

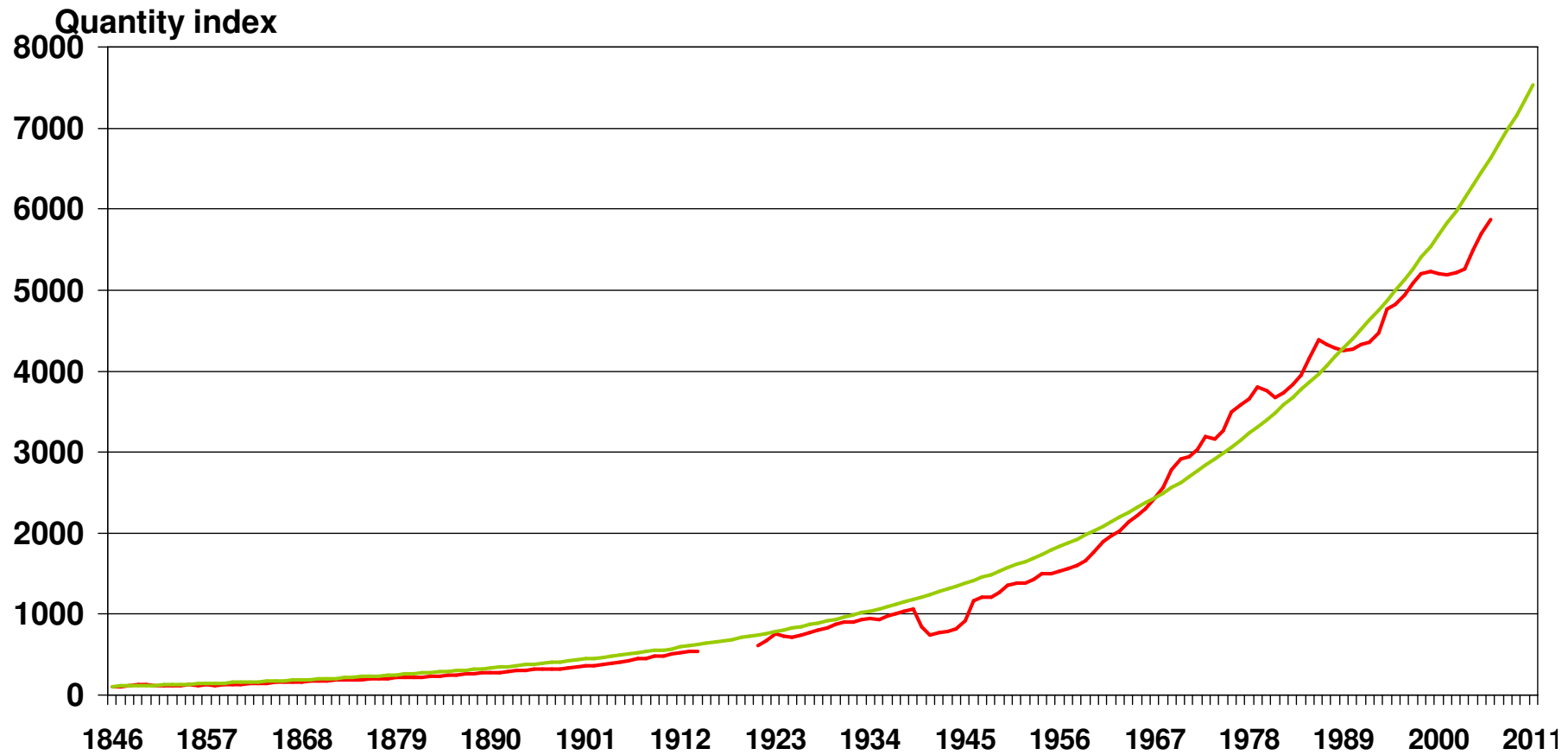


Project managers in a runaway world

Leadership and management in chaos!

