

## Leading the Future - stars 2009

### About stars

The Stein am Rhein Symposium (**stars**) is a platform for “Leaders of the Next Generation” in business, science, politics and culture. **stars** creates an inspiring network and finds answers to the question “What makes a good future leader?”

[www.the-stars.ch](http://www.the-stars.ch)

### About Ci

The Career Innovation Company (Ci) is a catalyst organisation, working with some of the world’s best-known employers. Ci uses fresh research insights, collaborative events and high-impact online career and leadership tools to help them increase business agility and gain recognition as inspiring places to work.

[www.careerinnovation.com](http://www.careerinnovation.com)

The annual Stein am Rhein Symposium ([stars](http://www.the-stars.ch)) is nurturing a network of selected individuals who are likely to form the next generation of world leaders in business, science, politics and culture. But how will next-generation leaders cope with the conflicting demands of short-term goals and long-term sustainability? And how can they prepare for unexpected developments?

Within a broad agenda that included economic crisis and climate change, the 2009 symposium looked in detail at three focused issues that hold opportunities and threats for organisations, and have the potential to take us by surprise. Ci provided three detailed briefing papers and facilitated a creative workshop during the symposium at which participants developed scenarios for the future of organisations and considered the impact on next generation leadership. The subjects covered by the briefing papers are:

- **Microgeneration**

Microgeneration (or local generation) is the production of zero or low-carbon heat and power by households, communities, businesses and government. It is the production of energy by or near the consumers of it.

- **Transnational Crime**

Transnational crime refers to crime carried out by global networks across territorial borders. It includes money laundering, internet crime, people smuggling, the drug trade, counterfeiting and other forms of organised crime. Terrorism could be included, but is beyond the scope of this paper.

- **Distributed Manufacturing**

Over the past 20 years, hundreds of different types of machine – ‘fabricators’ – have been developed to do additive processing. What began as means of building prototypes have now become processes for creating a wide range of finished objects.

Download the briefing papers and find out more at:

<http://www.leadingthefuture.org/>

## Are you a Next-Generation Leader?

*Here are ten questions to test yourself:*

- How often do you take time out for unhurried personal reflection?
- How often do you 'shadow' a counterpart in a very different sector?
- Does your business collaborate *strategically* with not for profit organisations (or vice versa)?
- How effectively do you invest time to reconsider your long-term priorities and career direction?
- Do you participate with impact in professional, government or cross sector bodies?
- How often do you spend time with colleagues addressing the longer term threats and opportunities that your business might face?
- For every major business decision, do you consider the potential social impact of the alternatives?
- How often do you invite feedback on your style, frequency and method of communicating with others? (And has your communication had more or less impact as a result of social media - blogs with comments, wikis, social networks etc?)
- Do you build long term goals into the reward and bonus schemes for your team or organisation?
- How consistently do you set an example to others in your personal behaviour, for example in acting on climate change at home as well as work?

*If you wish to rate yourself, to aid reflection and action-planning:*

*0 = not enough  
1 = could do better  
2 = just the right amount*

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