

BIG KAHUNA

LEADERSHIP SURVEY

*How technology leaders can move up
the influence curve*

“Two boys create Google. One boy creates Facebook. Another individual creates Apple. These gentlemen changed the world without political parties or armies or fortunes. No one anticipated this. And they themselves did not know what would happen as a result of their thoughts. So we are all surprised. It is a new world. You may have the strongest army—but it cannot conquer ideas, it cannot conquer knowledge.”

Shimon Peres, President of Israel.

Leading in the 21st century. McKinsey Quarterly, June 2012¹

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INTRODUCTION

It's 1971. I am a trainee electronic draftsman in the Postmaster Generals Department, the predecessor to Telstra. It's my first job and I am having a conversation with my boss about the time it takes to draw circuit diagrams by hand. I ask, "What do the clients think about it taking us two weeks to complete a simple drawing?"

My boss, a 50-something-year-old career draftsman, replies "they have no choice!" Somehow that didn't seem quite right to me as a young man and very soon after I pursued an alternative career path.

Skip forward only a few more years and computer-aided design burst on to the scene and those very same clients said we now no longer need you guys and the whole profession of electronic draftsman was wiped out. Hundreds of people had to find alternative employment. That's why most Gen X and Y folk out there have never even heard of an electronic draftsman!

It turns out that the clients were not all that happy about the time it took to do a simple drawing and were thrilled to take the faster alternative that technology offered them. It was a defining point in my career. It told me that if you are not listening to your clients and continually reinventing yourself, you risk becoming irrelevant.

Similar threats and opportunities are being presented to well-established businesses and industry sectors as digital disruption sweeps the global economy.

The quote from Shimon Peres above encapsulates the pivotal role that technology will play in the disruption of most organisations. We believe that technology leaders will be crucial in enabling organisations to take advantage of that future and secure Australia's competitive position. Technology leaders are therefore an important group to nurture and develop.

The "Big Kahuna Leadership Survey"² collected the views of [60 influential business and community leaders](#) with the aim of gathering intelligence regarding the development needs of technology leaders. The aim of the survey is to ensure that we are all better prepared to address those needs and capture the opportunities that technology can provide for businesses in Australia.

We asked the Big Kahunas three questions:

Q1 What is the impact of technology in your sector/business/group?

Q2 What is the leadership capability of your technology leaders to meet that challenge?

Q3 How could technology leaders be better developed to meet the challenges you face?

What we discovered is that the Big Kahunas believe that technology leaders are themselves being disrupted like never before. The disruption to businesses and industries being caused particularly by mass consumerisation of IT is also affecting technology leaders. What is needed is for technology leaders to move up the influence curve, the Big Kahunas said.

The survey results present a compelling case for action to re-position the focus of technology leadership to capitalise on the opportunities and risks associated with the disruptive digital era we now live in.

In the following pages you will read the analysis of the Big Kahunas' responses along with some of their verbatim comments. We have also included a summary of their key points and some case studies to illustrate those ideas. In the conclusion of the paper we have offered some suggestions about how to move technology leaders up the influence curve to give your business an edge.

METHODOLOGY

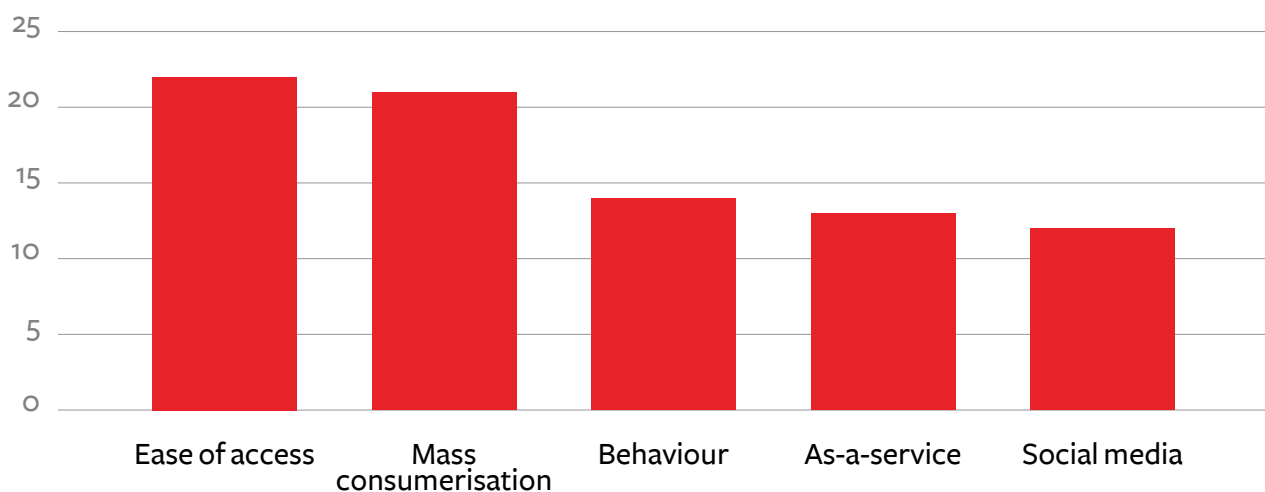
- All responses collected produced 46 key themes
- Each point raised by respondents was then aligned to one of the 46 key themes (eg, the consumer device world and mobility is driving demand for speed and innovation)
- For each question, the top 5 themes were determined on a 'frequency of occurrence basis'
- For each question, all themes were consolidated into three summarising themes, which encapsulate the overall responses from participants