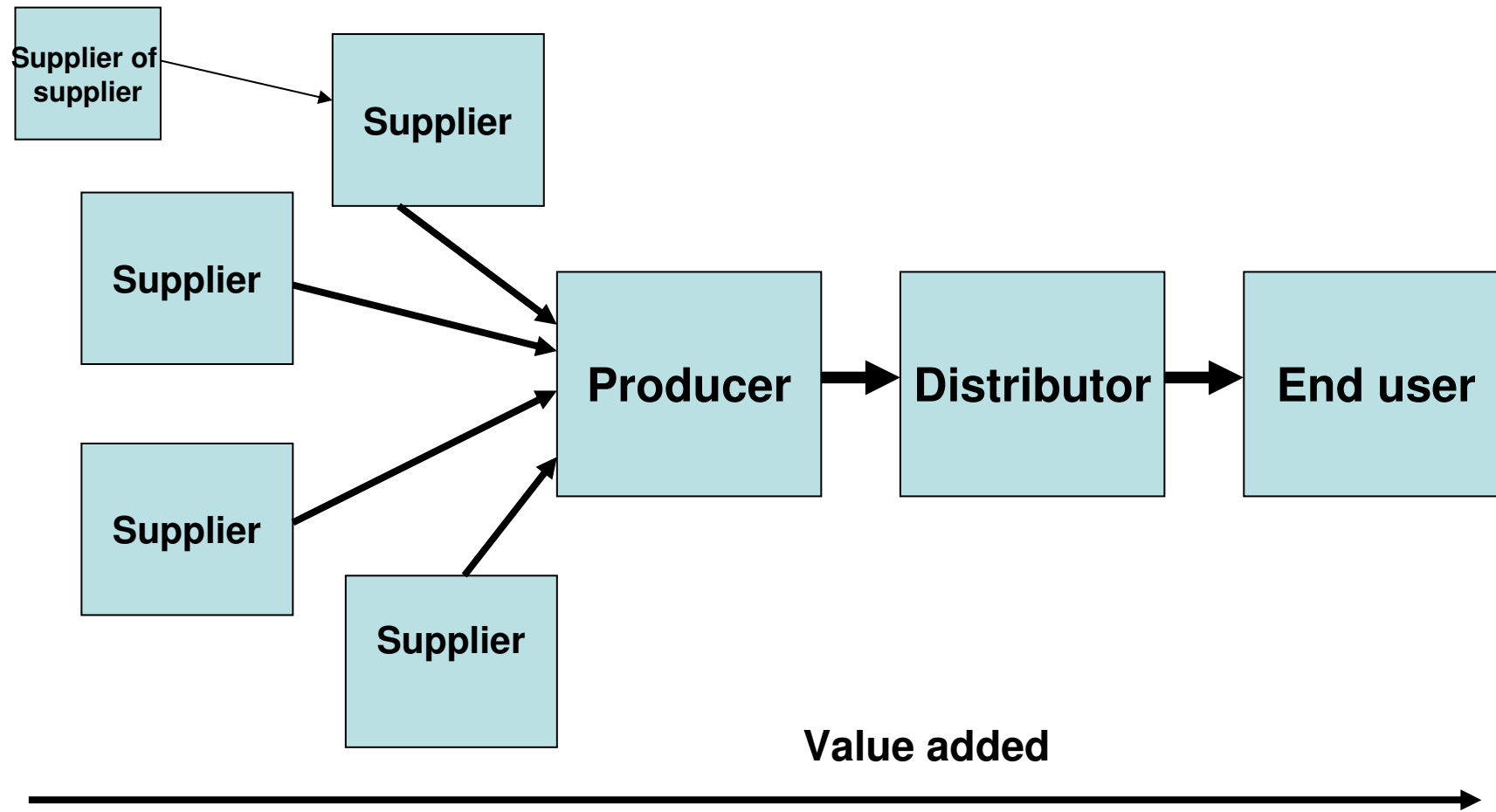
**Jesper Bo Jensen, ph.d.
Futurist**

We all get richer..



Source: Danmarks Statistik

The value chain



Challenges for Companies

Unarticulated needs

Unexploited Opportunities

Unexploited Opportunities

Articulated needs

Present products and services

Unexploited Opportunities

Served market

Unserved market

Time to market and innovations



- **Speeding up the R&D Process**
 - But how fast can we get?
- **Parallel processing – Case: ZARA**
 - 3-4 weeks from spotting trends to products hitting shop shelves
- **Getting on the consumers desk, PC, PDA or Body**
- **Integration consumer behavior into the product**
- **Getting access to consumers mindsets**

