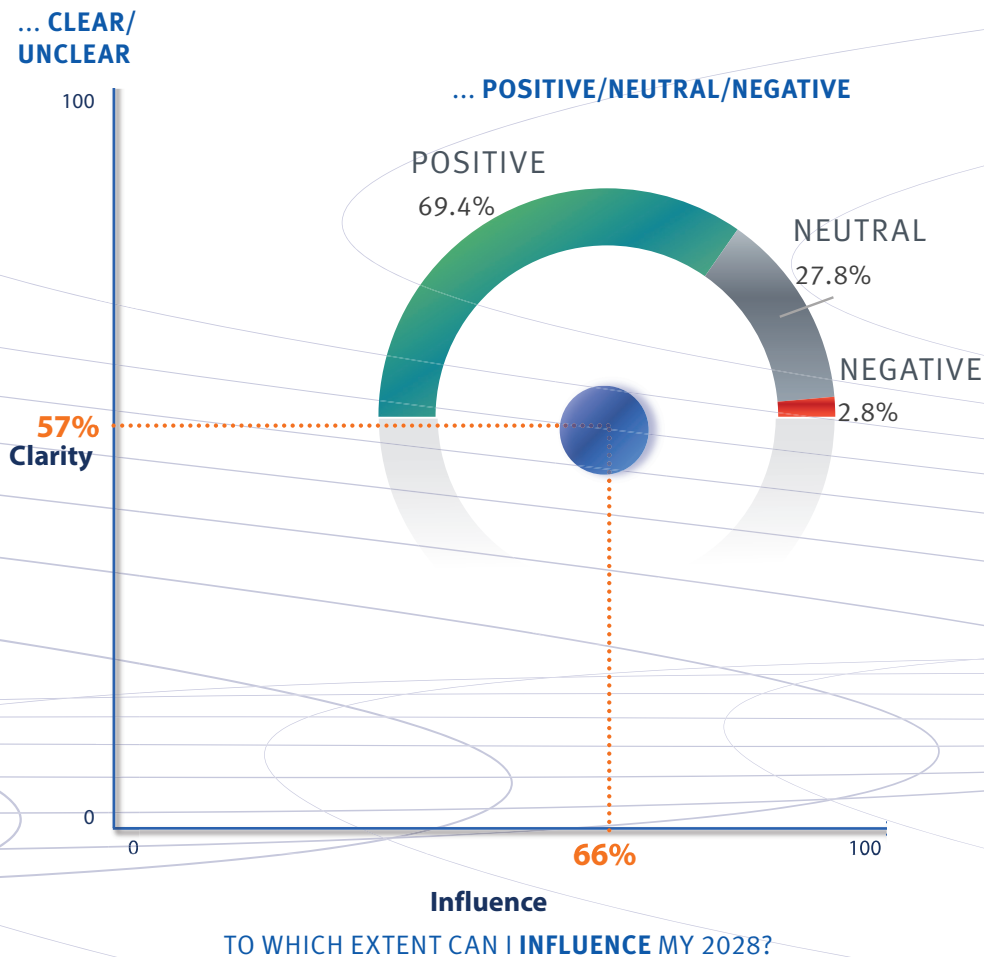
You could call it the dilemma of the future: Higher need for really radical changes on the one side, facing a lower readiness to change on the other side. Are you really prepared for that?



### **WHAT COULD THAT MEAN FOR ME?**

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# FOR ME AS A LEADER, THINKING OF 2028 FROM A PERSONAL PERSPECTIVE IS ...





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## **THE RESULTS IN A NUTSHELL:**

The results are REALLY surprising. Despite VUCA times, massive demand for radical transformation, leaders think overly optimistic about 2028! Our hypothesis: The more you have the feeling to be able to influence your future, the more you are positive about it.



### **WHAT COULD THAT MEAN FOR ME?**

Implications for me, my team, and my organization in 2018?

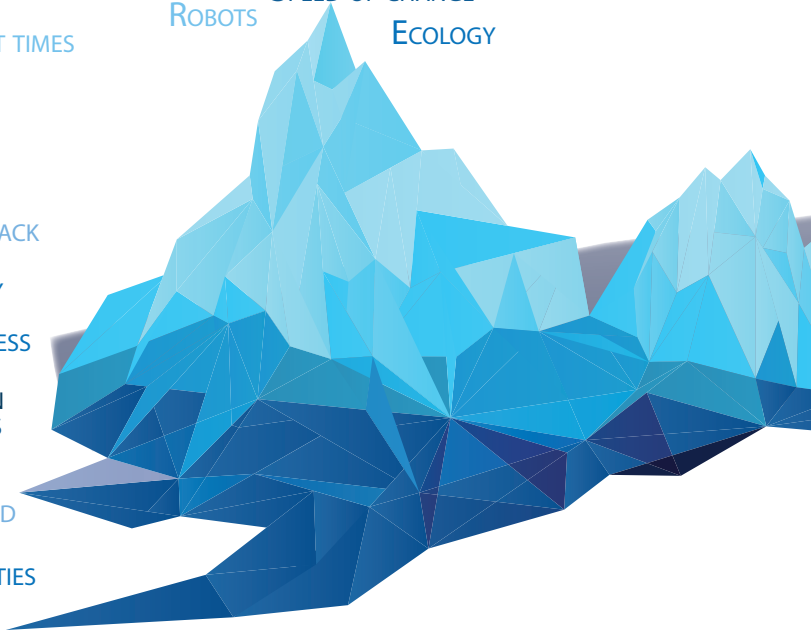
# WHICH TERM DO I SPONTANEOUSLY ASSOCIATE WITH 2028?