These points are explained further in the following pages of the report.

TECHNOLOGY IMPACT

Q1. What is the impact of technology in your sector/business/group?

TOP 5 TECHNOLOGY IMPACT THEMES



Ease of access — The ease of access to information has changed the nature of many roles, team and business structures

Mass consumerisation — The explosion of consumer devices and mobile capability has dramatically changed technology usage patterns and expectations

Behaviour — Consumer behaviour has changed and their expectation levels are increasing

As-a-service — The availability of ‘as-a-service’ computing provides real value enabling alternatives and has disrupted the traditional IT model

Social Media — Social media has become a critical factor for many businesses in achieving commercial success (or not)

The questions were top-of-mind for the Big Kahunas. Every business and industry is experiencing some level of digital disruption. The only question is how soon they will feel the impact. A Deloitte report³ suggests that up to two-thirds of the Australian economy could be dramatically affected. An IBISWorld white paper⁴ predicts that “15 industry classes risk demise, unless they reinvent themselves; for some, successful reinvention appears unlikely within the required timespan.”

The Big Kahunas are concerned about dealing with the threats and capturing the opportunities of this disruption. They are looking for technology leaders to move up the influence curve to help shape their digital strategies.

There were many examples of technology trends cited by the Big Kahunas that illustrate the potential of digital disruption in Australian and global businesses. However, the major trend that the Big Kahunas pinpointed is the shift in the landscape which has occurred as a result of mass consumerisation of IT. The introduction of the iPad just over two years ago was the tipping point, they said. Suddenly consumers have computing power at their fingertips and they are using it in new and unexpected ways. They are influencing company reputations through social media, collaborating in unprecedented ways and driving changes in business models along the way. They are also bringing changed expectations into the workforce. Employees are more ‘tech savvy’ as a result of the technology they have available at home and they are pushing the corporate technology agenda. As one respondent said, “You used to go to work to get cool toys. Now you get cool toys at home and you bring them to work. And you expect to be able to use them in the same way that you do at home.”

Case Study – Collaborative Consumption

Collaborative consumption, a new socio-economic trend, is seeing consumers using technology to eliminate the middle-man. It is defined as, “The reinvention of **old market behaviours** — renting, lending, swapping, bartering, gifting — through technology, taking place on a scale and in ways never possible before.”⁵

SUMMARY RESPONSES

1. Consumer behaviour, usage and demand is changing at unprecedented levels
2. Technology choice, value and usability is growing at an exponential rate at a business and consumer level
3. There are considerable threats and opportunities for businesses as a result of disruptive technology change

Some examples follow:

[Airbnb](#)⁶ is utilising unused accommodation capacity by linking buyers and sellers around the world. People with an apartment, house or villa available can rent it out to buyers anywhere in the world. They are connecting at an astronomical rate. In 2008, when Airbnb was launched, one night of accommodation was booked every day on the site. That figure has risen to one night of accommodation being booked every two seconds in 2012. The implications for traditional accommodation providers are significant.

[Zopa](#)⁷ – “.....at Zopa, people who have spare money lend it directly to people who want to borrow. There are no banks in the middle, no huge overheads and no unethical investments.” Zopa has been voted most trusted personal loan provider for the past three years in the Moneywise Customer Service Awards. It appears that many consumers will take a loan from their peers before going to a traditional bank. “Peer-to-peer” loans are expected to grow from \$269M in 2006 to \$5B by 2013.⁸

Case study – 2012 Presidential Campaign

In the most recent US Presidential election, Barack Obama’s metric-driven campaign sought to predict trends and fine-tune messaging based on data-mining insight. This arguably gave him his biggest institutional advantage over Mitt Romney:

“Digital technology played a critical role this past election cycle. It was the backbone of effective communication and analysis. And President Barack Obama’s campaign made much better use of the digital technology than Gov. Mitt Romney’s.