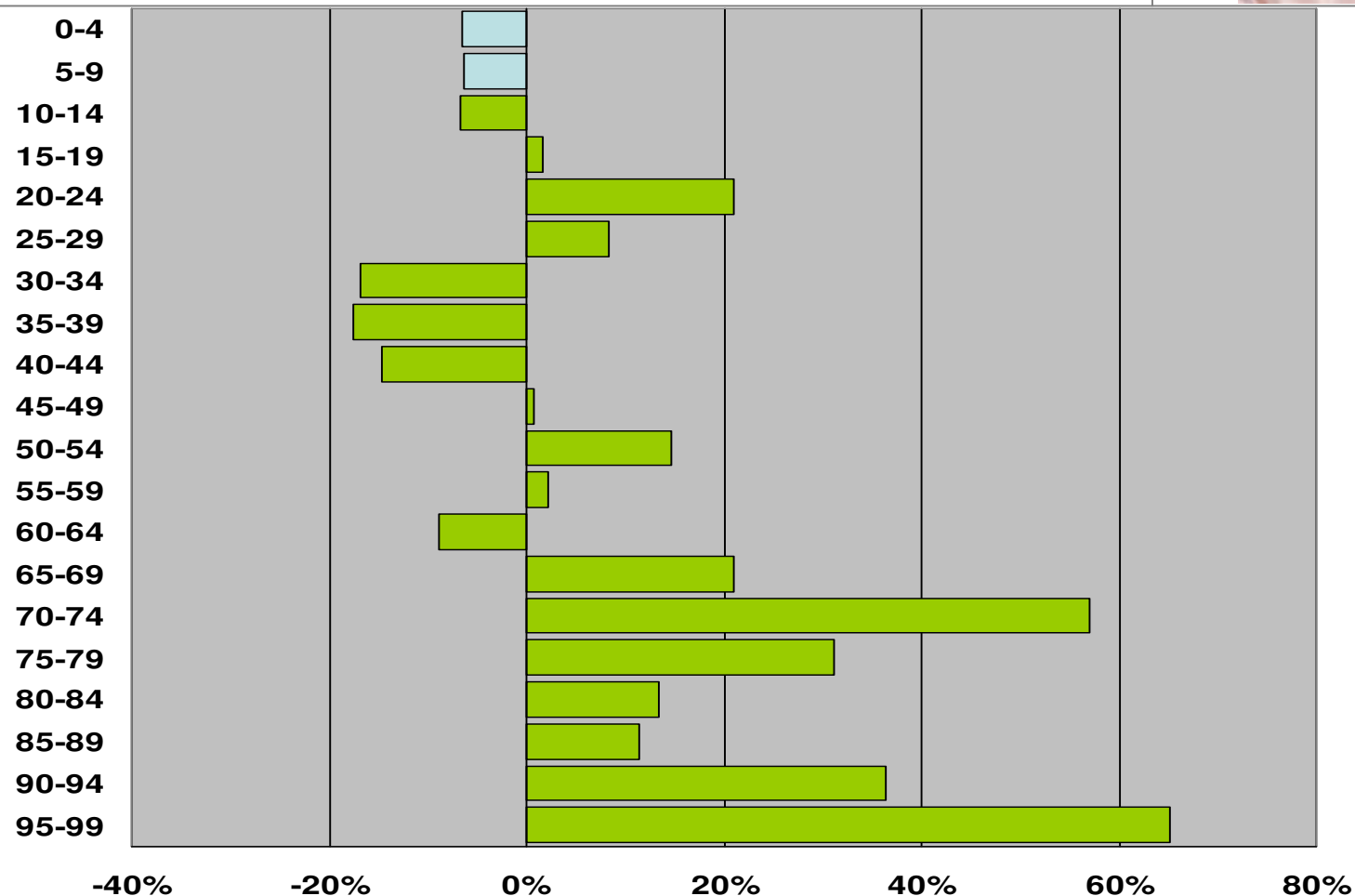
Future HRM: the biggest challenge



Abercrombie & Fitch,
N.Y.



