

## *Trends and Evidence*

### *Why some companies grow from good to great*

Rosabeth Moss Kanter of the Harvard Business School argues that ‘the most fundamental task of leaders is to develop confidence in advance of victory, in order to attract the investments that make victory possible: money, talent, support, loyalty, attention, efforts, or people’s best thinking’.<sup>1</sup> In turn our ability to lead people comes down to how well we know ourselves.<sup>2</sup>

*Leadership is about empathy. It is about having the ability to relate and to connect with people for the purpose of inspiring and empowering their lives. – Oprah Winfrey*

Leadership lies at the core of the transition of companies from the Information Age to the Conceptual Age. So, If you want to be a great company today and for the future you have to be a ‘good’ company.<sup>3</sup> A ‘good’ company is one which inspires, empowers and channels the energy of its quality staff in a positive direction. Jeff Immelt, CEO of GE, suggests that the biggest driver of corporate reform now is the desire of companies to attract people who seek meaning as well as money from their work.<sup>4</sup>

Gregg Easterbrook, an American journalist who has written insightfully on this topic, puts it more boldly : ‘a transition from material want to meaning want is in progress on an historically unprecedented scale – involving hundreds of millions of people – and may eventually be recognised as the principal cultural development of our age’.<sup>5</sup> It is important for companies that want to be at the commercial forefront of this development to be continuously evolving, adapting and training its staff to support the achievement of the goals of the organisation.

In this sense, corporate trainings that focus on advanced communication may hold the key to gaining the leading-edge in corporate reform. Michael Cox and Richard Alm of the Federal Reserve Bank have examined ten years of employment data in the US and discovered that the greatest employment gains have been in jobs that require ‘people skills and emotional intelligence’ and ‘imagination and creativity’.<sup>6</sup>

*‘Society needs all kinds of skill that are not just cognitive; they’re emotional, they’re affectional’<sup>7</sup> - Alvin Toffler, Futurist and Corporate Revolution Strategist*

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<sup>1</sup> ‘Confidence Tricks’, *The Australian Financial Review*, Mike Hanley, 14/10/2005

<sup>2</sup> ‘Emotional Rescue’, *The Sydney Morning Herald*, Pam Kershaw, 08/06/2004

<sup>3</sup> Jeff Immelt, General Electric’s CEO, in Thomas Friedman, *The World is Flat: A Brief History of the 21<sup>st</sup> Century*

<sup>4</sup> Thomas Friedman, *The World is Flat: A Brief History of the 21<sup>st</sup> Century*

<sup>5</sup> Gregg Easterbrook, *The Progress Paradox: How Life Gets Better While People Feel Worse*

<sup>6</sup> Daniel Pink, *A Whole New Mind: Moving from the Information Age to the Conceptual Age*

<sup>7</sup> Alvin Toffler, *The Third Wave*

Similarly, Frank Levy of the Massachusetts Institute of Technology and Richard Murnane of Harvard University in *The New Division of Labour: how computers are creating the next job market* note that the arrival of PCs and automation of business processes have heightened the value of two categories of human skills : the first is what they call the ‘expert thinking – solving new problems for which there are no routine solutions’ and ‘complex communication – persuading, explaining, and in other ways conveying a particular interpretation of information’.<sup>8</sup>

How do we develop these skills? Corporate trainings is one very effective mechanism. Not only do they provide your employees and executives with the skills they need in the 21<sup>st</sup> Century, but the studies indicate that you will also retain quality staff and increase profitability. John Rose, Sidney Myer Professor of Commerce and Business Administration at the Melbourne Business School notes that ‘the growth of personal coaching reflects a shift away from analytical, quantitative business skills towards more personal, interpersonal and organisational skills’.<sup>9</sup>

Furthermore, competition in the system of Globalisation is like ‘Darwinism on steroids’.<sup>10</sup> Economists Robert Frank and Philip Cook, in *The Winner-Take-All Society*, argue that in the global village winners do incredibly well, while those with marginally inferior skills will often do much less well, and those with few or no skills will do very poorly. Joseph Schumpeter, former Austrian Minister of Finance and Harvard Business School Professor notes that the essence of capitalism in our system of globalization is creative destruction – the perpetual cycle of destroying the old and less efficient products and services and replacing it with new, and more efficient ones.<sup>11</sup> It is up to companies to decide which side of the equation they want to be at. Be at cause for your results or be at effect of external circumstances over which you have no control. This choice will have to be made by many companies today.

Therefore it is imperative that your company and its employees stays abreast of the competition by knowing the cutting-edge tools in communication. This analysis is corroborated by Ian Mitroff, Professor at the University of Southern California’s Marshall School of Business and Elisabeth Denton, who found in a *A Spiritual Audit of Corporate America* that companies that acknowledged spiritual values and aligned them with company goals outperformed those that did not. In other words, to stay competitive, corporate values alignment, the ability to communicate and impregnate those values in the corporation are of utmost importance in the 21<sup>st</sup> century.

Thinque™ provides the means by which you can influence exactly the outcome you would like to achieve in any communication. The methodology we use is the most important synthesis of knowledge about human communications to emerge since the 1960s. The reason the methodology is

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<sup>8</sup> Frank Levy of the Massachusetts Institute of Technology and Richard Murnane of Harvard University in *The New Division of Labour: how computers are creating the next job market*

<sup>9</sup> ‘Someone to watch over you’, *The Financial Review*, 09/10/2000, Mark Chipperfield

<sup>10</sup> Thomas Friedman, *The Lexus and the Olive Tree: Understanding Globalisation*,

<sup>11</sup> Joseph Schumpeter, *Capitalism, Socialism, and Democracy*

so ground-breaking is that it distils, deconstructs and demystifies the essence of master communicators throughout history and presents it in a comprehensible curriculum. This allows companies who choose to be initiated in the methodology to be at the forefront of company growth, success and positive cultural change in the 21<sup>st</sup> century.