Online communication has increased by orders of magnitude since the last election cycle. Internet users have [doubled](#). Facebook users have increased ten times. Tweets have increased 1000 times.

Obama used emerging technology to humanize himself and stay in tune with the people. His campaign advertised his achievements and drew sharp contrasts with his opponent. And he responded to events at the speed of light. This influenced voters throughout the election process.” ([Kaur, 2012](#))

“The power has shifted. Consumers and device manufacturers now have much more say. Technology leaders need to get closer to customers...”

“Where does the customer place the value? Technology leaders need to provide value and demonstrate value to the customer.”

“Decision making is shifting from technology leaders to marketing departments. Social media strategy is a good example.”

“Technology leaders need to be able to manage the expectations of a more tech savvy workforce and customer.”

“Service is the product. Many technology leaders are familiar with the technology and are not so good at using the potential to provide service to the customer.”

“Technology leaders need to get close to their real clients. What we perceive clients want and what they actually want are quite different.”

For the first time both campaigners used Facebook and the full gamut of social media, using website tracking to get out the vote and appeal to new voters ([Penketh, 2012](#)). However, Obama's data mining team had been collecting data over the last two years and it was centralised and co-ordinated ([Scherer, 2012](#)). By contrast, Mitt Romney's data-mining project which only began this past June ([Gillum, 2012](#)) "lacked the same storytelling ability"

"Technology doesn't win political campaigns, but it certainly is a weapon — a force multiplier, in military terms. Both [sides in the presidential contest mined click-stream data as never before](#) to target messages to potential voters. But a real edge for the Obama campaign was in its use of online and mobile technology to support its much-praised ground game, finding potential supporters and urging them to vote, either in person or by phone, according to two senior members of the Obama technology team, Michael Slaby, chief integration and innovation officer for the Obama campaign, and Harper Reed, chief technology officer for the Obama campaign.

Often, the profiles of volunteer callers and the lists they received were matched. So the callers were people with similar life experiences to those being called, and thus more likely to be persuasive. Here is a [YouTube video of a 91-year-old World War II veteran](#), who joined the Obama phone corps." ([Lohr, 2012](#))

Postscript: President Obama's tweet, "Four more years," after winning the U.S. election surpassed 500,000 retweets, making it the most retweeted post of all time, according to reports.⁹

"Companies are now using social media to access their customer data base. We need technology leaders to bring technology and marketing together."

"Technology leaders are critical for Australia's future. They can lead through the 'game changing' world."

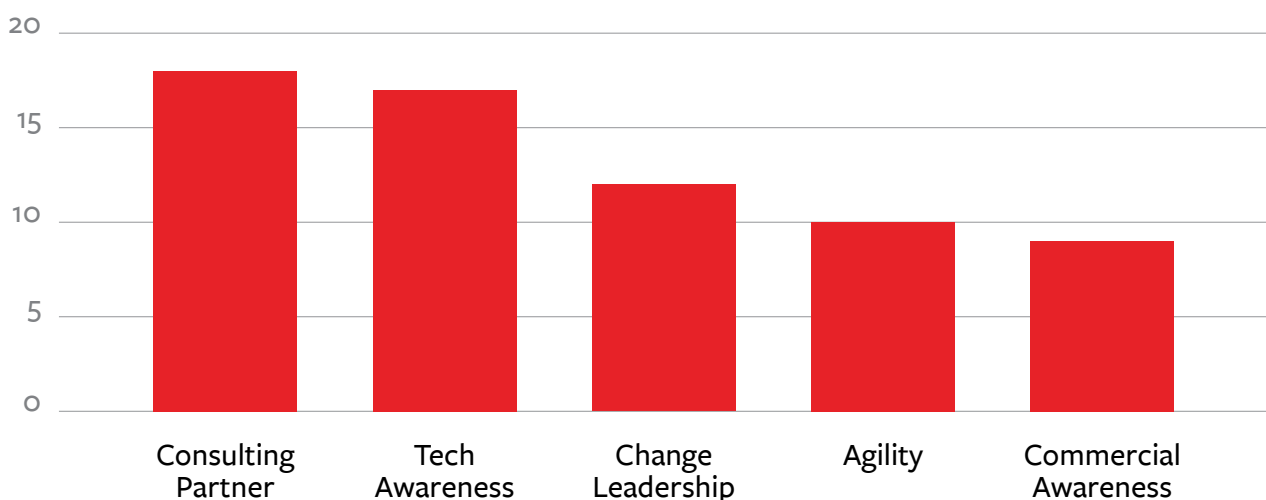
"Technology is critical to our long term prosperity. It is the one thing on our national agenda that we can control. Why we don't take it seriously is a mystery."