Demografic development in Denmark 2008-2018



The New Phases of Life

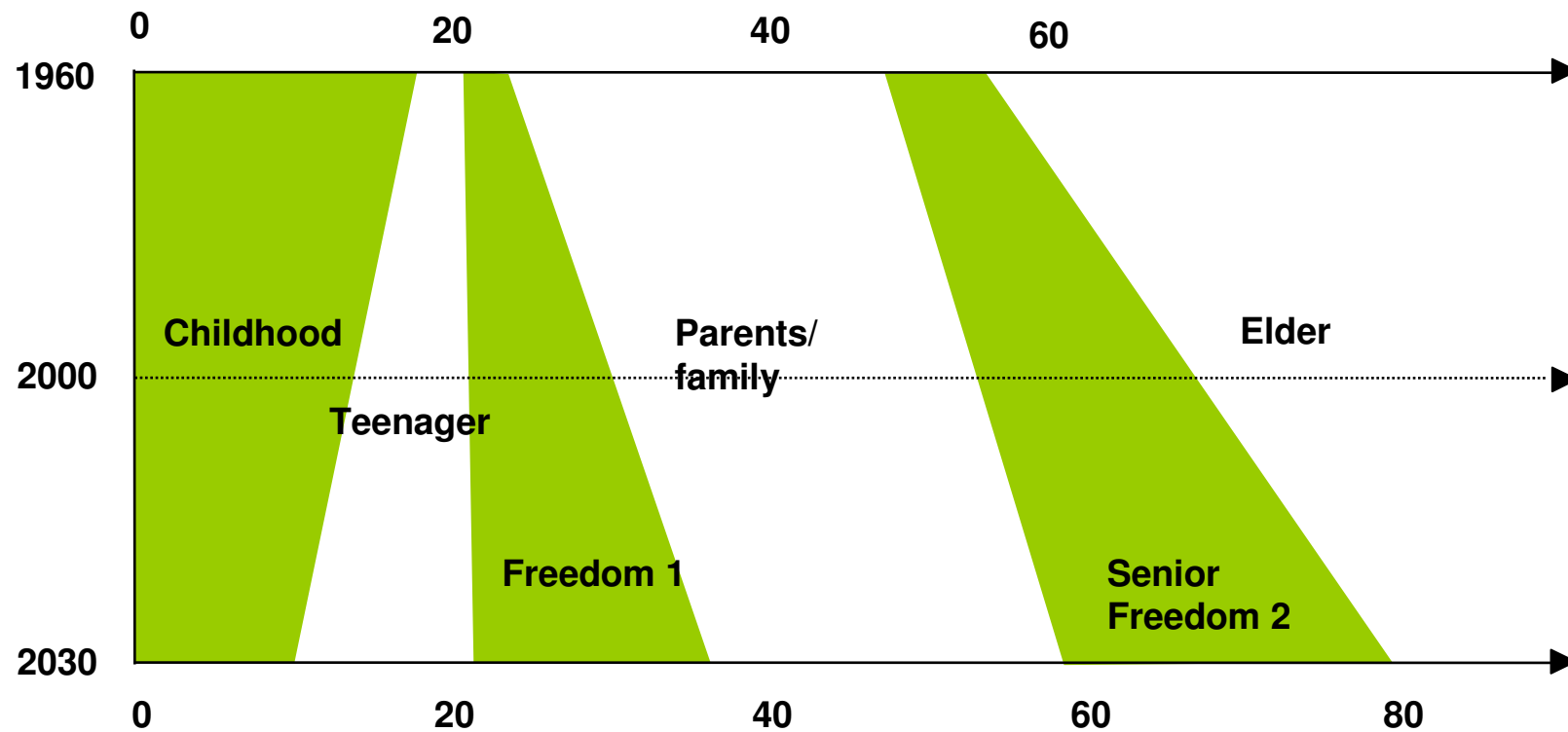
