

The

EUROPE101

generation will be

Liquid Leaders



We, the Europe101 generation, are consciously aspirational.

We have set out to capture light.

To express our aspirations for how our generation will be as leaders.

We know there is darkness around us and many leaders who are less determined to change.

We are not ignoring the darkness, in fact we will cast a spotlight on the darkness.

We also know we are unlikely to achieve our level of aspiration in our leadership.

But without pinning down what great is, we are unlikely to ever get close.

So here, now, we have consciously decided to focus on light.





Backdrop

Our generation is leading in a new
context...

Problems

Social Contract



Backdrop

Our generation is living with...

Instability & Unpredictability

Mass Information & Miss Information

Technology Innovation & Disruption

Low Trust





The problems that we face are...

Complex & intersectional

Global but needing to resonate locally

Moving fast & gaining pace

Solutions present downsides in the short term & only over the long term will benefits be felt

Problems





People we lead want different things from us...

Social Contract

"Make me part of something"

"Move with urgency - inherited deadlines require action"

"Give me purpose"

"I want to know that what I do matters"

"Tell me the truth - I am not naïve about politics or economics"

"Make me visible, not invisible"

"Show informality, be yourself"

"I expect to be able to challenge you"

"I work with you, not for you"





Liquid Leadership

Liquids fill any shape & turn to vapour or ice.

They seep into every corner.

They collect, converge, combine.

They go fast or they go slow, they keep moving.

They flow, adapt, evolve.

Ours is a Liquid Leadership,
flowing between us as a generation.





The Equation for *Liquid Leadership* is:

$$P+H (M+O+I+S+T) \times F$$

Purpose + Human (Modern + Open +Inclusive + Sharing +Trustworthy) x Fast



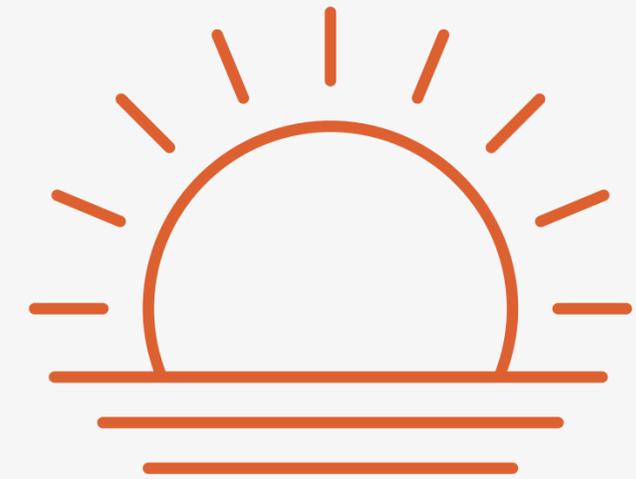
Purpose + H (M+O+I+S+T) x F

We are driven by purpose. The people we lead are driven by purpose.
As are many of our customers & stakeholders.

We know that our role is to connect purpose with work & to
create organisational frameworks to do so.

Our generation will deal huge problems & witness
dramatic innovation.

We must drive and steward change of an unparalleled scale
in human history. Be courageous & help the people around us
to be courageous, feeling the fear and doing it anyway.



*We go where we think we can
make a difference & leave the
world in a better place.*



P + Human (M+O+I+S+T) x F

We are human first, finding the human inside ourselves before leading others.

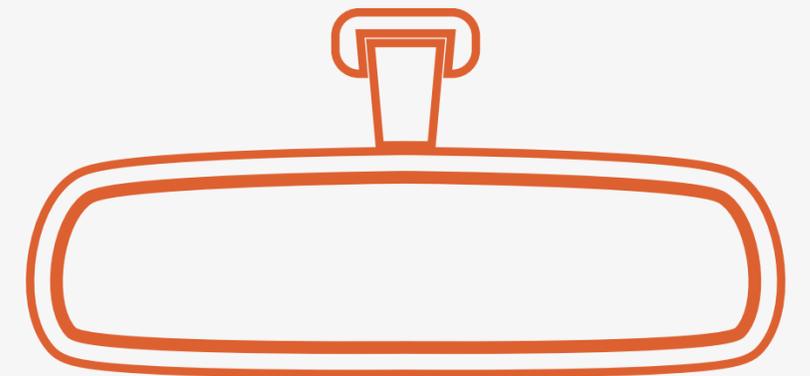
We avoid jargon like “authentic”, we are simply determined to be ourselves.

We are open, honest, even tender with the people we lead. We value respect, humility and empathy. We think deeply and broadly about the consequences of our actions & take responsibility for the ripple effect of our decisions.

We admit our mistakes & let people see our imperfections. Otherwise they will be brutal whenever we fail.

We are planet centred, part of nature & not masters of it. We include non human stakeholders in our decisions.