"Social media has gone mainstream. It is no longer the province of the kids. If mainstream leaders are using it, are technology leaders focused on that?"

TECHNOLOGY LEADERS

Q2 What is the leadership capability of your technology leaders to meet the challenges ahead?

TOP 5 TECHNOLOGY LEADERSHIP THEMES



Consulting Partner — Technology leaders need to be more effective at being a consulting partner

Tech Awareness — A greater awareness of emerging technologies and services in the market is required

Change Leadership — Technology leaders need more effective change leadership skills

Agility — Greater agility/speed is needed in finding solutions to business needs

Commercial awareness — Commercial awareness is needed in today's leveraged technology marketplace

How well prepared are technology leaders for these impacts? The Big Kahunas had mixed responses to this question. The table below summarises the stages that they said technology leaders are at in dealing with the disruption they face. Each stage is characterised with a level of control and consequent business risks. What is clear is that technology leaders are themselves being severely disrupted. Technology leaders need to broaden their business and people skills as well as maintaining their grasp of technology. That will enable them to embrace the new era of consumer power. They will consequently also need to give up the level of centralized control they once exercised. The business risk is likely to be reduced as they do so.

Stages of Change

| Stage | Control | Risk |
|---------|---------|-------------|
| EMBRACE | Low | Minimal |
| ACCEPT | Medium | Moderate |
| RESIST | High | Significant |
| DENIAL | Total | High |

Customer Experience

Some companies are recognising that we need a new approach to dealing with customers that recognises the shift that has occurred in the marketplace. They are concerned that the customer experience is suffering as companies come to grips with online channels to market. The case is being made for a new role of Chief Customer Experience Officer to recognise the shift in the power base to consumers.

“Time was when that distinction between the company structure and the customer view was largely irrelevant: marketing, sales and customer service used quite separate channels.”

SUMMARY RESPONSES

1. Technology leadership needs to lift from ‘control’ to ‘enable’, both tactically and strategically
2. Technology leaders need to be more innovative in helping solve business needs. They need to be agile and responsive
3. Technology leaders need to be more technology savvy with broader market offerings

“They need to get to ‘yes’ quicker and become more comfortable in an environment where you don’t control everything.”

Today all that is changing: online is key to marketing; many goods and services are sold online and post-sales interactions increasingly take place online. According to customer experience research and consultancy firm Fifth Quadrant (formerly callcentres.net) not only are Australian businesses struggling to embrace these new channels, their emergence is leading to a fundamental power shift in the supplier - customer relationship.

"It was a one way relationship where organisations had the power and the customers had to acquiesce to the way organisations wanted to do business," Fifth Quadrant founder and managing director, Catriona Wallace, says. "We are now seeing consumers starting to be empowered. This is the greatest change we are seeing in the landscape." (Corner, 2012)

The role of Chief Information Officer

A number of Big Kahuna survey respondents commented on the shift in the role and responsibilities of the CIO. Some thought that the marketing department was assuming many of the technology department's responsibilities, particularly with the development of company social media strategy.

Others are making the case for a Chief Digital Officer to drive the company digital strategy on the basis that everything is becoming digitised.

"Every budget is an IT budget," said Peter Sondergaard, senior vice president of research at Gartner. "Technology is embedded in every product."

His point: More technology spending will occur outside traditional procurement methods. Consumers will spend more disposable income on technologies. Industries traditionally thought to be non-tech will be digitized. And technology will be embedded into everything.

There will be chief digital officers in most companies. By 2015, 25 percent of companies will have a chief digital officer. The role: Digitize the business." (Dignan, 2012)

"Technology leaders need to look outward at the business and the market. Too many are inwardly focused on the technology."

"Technology leadership will lift national productivity."

"We need to support technology leaders to provide their full capability."

"Focus on the future. There is too much attention on cost reduction and not enough on growth."

"The job description for a technology leader has fundamentally changed. In the past it was about the technology. Now it's about the data, where it's held, protected and used."

"Technology leaders are becoming investment managers. They need to develop financial skills so they know how to leverage more out of an asset."