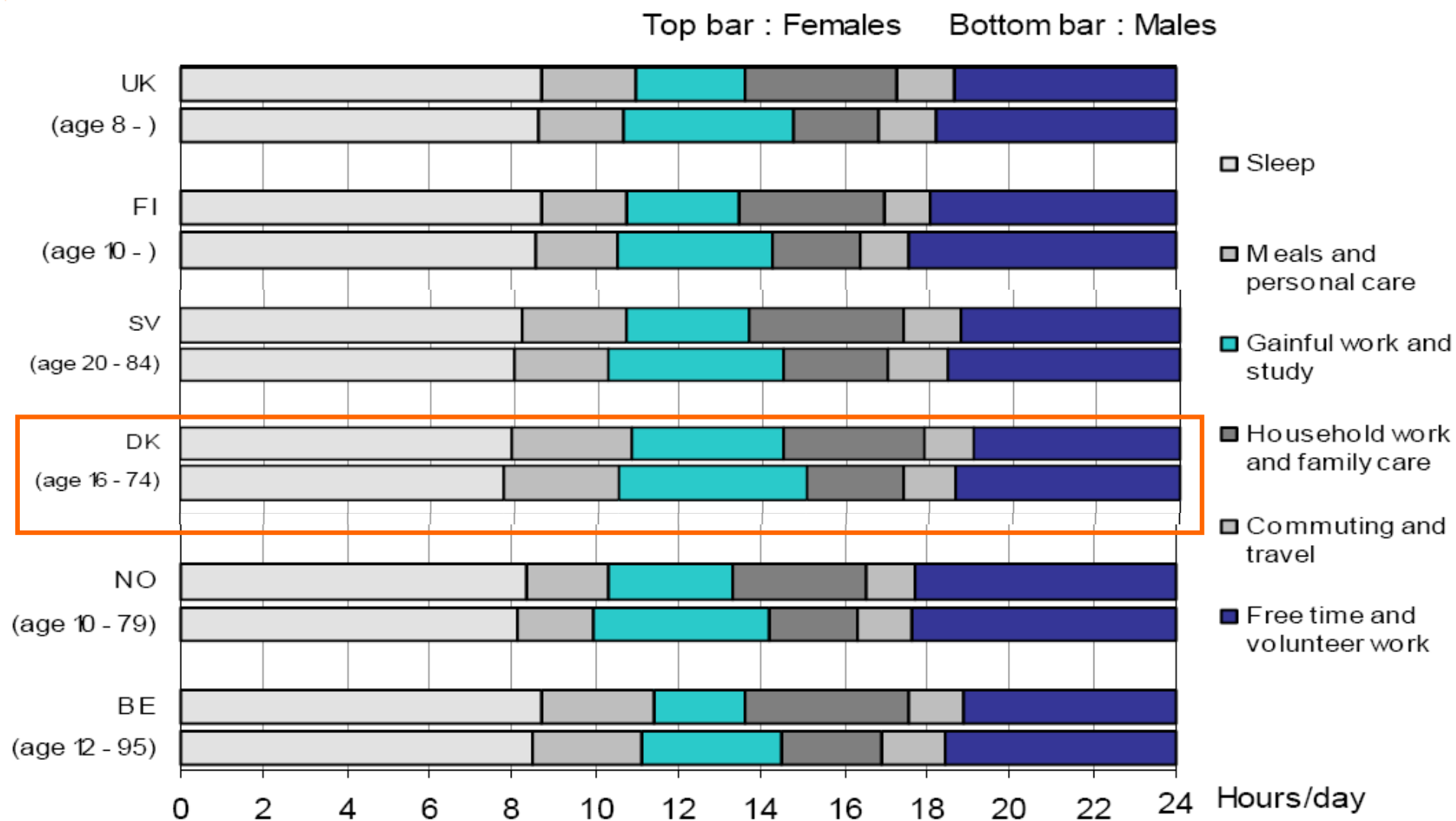
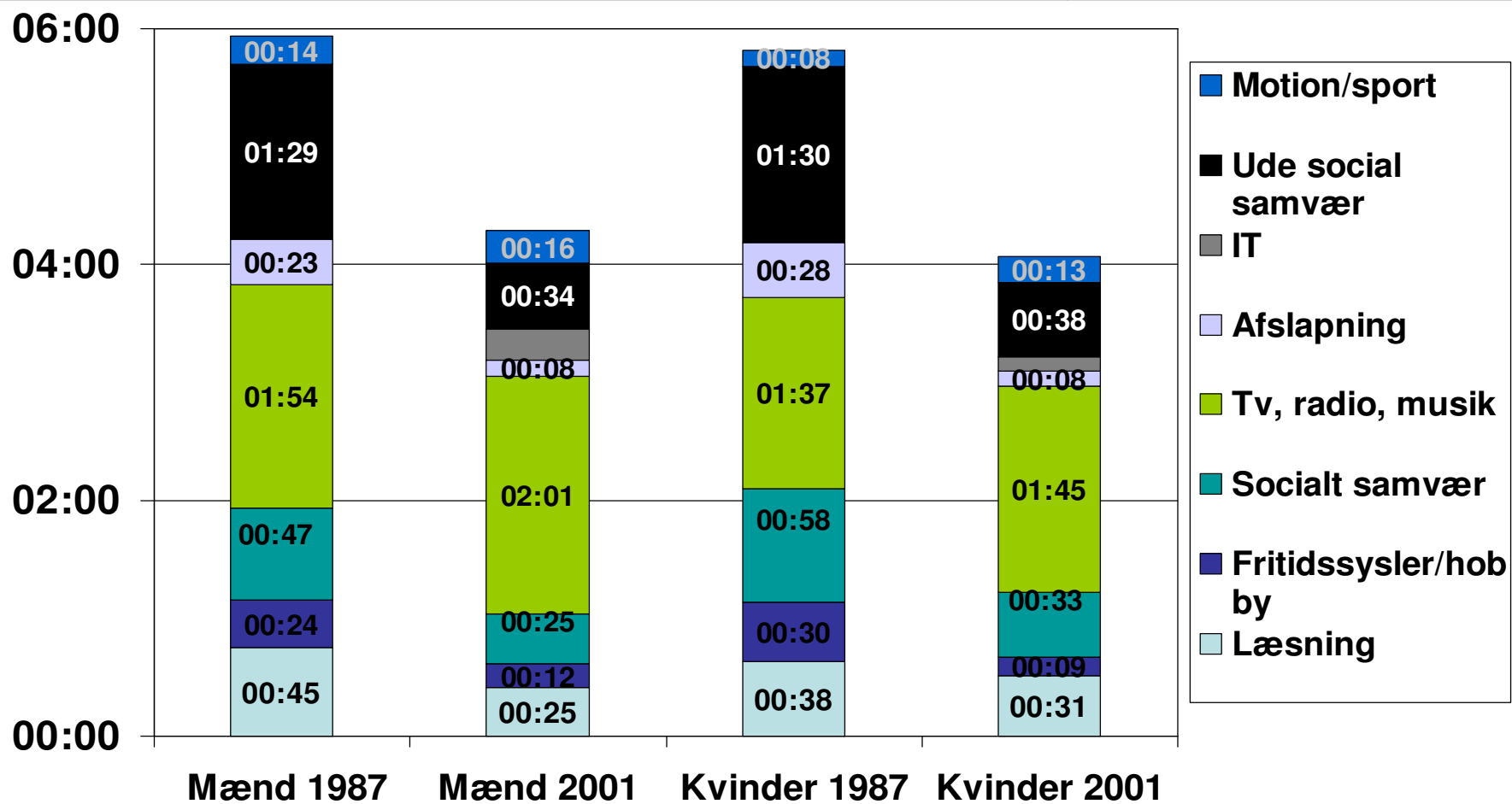


