**What is driving the organisations to become open?**

**And so what?**

New mindsets are driving organisations to become open

Examples to bring this to life.

New mindsets – inside and outside the organisation. Staff and customers.

**1. What are those new mindsets?**

Global. Pervasive.

End of power . 3 revolutions. Etc link. Describe the mindsets and what is giving rise to them. What difference they make in general.

**2. What prospect is there of going back?**

Little or none. Chaotic or complex instead.

**3. What is the impact on those who lead organisations, big and small?**

Micropowers

What is the opportunity for leaders?

An earlier posting named three revolutions (link) that are throwing up new challenges for leaders. Here we dive more deeply into the Mentality Revolution to see how new mindsets of our customers and staff are driving organisations to open up.

**1. Why are mindsets changing?**

In a word: because of dissatisfaction. A vast and fast growing middle-class sees that others have more of everything than they do, and they want to catch up! The discontent it breeds is now global – in developing countries where the middle-class is expanding, and in wealthy countries where it is declining. Both fuel political turmoil, protesting to get better education, hospitals, jobs and better lives.

Old folks don’t really get it – not even the ageing baby boomers in the industrialised countries. The young wherever they are, always connected through their mobiles, see the world with different eyes than their parents. They are not only the largest group, but events in Egypt and Tunisia have proved they can have a powerful impact.

Even before the fall of the Berlin Wall in 1989, and the start of the World Wide Web in 1900, new demographics were changing how we live. We have seen the expansion of democracy and prosperity, the increase in literacy and access to education, and an explosion in communications and media. Globally today compared to say the 1950s we are four times more people, much more connected and mobile, becoming impossible for leaders to regiment and control. Globalisation, urbanisation, changes in family structure, the rise of new industries and opportunities, the spread of English - these all add to the effect.

**2. What are the new attitudes?**

Transparency: There is a growing importance attributed to transparency, property rights and fairness (including the treatment of women, ethnic and other minorities, even minority shareholders in corporations). Many have deep historical, or philosophical roots.

Aspiration: Desiring a better life is normal, but has become stronger and much more specific, making aspiration what drives people to action: people emigrate not because they are poor but because they see that they could be doing better.

Scepticism: Global opinions surveys are consistent in showing a 50-year decline in people’s trust for governments and politicians. The 2008 economic crisis further fuelled already strong sentiments against government, politicians and banks.

Anti-authority: Strongest ever challenge to the moral basis of power.

Spreads the ideas that things do not need to be as they have always been – there is a better way.

Breeds scepticism and mistrust of any authority, and an unwillingness to take distribution of power for granted.

Example: Indian outsourcing.

Creative destruction.

Disruptive innovation.

Specific challenges to the model of power that proved itself for centuries: that assumes centralised coordinated modern organisations will deploy overwhelming resources, special assets, or crushing force to clear the path to getting and keeping power.

, are more likely to question authority – irreverent, challenging, change-seeking, better informed, better connected.

Everywhere you can find a vast and growing middle-class that is discontent and protesting.

This sharpens the intergenerational gaps in worldview.

Changes in mentality taking place amongst youth (more than 80 states have populations with median age of 25 or less – these states have an over-sized impact on world affairs, since 1970s 80% of all armed civil and ethnic conflict originated in states with youthful populations, arc of instability from Central Amreica, through sub-Saharan Africa across M East to S and C Asia).

Mentality. In Chile, in China.

**No prospect of going back because…**

**3. What is the impact on those who lead organisations, big and small?**

Micropowers

What is the opportunity for leaders?

Aging baby boomers in many industrialised countries but elsewhere

Cross-cutting immigration demographics as in US.

Global opinions surveys. World Values Survey. WVS. Decline of trust. Consistent – even across mature democracies. Gallup.

Critical Citizens. Dissatisfaction with politics and government is a growing and global phenomenon.

Attitudes are changing in wake of or ahead of material changes in people’s lives.

Chart.