"Focus more heavily on the human interface and the business model. Steve Jobs anticipated consumer demand and how people would interact with his products."

A further case is being proposed for a new role of Chief Innovation Officer. A survey by CA Technologies supports the view that business executives are looking to IT to drive the innovation agenda.

“There’s a perception amongst business leaders that IT needs to abandon an ad hoc approach to innovation and adopt a more mature, structured process to delivering high-quality business services faster, and that’s not all.

Underlying those concerns of business executives is the characterisation of their relationship with IT as “combative, distrustful or siloed”, along with an apparent significant gap between IT and business executives’ perceptions about the role of IT in driving innovation, and IT’s readiness to enable and support innovation for the business. The views of a mix of IT and business executives, including 75 in Australia, was sought out by CA Technologies in a global survey in June and July this year of 800 executives at enterprise organisations in a range of verticals. The research was undertaken by IDG Research Services.

...the study also showed the need in Australia for a significant improvement in the relationship between IT and the business, with 34 percent of Australian business executives characterising their relationship with IT as “combative, distrustful or siloed,” and 24 percent of IT executives agreeing with that assessment.”
([Dinham, 2012](#))

“Technology leaders need to communicate what’s possible, otherwise they are in danger of becoming irrelevant.”

“Technology leaders know what the problems that matter are. They can open up the problems that matter to a tech savvy young workforce.”

“Get the balance between technology and the personal touch. Technology leaders are too addicted to technology. They need to be face to face with staff and clients.”

“Google, Facebook and Twitter exploded from nowhere. Technology leaders need an innovation mindset.”

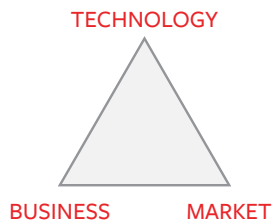
“The role of technology leaders needs to shift from operating systems to transitioning organisations to a new future.”

“Technology leaders need to be technology ambassadors. Use storage, risk management and security of data are critical to protect company reputations.”

“Let go control of the box with the blinking lights. Move from control of the data room to providing strategic value for the business.”

Irrespective of the outcome of the debate over which is the more appropriate title, the common theme is that there is an expectation on technology leaders to expand their influence.

A previous Big Kahuna survey concluded that technology leaders needed to realise that ‘it’s all people and relationships.’



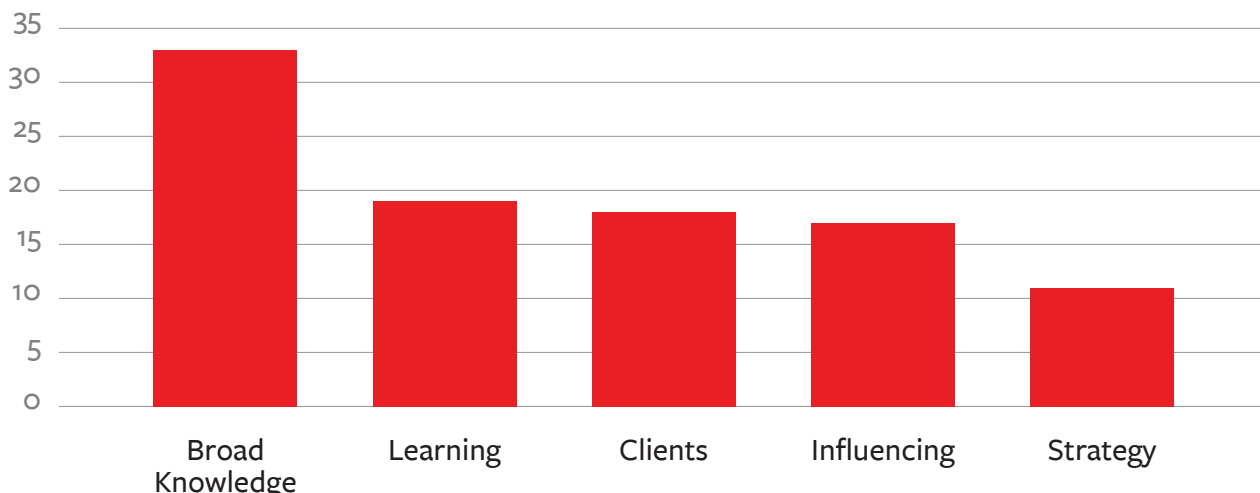
The latest survey bears out the previous finding and adds a number of new dimensions. Now more than ever, technology leaders also need to understand their own business and the market they are in.

