



New Leaders Wanted - Now Hiring!

12 kinds of people you must find, seduce, hire
and create a job for.

By Leandro Herrero

There is a widespread consensus amongst people working in business or non-profit organizations that the future can't be an extrapolation of the past. There is a sense that the pace of business, the dynamics of the markets, the end-of-distance of the internet era and the constant shaking up of traditional 'rules of the game', makes organizational life today complex, often unpredictable, volatile, high risk and at the same time full of opportunities never dreamt of before. However, companies are by and large still hooked on the old sets of skills and competences that worked well for many years. There is a clear disconnect between the sense that

business today (the 'current-future') is very different from the past and the types of people and skills that companies are still looking for when recruiting or training people within the organization.

This book maps 12 kinds of unconventional - by old standards - people who can make all the difference in today's organizations. These are people who have abilities that have perhaps been considered secondary in the past, but who can literally 'make or break' the success of a company today. The author suggests a provoking recruitment advert to find these people:

"Reconstructors of elephants wanted. We have 2534 people on the payroll that can slice an elephant into any number of possible units, have incredible analytical skills, and are able to dissect any problem into all the components and then solve these components. When faced with a complete elephant-issue - whether relating to strategy, operations or R&D - they are masters of the division into pieces and they will give a super-analytical, data-driven, facts-based account of what's going on, with a particular approach for each of the pieces. As we have enough masters in these skills, we are now looking for people who can make sense of the pieces and see the elephant, who can deal with elephants on their own without the dissection, who can synthesize, provide meaning and tackle complex issues without necessarily reducing them to simple pieces glued together and who realize that the company strategy is not necessarily the sum of the strategies for every piece. Please apply. Premium remuneration will take into account the rarity of this species. Management experience not necessary."

Leandro Herrero was a practicing psychiatrist for many years before holding senior leadership positions in top league business organizations. He currently leads The Chalfont Project Ltd: an international consulting group of organizational architects, which focuses on organizational innovation, behavioural change management, leadership and human collaboration. Leandro Herrero has personally led multiple organizational and cultural changes by applying the socio-behavioural approach described in this book. His previous books include *The Leader with Seven Faces* and *Viral Change*, also published by meetingminds.