Figure 1: Average time use by activity for females and males.

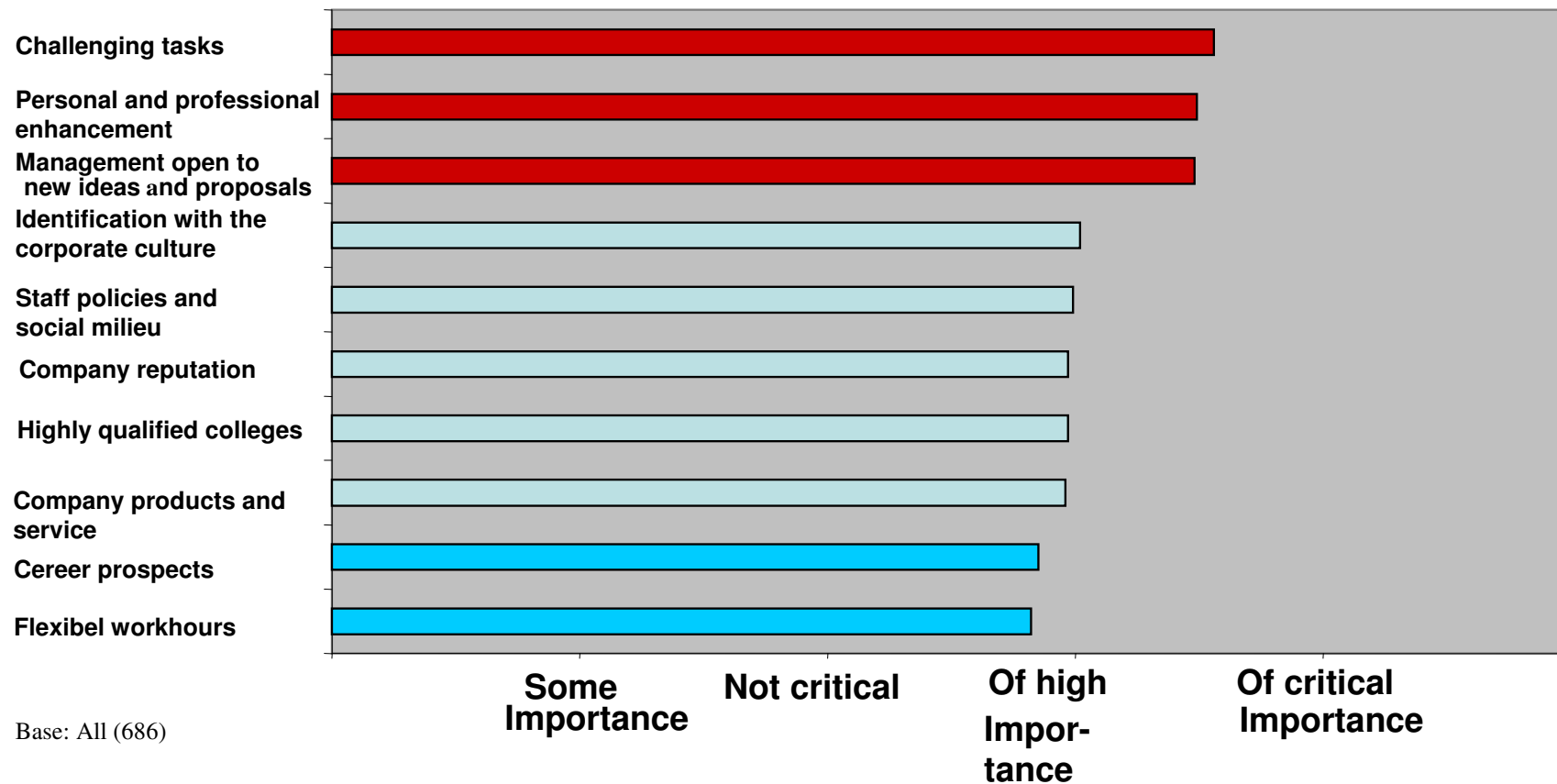


The sources of all data are: National Time use surveys, see Methodological Notes.

Time consumption Spare time – Employed 1987-2001



10 important factors in the workplace – junior managers



The Nursery Generation



- **What do you feel like doing today, little Michael?**
 - **Adults as a resource**
 - **Consider oneself as a part of a group – with age and school several groups – leisure time groups, family, school, recreation scheme etc....**
- **The media-generation – used to multiple tv-channels, advertising, multi-tasking**
- **Not selfish but individualistic: Everyone has the right to fulfill their dreams**
- **Parents' priorities 5-10 years ago: Strong and considering**

The SMS-generation (prior the Nokia-generation, comming Ipod generation?)



- **Get into their pocket**
 - What's in it for me?
- **Learning to live online:**
 - Shopping online
 - Finds something to buy – google it!
 - Gets information in circles: Friends, friends of friends, SMS to groups, MSN-chat, surfing the net
 - H&M Carl Lagerfeld collection – sold for approx. 50 mio. Euros in three days - Kate Moos collection even better
- **Reinventing organizations: Use it's dynamics**



Work and life

- **Work and leisure is mixing together**
 - This is of concern to many people and makes everyday life difficult
 - The new generations will be able to handle this challenge a lot better – going in and out of tasks and surroundings
 - Be able to meet the demand for flexibility in the workspace
- **The first large youth generation in many years**
 - Agenda setting and in high demand
 - Group based – having very good social skills
 - Changing their attitude is difficult – they want to work with other at their same age

Myself inc.

- **A one-person corporation**
 - **Freelancer**
- **Giving a far higher degree of freedom to the new youth on the job-market**
 - **Keeping the doors opened – no definite direction or firm choices**
 - **Fits into their lifestyle with SMS, E-mail, TV-zapping, music etc.**
 - **The Nokia generation**
- **Fast growing group up to a level around 5-10% of all young**
- **The well-educated have a far larger portion – up to 50%**

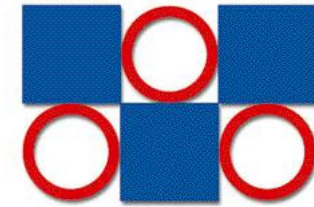
Modernism after the industrial era

- In the industrial society the production was in focus
- Spending, relaxation and reproduction happened with production in mind
- Purpose in behavior and body - discipline
- Post modernism is all about consumption
- The body is an uncontrollable consumptional platform – head for desire
- This is reflected in the jobs, homes, behavior and perception of society:
 - A job is spending, individual interior design at the office, snacks and coffee on-the-go, loose party arrangements, constant changing appointments, films, books, music as constant on-going spending

Globalization, speed and strategy

- **A global world – and a mix of cultures, management styles and goals**
- **Faster changes – the only constant is change**
- **Higher amplitude – higher peaks and bottoms**
- **Difficult to make strategic planning**
 - **Planning in trouble – goals shift faster than projects**
 - **A chaotic world – how to thrive with chaos**
 - **From planning to muddling through**
 - **More important to understand strategy and goals of the company as a project manager**
 - **Has to be good at changing directions constantly**