## BUSINESS VIEW

DATA DRIVEN  
AUTOMATION  
BRAVE NEW WORLD  
DIGITALIZATION  
PROSPERITY ECONOMIC DEPRESSION  
CHANGE  
ARTIFICIAL INTELLIGENCE  
DIGITAL OVERLOAD  
FLYING CARS  
AUTONOMY  
HOMO DIGITALIS TIME  
COLLABORATION FUTURE WORKS  
SPEED OF CHANGE  
ROBOTS ECOLOGY

## PERSONAL VIEW

TOO FAR AHEAD  
FUTURE  
GLOBAL & FAST  
EXCITING ALIVE  
ASPIRATIONAL GREAT TIMES  
EXPERIENCE OLDER  
JOURNEY  
RETIREMENT  
OPPORTUNITY  
ENJOYMENT  
DYNAMIC STEP BACK  
THE NEW FREEDOM  
UNCERTAINTY  
DETACHED  
JOIE DE VIVRE! SUCCESS  
CHALLENGE  
PERSONAL SATISFACTION  
PROGRESS  
NETWORKING  
WE MADE IT!  
RELAXED  
SABBATICAL  
POSSIBILITIES







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## THE RESULTS IN A NUTSHELL:

### Personal view:

Personal view is divided equally into satisfaction with past achievement, ambition and hunger for future success and the desire to maintain personal balance in the here and now.

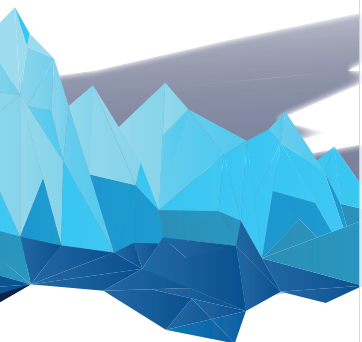
### Business view:

Bits and bites everywhere – digitalization dominates business focus in 2028.



### WHAT COULD THAT MEAN FOR ME?

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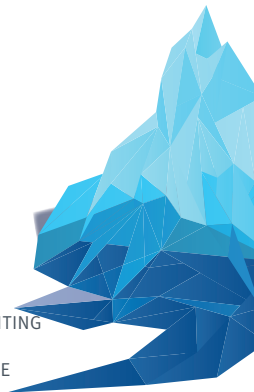
# COPING WITH THE FUTURE: MY MOST IMPORTANT PERSONAL SKILLS ...

Among the numerous comments, we selected the following descriptions as they summarise what many others had said.

UNCHANGED 2008 – 2018 → 2018 – 2028:

(SERVANT) LEADERSHIP, LEARNING, APPRECIATION, SOCIAL COMPETENCE & INTELLIGENCE, COLLABORATION, CONNECTING PEOPLE, CHANGE MANAGEMENT WITHIN DIVERSE TEAMS, ENTREPRENEURSHIP.

SKILLS NEEDED	→	SKILLS NEEDED
2008 – 2018		2018 – 2028
SOCIAL & TECHNICAL SKILLS, INNER PURPOSE		ATTITUDE, OPENNESS, RESILIENCE, PERSEVERANCE, PATIENCE
ORGANIZING, MANAGING, OPTIMIZING, SOLVING		ENABLING, ENGAGING, CREATING, INVENTING
PROCESS KNOWLEDGE, OPERATIONAL LEADERSHIP, TARGET ORIENTATION		SERVANT LEADERSHIP, EMPATHIC CHANGE MANAGEMENT, FLEXIBILITY
PROJECT MANAGEMENT		COLLABORATION MANAGEMENT
PROBLEM SOLVING, ANALYTICS, STRUCTURE		COMMUNICATION & EMPATHY, MENTAL AGILITY
PROCESS ORIENTATION, OPEN THINKING, MANAGING GROWTH		STRATEGIC GROWTH, STRATEGIC THINKING, TRANSFORMATION IN CULTURE & BUSINESS MODEL, VISION
NETWORKING, STAKEHOLDER MANAGEMENT		LATERAL THINKING, INNOVATION MANAGEMENT
CURIOSITY, LEARNING, ENERGY & KNOWLEDGE, PATIENCE		ANTICIPATION & FAST ADAPTATION, WISDOM & COOPERATION, STORMING
DEALING WITH COMPLEXITY: BUILD ON EXPERIENCE, MANAGE UNCERTAINTY, BE READY FOR CHANGE & NEW ENVIRONMENTS, TAKE RESPONSIBILITY, SHAPE THE FUTURE		DEALING WITH THE UNKNOWN: DEVELOP NEW APPROACHES, CREATIVE SOLUTIONS, TRANSCENDENTAL CONSCIOUSNESS & POSITIVE THINKING. SERENITY, CALMNESS, CONFIDENCE, REINFORCEMENT: “YES, WE CAN”, “STAY HUNGRY, STAY FOOLISH”
SCIENTIFIC WORKING		ENTREPRENEURSHIP & TECHNOLOGY, BEING TECH SAVVY, DIGITAL KNOW-HOW, LEAD GEN Y & MILLENNIALS TO TOP PERFORMANCE





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## THE RESULTS IN A NUTSHELL:

“From Ego-to-Eco-System\*”: Skills for the next decade are mainly around collaboration, opening up and dealing with the unknown.

**2028**



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**2018**



\*a phrase coined by C. O. Scharmer