As Europeans, we have found harmony between our past and our future, reconciling heritage with innovation. We connect with the past just as we break away from it and look to the future that our history propels us towards.



Because you can't drive a car without looking in the mirror.

Nor can you drive with your eyes constantly on the mirror.



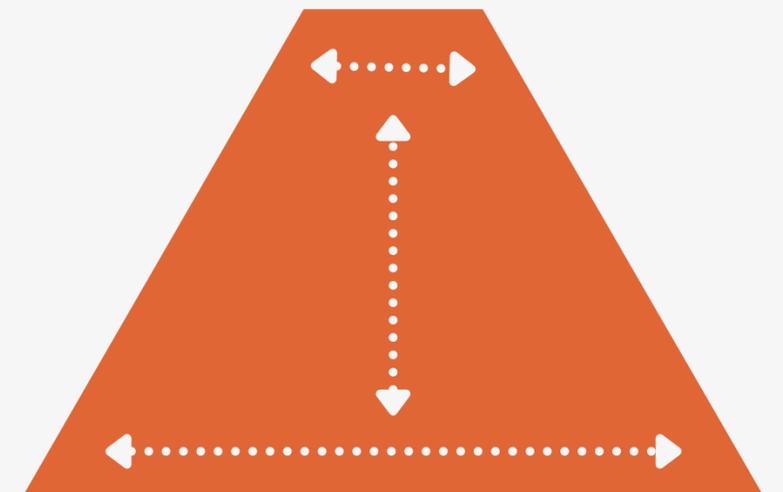


P+H (Modern +O+I+S+T) x F

At the top we have teams. Our leadership is no longer a single person out front or looking to shine at the top. Such leaders and the systems that raised them have faded away. Our leadership flows across the team at different times. One person moves, another follows. We all follow, until another person moves. We look to each other, communicate freely and pass leadership amongst each other. The responsibility of leadership is shared. We have little interest in 'nonnismo' behaviour or in glamourising power.

Never before has it been easier to get to the top fast. The distance between the leaders & the lead has reduced - the divide has been breached. Because we can all be leaders at different times, we are interested in leadership and we value leaders. Leadership is about 'US' not 'THEM'.

But it has also never been harder to stay at the top. So we back leaders to rise from amongst us & support them when they trip. We understand the responsibility of leadership, have more empathy for leaders. Hold them to account, yet catch each other & share the leadership load.



The pyramid has changed shape. At the top is a table, a circular table. There is less distance from bottom to top & a far broader base prepared to hold the table up.





P+H (M+ **Open** +I+S+T) x F

))) Transmit (((

We prioritise communication. Know we must resonate. Reach out to people.

Talk to other leaders.

We show up, knowing that silence, distance or absence are not an option. We engage, speak up & reveal ourselves on social media.

We go beyond photo opportunities & headlines. We know how powerful words are & use them with care. We tell it as it is rather than what people want to hear.

We know how hard it will be to compete for attention, not just with the real world but also in the virtual world.

((((Receive)))

We see misinformation as the enemy of our generation. Our challenges are fake information, clever manipulation, information bombardment, commercialised authenticity, false narratives and social platforms morphing into governing ones.

We keep our guard, do our research, are careful and transparent about our sources, go deeper & question reality. We nuance our thinking & retain a critical mind. Just as previous generations of leaders drove literacy, our generation will drive media literacy.

We see humility to listen as essential to communication. Only then will we give people the confidence to tell us true & catch the best ideas.



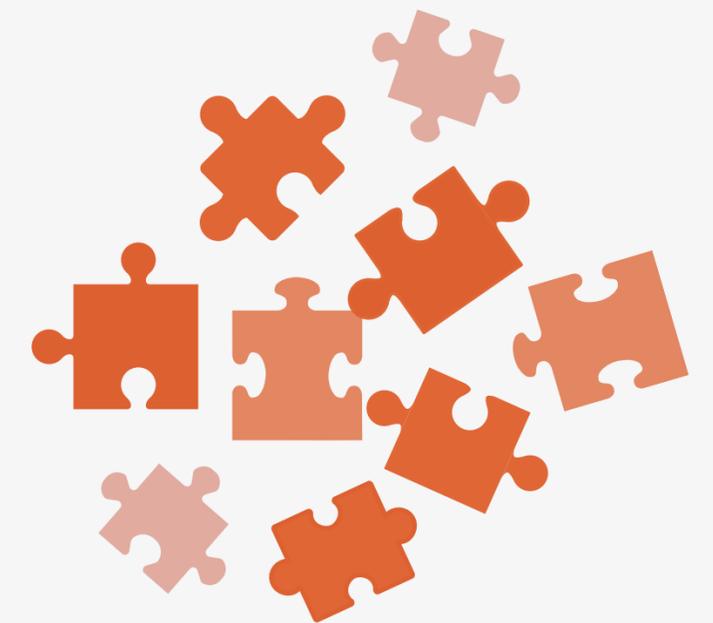


P+H (M+O+ **Inclusive** +S+T) x F

The problem of global warming belongs to our generation & it has pushed us together. We have a solidarity born of the need to fight it. We don't divide to gain power. We don't leave others alone in the face of disrespect. We are used to bad news and stick together to face it. We have little confidence in governments and institutions & this pushes us further together as a generation.