In short, 21st century technology leaders need to add to their repertoire to move up the influence curve. Technology leaders need to expand their influence on several fronts. They need to be able to influence business strategy, boards and senior executives, as well as their business colleagues, customers, suppliers and their own matrix teams.

DEVELOPMENT OF TECHNOLOGY LEADERS

Q3 How could technology leaders be better developed to meet the challenges you face?

TOP 5 LEADERSHIP DEVELOPMENT THEMES



Broad Knowledge — Technology leaders need to broaden their knowledge through actively taking a commercial approach and influencing business success by providing their thought leadership on innovation opportunities

Learning — Business and technology leaders need to expand their influence and actively create a learning environment where leaders can become more knowledgeable on business and technology collaboratively

Clients — Technology leaders need to connect with clients to understand their needs and urgency

Influencing — Increased consultative and influencing skills, combined with more effective soft skills are essential

Strategy — Increased strategic skills, ensuring that the future state is not over complicated

The Big Kahuna survey respondents were particularly interested in how technology leaders could move up the influence curve. What follows is a snapshot of their verbatim comments about ways that technology leaders could expand their influence.

Communication

“Technology leaders need to be out advocating technology careers. It is important for the national interest and will develop their communication skills.”

“Technology crystal ball gazers are needed. Technology leaders views may not always be sought. They need to develop their communication ability.”

“Technology leaders need to develop the ability to explain what technology is being used for and to make the case for its use. It is not an option that a rare person can do.”

“Technology leaders need to be good communicators. They need to work with other organisations, boards, customers, suppliers and their own teams.”

“Let go of technology – move into people and the business. Develop the ability to sell to get the support, patience and understanding of the business.”

“The sales pitch changes to technology as a source of differentiation.”

People

“The higher order problem to be solved is how to get the best out of people. Mentoring others is a good way to develop yourself and get the best out of others.”

“Reverse mentoring to help the dinosaurs! Engage GenY employees to mentor older workforce regarding social media”

“A true leader is someone who can develop other people. There is not a skills shortage, rather it is an imagination shortage. We need to think longer term in developing people.”

“Relationship skills are critical. Technology leaders have a complex set of relationships to manage, including suppliers, offshore teams, clients and business executives.”

“Technology leaders need to be linked to the purpose of the business. Organisations that can demonstrate their purpose, attract people to work with them.”

“You don’t have to be smartest one in the room ... get the right people together and give up control. It’s not about being right.”

SUMMARY RESPONSES

1. Technology leaders need to be more formally developed as influential business leaders
2. Leaders need to more actively research outside their own business and sector. They need to be innovative in identifying business solutions
3. Effective change skills are critical for today’s IT leader. Being able to facilitate transformational change is becoming a required skill

Strategy

“Focus on the big picture strategy. Technology leaders need to allocate more time to strategic direction – up to 60% of their diary free.”

“It’s not about capability but boldness. Technology leaders need to develop the influencing ability to take bold decisions.”

“Technology leaders need a shift in thinking to look outward at the possibilities. They can help develop the strategy for transitioning to the future.”

“Focus on the customer, business solutions and strategy. Technology leaders should act as consultants ... see themselves as evangelists for technology.”

Commercial

“Technology leaders now need to be mini CEOs. They need to think like an enterprise leader and have a cross-functional discussion. Influencing skills are critical.”

“Technology leaders need to get out of their own constraints. Commercial experience will help them develop the case for adoption of technology.”

“The technology leader is a change agent. To be effective they need a mixture of varied experience in different industries.”

“Technology leaders need commercial experience. They are not often seen as people leaders.”

“Technology leaders need to understand other industries. They will develop the ability to articulate how technology can benefit end users.”

“Technology leaders need to be more adaptive in the business space. They can get business experience through an external secondment or an internal transfer.”

“Technology leaders need to expand their influence and credibility through running a business function with P & L responsibility. They need to speak the language of boards and senior executives.”

“Technology leaders need to be directly connected with customers. They will soon realize that it’s not about the technology.”

“Marketing skills are critical. Technology leaders need greater intelligence about the world they are aiming at.”

“Technology leaders need to learn about the business they are in. They could do other roles in the business to better understand what the customers need.”

EQ

“Develop the willing. Give people that want it the chance to develop into the new space.”

“Know your strengths and weaknesses. Technology leaders need to be clear about their own capabilities and what their blockers are. They need to decide we have something valuable to offer.”

“Explore the creative side. Technology leaders need greater EQ to understand their teams and put themselves in their stakeholders shoes.”