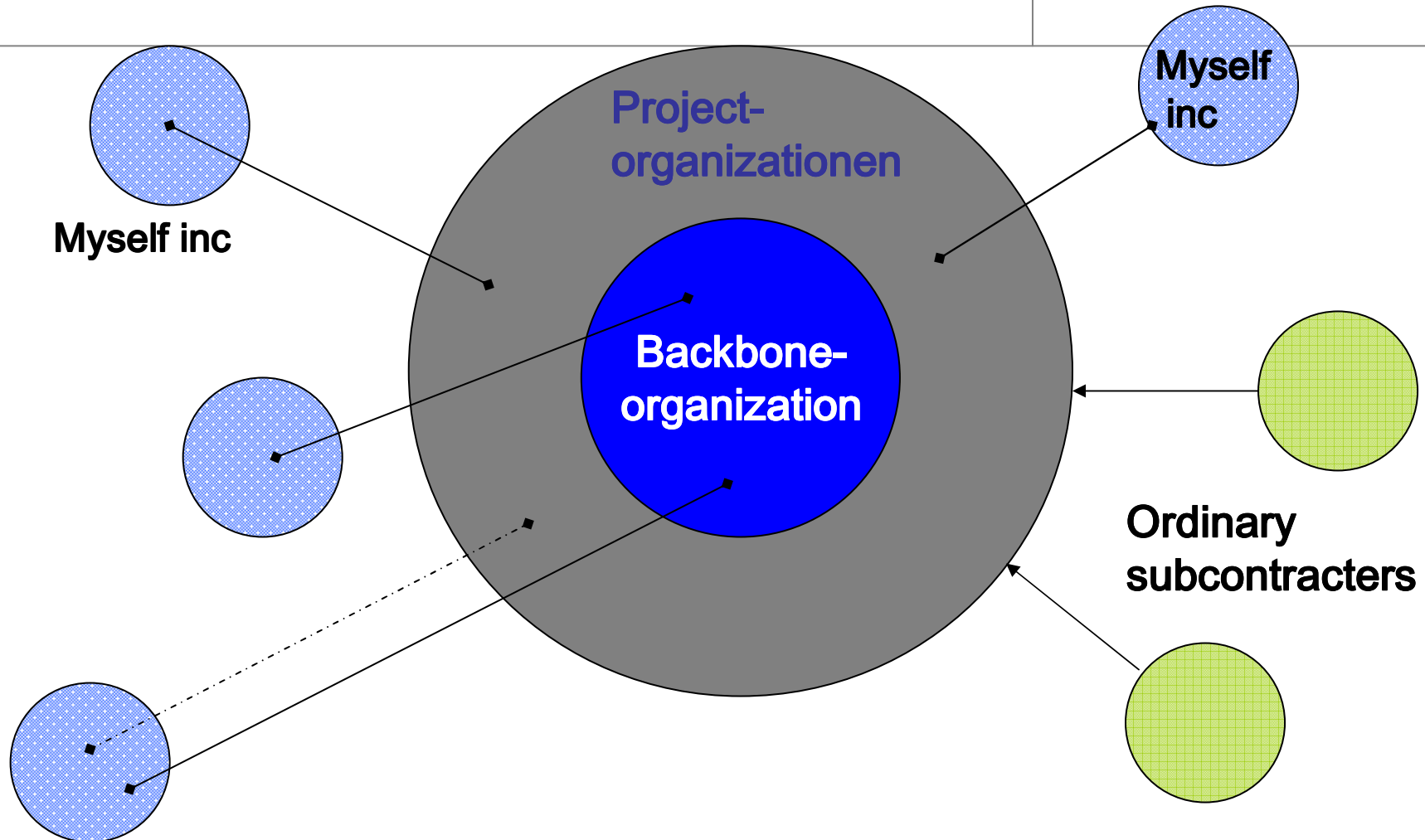
Project managers in the future



THE PROJECT MANAGEMENT
ASSOCIATION OF ICELAND

- **Ability to read, understand and form strategies**
- **Understanding decision making systems and being capable of interacting with these systems**
- **Deep respect for different cultures and values**
- **Experience with change management**
- **Explicit skills as a pathfinder in chaotic and complex organization**
- **(Has to know and have experience with project management)**

The new organization



The organization of the future?

Phone meets function.

Click on a train route. Scroll through sports scores. Web apps and multi-touch make it possible.

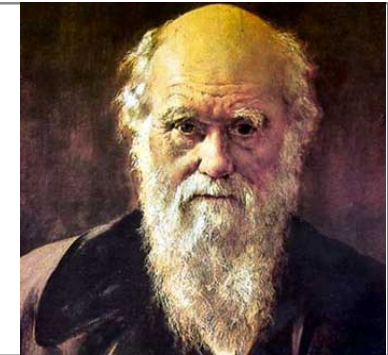


Organizational theory



- **Scientific management - Taylor**
- **Bureaucratic theory – Weber**
- **Human relations - Mayo**
- **Theory X - theory Y – Mc Gregor**
- **Bounded rationality – James March**
- **.....a lot more in the 1970'ties and 80'ties**
- **90'ties: Human resource management – Chaos theory**
- **Contingency-theory, network theory**
- **Will it end like history – no theory at all?**

Who eats who?



Darwin:

Survival of the fittest

Size is not important and it is not always good to be fast

Project managers plays a vital role in keeping the company fit

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