We are Europeans - we have seen the consequences of letting extreme positions divide us to gain power. We refuse to weaponize difference & we call it out when others do. We are determined to protect the complex ecosystem that is Europe. Our continent is a melting pot of countries & cultures. To us it is the most diverse and united place in the world. This gives us an importance and edge in the world.

We have overcome our fear of difference, we value each other, adapt constantly, learn each other's languages and treasure our own culture without thinking it better than another's. We don't simply seek what unites us, we embrace, celebrate & value our difference. We create communities in which all are visible and feel visible. We may not always be equal but we are connected. We make sure that new leaders appear from everywhere as we know a diverse society needs diverse leaders.



*We are a jigsaw. One big jigsaw.
Every piece is different. We are not
complete without all the pieces.
Every one of our pieces knows its
importance.*

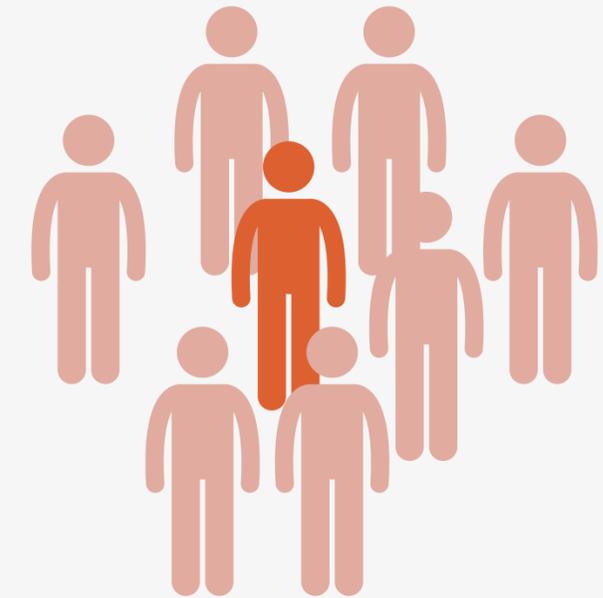


P+H (M+O+I+ **Sharing** +T) x F

We know that sharing is the secret to innovation & that intersectionality requires us to share. Social media & the digital world have given us unparalleled access to each other's data, insights, dead ends & breakthroughs. Our knowledge is pooled. The research, trials & collaborations of our generation will be open & distributed.

We lead from the middle, listening & engaging. Always prepared to be challenged & disagreed with. This takes time but delivers the best outcomes, ensuring that we think big, are intersectional & look beyond ourselves.

We know that the primary role of a leader of our generation is to connect people. So that they share & especially share the credit.



For sharing to take place & innovation to flow, we as leaders will seldom be seen out in front – we chose to be in the middle.





P+H (M+O+I+S+ **Trustworthy**) x F

We recognise how trust has slipped away & how much damage this has done. We have seen that when people are fed lies & made false promises they dangerously lose interest & disengage.

We know how crucial trust is in leadership. Especially when we have to move fast.

Our generation will stop talking about trust as a concept & focus on making ourselves individually trustworthy.

We commit leading in a way that trust slowly returns.

The mark of our generation will be trust. We commit to:

1. *Being open*
2. *Avoid telling small lies ourselves*
3. *Stamping out small lies when we are told them or hear them told*
4. *Creating an environment where it is possible to call out small lies.*
5. *Show that we ourselves trust others, to work independently, flex their hours & locations, try new ideas, make decisions & move at speed.*
6. *Make sure more trustworthy leaders get to the top*





P+H (M+O+I+S+T) x Fast

Somehow we will combine the first five elements & multiply them with speed. This will be the balancing act of our generation. Because we are the first generation of leaders who face a fixed deadline. Who will have to live with slow growth but cannot afford slow action.

Just as the machine learning revolution is based on trial & error, our own leadership will be based on trial & error too. We will learn to judge speed of adoption. To react fast, steer around obstacles, seek out faster feedback loops & stop losing the message & momentum with delayed response. This way we will never stop learning or abandon our “fail fast, learn fast” mindset.

With luck change is so ingrained in our generation that we will be able to move this fast. We know the world is unstable & we have got used to this. We will face up to the stuff we don't know or are challenged by. So that we don't become quick to tell ourselves we are right. So that we don't sit back but stay on it.

P+H (M+O+I+S+T) ● —————  ————— ● x F

Our velocity must match that of the problems & opportunities we face, knowing that their velocity will only increase.





We - the Europe101 Generation - are

Consciously Aspirational

Liquid Leaders