

PD's View of Developmental Directions

- o **(5) The Change Leader**
 - s One cannot manage change.
 - s One can only be ahead of it.
 - s In a period of rapid structural change, the only ones who survive are the Change Leaders.
 - s A change leader sees change as opportunity. A change leader:
 - i looks for change,
 - i knows how to find the right changes and
 - i knows how to make them effective both outside the organization and inside it.
 - s This requires:
 - i 1. Policies to make the future.
 - H Organized Abandonment
 - H Organized Improvement
 - H Exploiting Success
 - H Creating Change (Innovation)
 - i 2. Systematic methods to look for and to anticipate change.
 - i 3. The right way to introduce change, both within and outside the organization.
 - i 4. Policies to balance change and continuity.
 - s Making the Future (conclusion)
 - i One thing is certain for developed countries—and probably for the entire world: We face long years of profound changes.
 - H The changes are not primarily economic changes.
 - H They are not even primarily technological changes.
 - H They are changes in demographics, in politics, in society, in philosophy and, above all, in worldview.
 - i Economic theory and economic policy are unlikely to be effective by themselves in such a period.
 - i And there is no social theory for such a period either.
 - i Only when such a period is over, decades later, are theories likely to be developed to explain what has happened.
 - i But a few things are certain in such a period.
 - H It is futile, for instance, to try to ignore the changes and to pretend that tomorrow will be like yesterday, only more so.
 - H But to try to anticipate the changes is equally unlikely to be successful. These changes are not predictable.
 - i The only policy likely to succeed is to try to make the future.
 - H Changes of course have to fit the Certainties (which this book attempted to outline in the preceding chapter).
 - H Within these restraints, however, the future is still malleable.
 - r It can still be created.
 - r To try to make the future is highly risky.
 - r It is less risky, however, than not to try to make it.
 - H A goodly proportion of those attempting to do what this chapter discusses will surely not succeed.
 - H But, predictably, no one else will.