
CONTENTS

| | |
|---|-------------|
| PREFACE | xiii |
| SYNOPSIS | xv |
| YOUR PERSONALISED LEADERSHIP JOURNEY | xvii |
| | |
| CHAPTER 1—BRIEF HISTORY OF LEADERSHIP THINKING | 1 |
| FRAMEWORK DRIVEN-LEADERSHIP THEORIES | 3 |
| BEHAVIOUR-DRIVEN LEADERSHIP THEORIES..... | 12 |
| CAPABILITIES-DRIVEN LEADERSHIP THEORIES | 18 |
| CONCLUDING THOUGHTS..... | 24 |
| REFLECTION OPPORTUNITY..... | 26 |
| | |
| CHAPTER 2—SYSTEMIC THINKING CAPABILITY | 27 |
| ELEMENTS OF ANY SYSTEM | 28 |
| SYSTEMS FEEDBACK LOOPS | 29 |
| COMPLEX MECHANISTIC SYSTEMS..... | 32 |
| COMPLEX ADAPTIVE SYSTEMS | 32 |
| FAILURES IN FEEDBACK LOOPS..... | 34 |
| BEYOND HIERARCHICAL FUNCTIONALISM | 35 |
| REFLECTION OPPORTUNITY..... | 37 |
| | |
| CHAPTER 3—MEANINGFUL ETHICAL LEADERSHIP | 38 |
| ETHICAL PHILOSOPHY | 39 |
| OVERVIEW OF NORMATIVE ETHICAL PHILOSOPHIES | 42 |
| Ethical Relativism | 42 |
| Ethical Egoism..... | 44 |
| Ethical Utilitarianism..... | 45 |
| Kantianism/Deontology..... | 47 |
| Moral Universalism..... | 51 |
| ORGANISATIONAL CULTURE | 52 |
| CORPORATE GOVERNANCE | 55 |
| MEANINGFUL LEADERSHIP BEHAVIOUR | 57 |
| REFLECTION OPPORTUNITY..... | 59 |
| SPECIFYING THE CORE STRATEGIC PCLP | 60 |
| DIAGRAM—A POSSIBLE CORE PCLP PROCESS MODEL | 61 |
| | |
| CHAPTER 4—STRATEGIC ARENA STRATEGIES | 63 |
| DEMAND SYSTEMS | 63 |
| SUPPLY SYSTEMS | 65 |
| SUPPLY SYSTEM INTEGRATION OPTIONS | 67 |

| | |
|---|------------|
| STRATEGIC INNOVATION..... | 68 |
| SIMPLE PRODUCT INNOVATION EXAMPLE | 70 |
| CONFIGURING A BUSINESS MODEL | 71 |
| STRATEGIC ARENA NETWORK STRATEGIES | 72 |
| S1—The Productivity—Strategy | 73 |
| S2—The Capability Strategy..... | 73 |
| S3—The Demand Strategy..... | 74 |
| S4—The Diversification Strategy | 75 |
| REFLECTION OPPORTUNITY..... | 77 |
| CHAPTER 5—IDENTIFYING AND ASSESSING STRATEGIC ISSUES | 78 |
| FUZZY ISSUES | 81 |
| CRYSTALLISED ISSUES | 82 |
| POSITIONED ISSUES | 82 |
| REFLECTION OPPORTUNITY..... | 85 |
| CHAPTER 6—UNDERTAKING QUALITATIVE RESEARCH | 86 |
| IDENTIFYING RESEARCH SUB-QUESTIONS | 86 |
| SELECTING A RESEARCH PARADIGM..... | 87 |
| DESIGNING AND IMPLEMENTING A RESEARCH PLAN..... | 92 |
| CASE STUDY RESEARCH METHOD(CSRM) | 92 |
| Classical Case Study Research Method | 92 |
| Grounded Theory Case Study Method..... | 94 |
| OTHER RESEARCH METHODS..... | 96 |
| Interviewing Method..... | 97 |
| Focus Group Method..... | 98 |
| Document Analysis Method..... | 98 |
| Participant Observation Method..... | 100 |
| Artifact Analysis Method | 100 |
| Storytelling Analysis..... | 101 |
| DATA CODING..... | 102 |
| Open coding | 102 |
| Axial Coding | 103 |
| Selective coding..... | 103 |
| Coding Overview | 103 |
| DATA ANALYSIS..... | 104 |
| Propositional logic | 105 |
| Categorical logic | 107 |
| IDENTIFYING AND MITIGATING RESEARCH BIAS..... | 109 |
| RESEARCH VALIDITY AND COGENCY | 110 |
| HEURISTICS..... | 113 |
| REFLECTION OPPORTUNITY..... | 115 |
| SPECIFYING THE ELABORATED PCLP..... | 116 |
| CHAPTER 7—INNOVATION THROUGH CONTACT NETWORKS | 120 |
| LEVERAGING SOCIAL NETWORKS | 121 |
| ASSESSING INNOVATION OPPORTUNITIES | 124 |