As technology moves us into a new era of consumer power it heralds the requirement for a different type of leader. IBISWorld aptly describes this new era as the Infotronics Age. Their definition follows:

“ICT enhanced with ubiquitous high-speed broadband plus analytics, learning systems, cognitive computing in Stage 2, to the late 2040s”¹⁰

“21st century leadership is required. They need to foster interdependence rather than independence.”

In the table below, we contrast some of the attributes required of a leader in the Infotronics Age with those of previous eras.

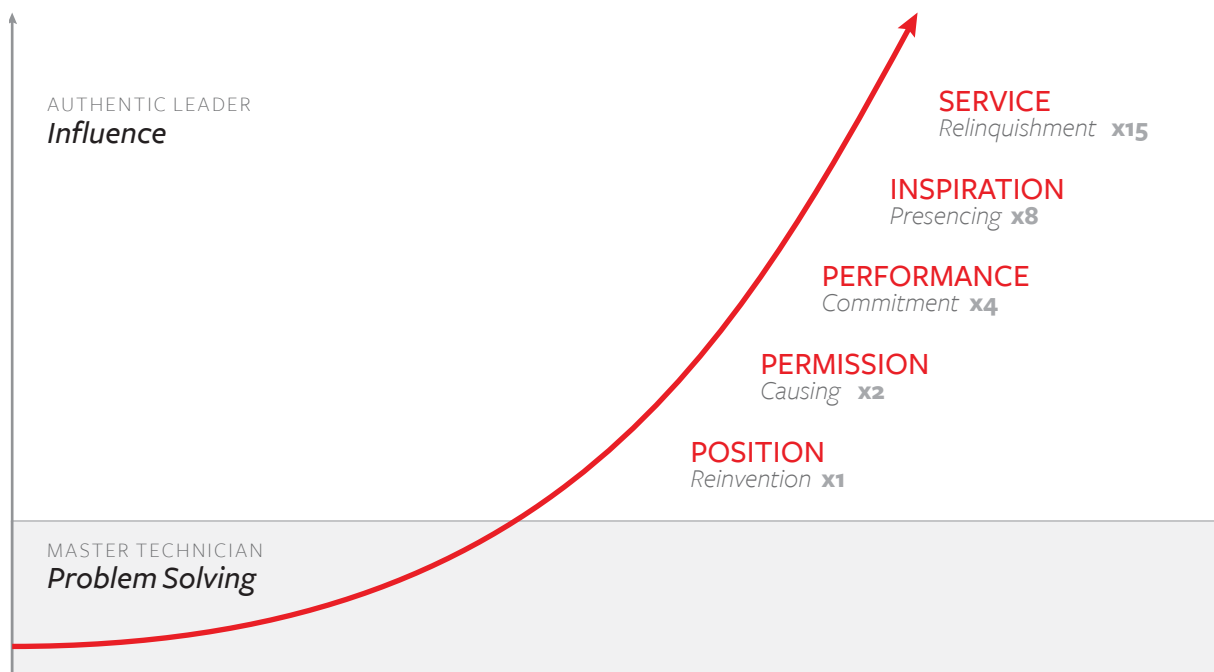
| LEADERSHIP IN THE 21ST CENTURY | | |
|--|--|--|
| Industrial Age | Information Age | Infotronics Age |
| Command and control | Mutual Accountability | Agile – dynamic exploitation of value |
| Control capacity | Processes and systems | Unlock potential – authentic leadership |
| Formal authority | Moral authority | Respectful authority |
| Authoritarian style | Participative style | Egalitarian style |
| Directive behaviour | Supportive behaviour | Collaborative behaviour |
| Defined leadership style | Innovative style | Adaptive and dynamic style |
| Risk averse | Embrace risk | Fail fast and move on |
| Directive | Conversational | Listening for what’s possible |
| Value production | Value knowledge | Value ideas |
| Manage things | Lead people | Empower people |
| Manage things and use people | Use things and manage people | Manage things and knowledge and lead people with coaching |
| Do as I say | Lead by example | Authentic Leadership |
| I know best | Team solutions | Look globally for solutions from collaborators |
| Leaders have the answers | Leaders collaborate to get the answers | Leaders not afraid to say ‘I don’t know’ and consult their own networks |
| Dependence | Independence | Interdependence |

CONCLUSION

We have discovered from forty years of working with technology leaders that there are a number of stages of influence that leaders go through. The model below describes those stages as we have observed them.

Each stage has a particular focus and based on general experience and our observations, a multiplier effect on leadership potential. The exponential curve reflects the multiplier effect.

