(5) The Change Leader

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