| | |
|---|------------|
| COMMERCIALISING INNOVATION OPPORTUNITIES | 125 |
| REFLECTION OPPORTUNITY..... | 125 |
| CHAPTER 8—WHAT POSSIBLE FUTURES? | 126 |
| TREND ANALYSIS METHODS | 126 |
| Simplistic Trend Estimates | 126 |
| Time Series Forecasting | 127 |
| Longitudinal Trend Analysis..... | 127 |
| Force Field Analysis..... | 128 |
| Contingency Analysis..... | 129 |
| Real-Time Dynamic Simulation Modelling | 129 |
| SCENARIO ANALYSIS METHODOLOGY | 129 |
| SCENARIO ANALYSIS—EXAMPLES | 132 |
| CONCLUDING THOUGHTS..... | 133 |
| REFLECTION OPPORTUNITY..... | 133 |
| CHAPTER 9—THE EMERGENCE OF ASPIRATIONAL LEADERSHIP | 134 |
| SHAREHOLDER-FOCUS STAGES..... | 135 |
| MARKET FOCUS STAGES | 136 |
| STAKEHOLDER EXPLOITATIVE STAGES | 137 |
| MULTI-STAKEHOLDER FOCUS AND ASPIRATIONAL LEADERSHIP | 142 |
| ASPIRATIONAL LEADERSHIP—DRIVING VALUES..... | 143 |
| ASPIRATIONAL LEADERSHIP—NETWORK STRUCTURES..... | 145 |
| ASPIRATIONAL LEADERSHIP—RELATIONAL BEHAVIOUR | 146 |
| ASPIRATIONAL LEADERSHIP—COMMERCIAL BEHAVIOUR..... | 148 |
| ASPIRATIONAL LEADERSHIP—SUPPORT INFRASTRUCTURE | 149 |
| ASPIRATIONAL LEADERSHIP—STRATEGIC BEHAVIOUR..... | 149 |
| VULNERABILITY ISSUES | 151 |
| IN SUMMARY, ASPIRATIONAL LEADERSHIP REQUIRES | 152 |
| SPECIFYING THE PERSONALISED ASPIRATIONAL PCLP..... | 153 |
| APPENDAGE 1: SELECTED TECHNOLOGIES | 155 |
| THE ENGINE THAT TRANSFORMED BUSINESS..... | 155 |
| THE INTERNET | 156 |
| QUANTUM COMPUTING..... | 158 |
| ARTIFICIAL INTELLIGENCE (AI)..... | 160 |
| SPACE TECHNOLOGY..... | 162 |
| BLOCKCHAIN TECHNOLOGY | 164 |
| EXAMPLES OF TECHNOLOGY APPLICATIONS..... | 168 |
| APPENDAGE 2: HYPOTHETICAL SELECTED STAKEHOLDER VALUE EXCHANGES.. | 171 |
| GLOSSARY OF LEADERSHIP RELATED TERMS | 173 |
| ACKNOWLEDGEMENTS | 183 |