The stages will be familiar to you if you map them on to your own career moves. And as you know, it does not happen just once. We have all experienced moving up the influence curve, only to move into a new role and start all over again. You could add additional curves on the model below to reflect that experience.



A brief explanation follows below of the stages of influence, the particular focus at each stage and the multiplier effect for your leadership potential.

| Stage | Focus | Leadership Potential |
|-------------|---|----------------------|
| SERVICE | Leaders at this level of influence have the sense that the vision has become bigger than them and the focus is on relinquishing control to others | x 15 |
| INSPIRATION | Leaders who can make a future so present for others that it appears obvious are able to inspire others to achieve greater results | x 8 |
| PERFORMANCE | The focus at this level is on making commitments that you do not know how to achieve at the time that you make them and eliciting the same from others to produce unforeseen results | x 4 |
| PERMISSION | Here the focus is moving from being a good 'doer' to causing others to produce results. Leaders do so by granting others permission to step to a new level in their leadership | x 2 |
| POSITION | At this level the focus is on reinventing your inherent strength beyond the mere position title | x 1 |

This is a different realm to simply adding some new skills and knowledge to our toolkit. It would be easy to conclude that all that is required to develop technology leaders is the addition of some new skills and knowledge and better access to information. But it's not that simple. Recent research supports the view that a good starting point is to dismantle some of the "cognitive biases"¹¹ that impair decision-making.

Another way of putting this is that we need to shift how we view the world. In our experience, working with individuals and teams over the last forty years we have validated the contention that performance is correlated with our world view.¹²

What is a world view? Let’s use the GFC to illustrate the idea. At the time, many people viewed the world the way it was presented in the media, i.e. that the global financial crisis meant that we were all going under. However, in a Big Kahuna Leadership Survey¹³ conducted in 2009 we discovered that most of the respondents believed that there were opportunities in the adversity. They were also not content to ‘wait’ until it was all over to return to business as usual.

In other words they viewed the world quite differently to the way people who were relying on media reports viewed it. What is important to note is that either way of viewing the world brings with it a certain kind of future and a consequent link to performance. For example, if your world view is that we are all doomed, then you are unlikely to spot opportunities and performance will suffer. On the other hand, if you are viewing the world as full of opportunities you are more likely to capitalize on them and achieve bigger results.

In a similar way, we need to first discover how technology leaders view the world. We want to move that view from a mere description of what’s happening, to what they can actually make happen. That is where elite performance is produced and unexpected or remarkable results accomplished.

Performance is correlated with our World View

| Performance Level | World View | Future | Results |
|-------------------|------------|-------------|---------------|
| ELITE | Creating | Possibility | Extraordinary |
| AVERAGE | Limiting | Reasonable | Tolerable |
| STRUGGLING | Describing | Predictable | Minimal |

WRAP-UP

Disruptive technology is disrupting all levels of leadership and technology leaders in particular. We need to move technology leaders up the influence curve to embrace this new era.

The Big Kahunas have unique individual perspectives on this challenge. We need to find a way to work collaboratively to enrich our own perspectives. This report and discussion of the findings is the first of many conversations on this critical topic.

The survey results present a compelling case for action to reposition the focus of technology leadership to capitalise on the opportunities and risks associated with the disruptive digital era we now live in. We hope that this paper has reinforced your commitment to move technology leaders up the influence curve to give your business an edge.

ABOUT DONOVAN LEADERSHIP

Transforming technical experts into leaders who succeed.

Donovan Leadership transforms technical experts into leaders.

Under our guidance, countless technical experts have developed the skills and behaviours to drive their teams and their organisations to unimagined success.

Technical expertise and business knowledge don't guarantee great leadership skills. Great leaders innovate, inspire and excite. They reshape relationships to exceed expectations. They motivate their teams and deal practically with obstacles. They commit themselves to something bigger and move others to do the same. They change the game.

Donovan Leadership has a proven track record of guiding professionals to discover the something extra that transforms them into successful leaders. With proven practices based on groundbreaking [research](#), we can show you how to harness your potential, to exceed expectations and to deliver powerful, measurable results.

Commit yourself to something bigger. [Contact](#) Donovan Leadership today to lift the lid on your leadership potential.

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ENDNOTES

1. Leading in the 21st century. McKinsey Quarterly, June 2012 ↗
2. Kahuna is an [Hawaiian](#) word, defined in the [Pukui & Elbert \(1986\)](#) as a “priest, sorcerer, magician, wizard, minister, expert in any profession”. (See also [Ancient Hawaii](#).) <http://en.wikipedia.org/wiki/Kahuna> ↗
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