



NO FEAR Execution

NO FEAR is a process that began with the realization that we were being hamstrung by the old ways of leading workers and companies. This realization grew into a collective writing process, which produced the NO FEAR book. We recognized that the book could only be a foundation, a jump off point. Help was needed to get a more holistic picture, so we reached out to top global leaders and academics for their perspectives. Together we have one purpose: to generate a truly global discussion. In doing so we hope to address what changes need to be made in leadership, to not just survive, but thrive as a result of the changes taking place all over the globe.

NF Productions

Contact: nofearsupport@nofear-community.com
Copyright NO FEAR - Community and NF Productions. All Rights Reserved.

The way you used to lead doesn't work anymore

Classic leadership is as valid as always, but its scarcity as a resource poses a problem. It's also rarely applied when tackling current issues:

- **Global and real-time economy and societies**
- **New value is created by knowledge.** Knowing things and people is more important than making things. The basic component of the organization is the dialogue, not the task. All organizations evolve towards becoming PSFs – Professional Service Firms
- **The time of the lone LEADER at the top of the organization is long gone.** Leadership exists on all levels of the organization and in all ecosystems. The “power of me” is becoming “the power of we”
- **The competition for the best talent.** The new talents we work with are Digital Cowboys. They are born into this global and digitally networked world.

The NO FEAR book and the video interviews provide reasons for WHY we have to change leadership, as well as for insights on WHAT has to change. This document is a short summary on HOW to make the change happen.

You have to make your own choices

You chose to be a leader. Leadership is not a position, it's an ambition, it's situational and it's relational i.e. it concerns relations between followers and leaders. The vital choices you make involve who you work with and what your value is – to your customers, to your team.

You choose whether you are willing to learn as a leader, to step out of your comfort zone, feel the pain and joy of learning. Real development only happens in a social context – if you experience the pressure to achieve and have the right mix of people.

Followers interpret your behaviour. Authenticity, openness and the way you communicate – through direct channels, with nothing to hide and with visible intentions - are of vital importance in a transparent world.

Let's look at an example:

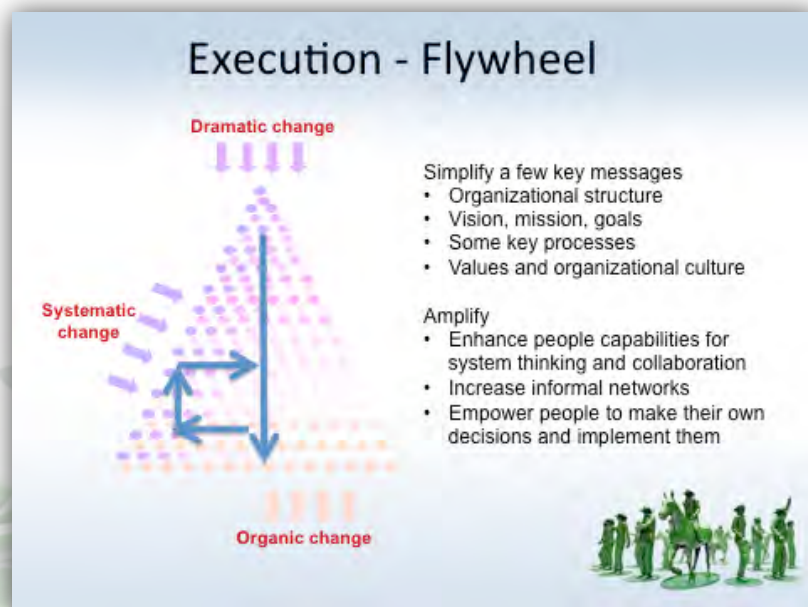
<http://ecorner.stanford.edu/authorMaterialInfo.html?mid=2809>

You have to have influence over your customers, as well as over the people and ecosystems around you. And over yourself

The leader's role and value

Read what Pekka Viljakainen and Bill Fischer wrote in chapter 2 of NO FEAR, "Why should I follow you" and watch the interviews with [Michael Rommeling](#) and [Vincent Chen](#) on how to execute the role. They'll help you evaluate what you already master and what you still need to learn.

Going to the frontline, the edge of the enterprise, sends a strong message. Even more importantly, it creates a flywheel effect.



See more of [Martha Maznevski's](#) ideas expanded in chapter 5 of NO FEAR, "What I as an executive should change in my company, in practice"

Mastering a diverse toolbox

There is no silver bullet for leading the change. You need a diverse toolbox for profound changes. It's only human to rely on familiar tools you have already learned to use when confronted with complex and new situations. Sometimes that's wise, but only sometimes. In chapter 6 of NO FEAR, "Places of magnificent growth and magnificent failure", [Arkady Dvorkovich](#), [Birger Steen](#) and [Alex Lin](#) talk about their toolboxes.

For example, look at this brief summary of Arkady's list for large-scale change. It gives us an idea of the diversity of the tools needed:

- Good basic training, “The New Economic School”, to provide the “big picture”, share the basic capabilities and establish the networks of future talents. To take responsibility for the communities
- Local miracles, the nests of new business or a new society
- Communication tools and methods – direct channels – “Smile, you are followed”
- Pillars to scale up the changes
 - Cross-cutting networks to support talented individuals in their early development
 - Modernization projects
 - The privatization of state-owned companies allowed young people to take real responsibility and develop leadership qualities
 - Provide social mobility, rotation across organizations and a sensible balance between experienced staff and newcomers
 - Opening up to the rest of the world in all possible ways
- New value will be a function of free and barely regulated interaction among talented people

Business transformation and people transformation is a two-way street

We no longer live in a “*few think and many do*” world. Business change and people transformation are interdependent. That’s why business leaders must not delegate people transformation; they have to take responsibility and get involved.

- Integrate new talents into the organization and make it possible for them to exert influence, advise [Victor Orlovski](#) and [Peter Vesterbacka](#)
- Systematic training and people transformation as a way to execute business growth, as per [Matti Alahuhta](#) and [Sacha Zackariya](#)
- Putting people and young talents in charge. Bill Fischer talks of virtuoso teams and [Ganesh Natarajan](#) of vision communities

An evolving organizational culture

Organizational culture, not command and control, keeps companies and communities together. Organizational culture evolves. There is nothing mystical about it. See what [Malin Persson](#) and [Mårten Mickos](#) have to say about it.

Enabling technology – communication and the *Internet of things*

Process automation and digital self-services are a well-known quantity. Do not let them limit your insight into what technology enables. We are now dealing with the “internet of things” – networked, intelligent products and services – as well as profound changes in the ways in which we communicate and collaborate. See what [Peter Sondergaard](#) has to say which is right in line with chapter 7 of the No Fear book. And take a look at this:

<http://techcrunch.com/2011/11/04/the-past-present-and-future-of-connectivity-a-must-see-mini-film/>