

**SEEKERS AND SCALERS:
THE FUTURE LEADERS**

RANDALL P. WHITE

The future won't resemble the past, and future leaders won't resemble past leaders. So, what qualities and skills will future leaders need? White proposes that the most effective leaders can learn a thing or two from children and experienced travelers. In other words, successful leaders will need to be adventuresome, not restricted by the past, and willing to explore new, uncharted territory. They will, in fact, seek uncertainty.

Future leaders will eschew such familiar courses as generic mission statements, management fads, and leadership by machismo. What they don't know will become more important than what they do know. It will be OK for them to admit that they don't know all of the answers.

The key will be to embrace "difficult learning." Such learning means deliberately scouting areas for potential business benefits and developing capabilities in themselves, their people, and their organizations. Such learning provides sustainable competitive advantage, and isn't that what successful leadership is all about?

Already, some organizations, such as British Airways and General Electric, are putting difficult learning into practice. They take the long view, questioning how things are done, seeking

innovation, taking risks, and admitting mistakes and moving on.

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**ANCIENT CHINESE WISDOM
FOR THE MODERN WORKPLACE**

KIRSTEN LAGATREE

It may be ancient wisdom based more on tradition than science, but many

individuals and organizations use feng shui—a design principle based on the premise that people are affected by their environment, which is not, after all, such a far-fetched idea.

Consider, for example, a desk stacked with piles of papers and magazines. Not many people facing such a mess would be able to function effectively. A proponent of feng shui would describe what is happening in that example as bad chi, or bad energy. A cluttered desk blocks unobstructed movement of the vital life force that is essential to a person's powers of concentration and creativity.

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Compass directions and their spheres of influence also affect the feng shui of a person's surroundings. Each point on a compass governs a different aspect of life and has a corresponding color, natural element, and number—all of which can be combined to create enhancements that will bring success in any part of life.

In business situations, understanding and using feng shui principles can contribute to enhanced communication and effectiveness. For example, the person in charge should have an office farthest from the main door so that he or she can "see the big picture" and not be distracted by the minutia of daily transactions.

Feng shui principles are used in the architectural design of many buildings, such as the Hongkong and Shanghai Banking Corporation in Hong Kong. Among the feng shui considerations was situating the building toward the sea, with Victoria's Peak at its back. Reputedly, that imbues the corporation with the benefits of that highly auspicious land

formation. The mountain provides support and protection for the firm's business ventures, while the ocean invites wealth to flow into the building.

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**A LICENSING
PRIMER
FOR TRAINERS**

GEORGE KIMMERLING

Lawyers and instructional designers need each other because even the best training products are only as effective as the efforts made to distribute them. Licensing agreements lie at the heart of those efforts, and despite their dry legal phrases and complicated royalty arrangements, they keep the training industry turning a profit.

All training products are protected intellectual property that suppliers rarely sell outright. That means a financial opportunity for both licensors and licensees. However, because a licensing agreement can cost thousands of dollars up front, a prospective licensee needs to determine whether the product or service has any value in the marketplace, and whether profits from the license will exceed required royalty payments.

Every licensing arrangement should be governed by a formal written agreement. The most important clause in a license is the grants clause, which sets out the license's rights and restrictions. The more exclusive the license, the more valuable it is to the licensee.

Two other clauses a license should contain are one on performance-based contingencies and a hold-harmless clause. The first maintains that the license, or some part of it, is contingent on the product performing as promised or on a viable market existing for the product. A hold-harmless clause includes a promise by the licensor that the material covered by the license does not infringe on anyone else's property rights.

In negotiating royalties, consider the market economics and whatever the parties will accept. In general, start with a 25/75 split between the licensor and licensee, and then determine how

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much profit the licensee will see from the product and how much risk the license involves.

No matter which side of the licensing negotiations you are on, know that licensing is a tough business. Though great ideas and trademarks abound, it's not easy to predict which ones can make money. But a properly executed licensing agreement can ease the way.

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DIGITAL TECHNOLOGIES TO THE RESCUE

TOM BARRON

The digital revolution sweeping through every corner of the business community is having its share of impacts—large and small—on the training and development field. Professionally, practitioners are striving to

adapt their training to the digital medium. Personally, digital technology is wending its way into the hands of trainers that want to enhance their productivity.

Many trainers that have embraced cutting-edge technology for their personal use argue that going digital is the only way to keep up in a downsized, do-more-with-less work environment. It is a trend that appears to be growing, with laptop and notebook sales expected to grow 34 percent this year.

Analysts say that this growth of personal electronics is fueled by twin motivators: an increase in the capabilities of such devices and decreasing costs. Indeed, a survey of 1,900 trainers by *Training & Development* shows, among other findings, that 70 percent of the respondents use laptop computers at least occasionally for their training duties and that personal digital assistance equip-

ment is found in the pocket or purse of about one in every 12.

In addition to the flexibility that laptops provide as portable workstations, they also enable trainers to customize their presentations and make last-minute changes.

Although the number of trainers using digital electronics is increasing, there are still quite a few people that use yellow pads, or similar low-tech methods, to develop performance needs analyses and evaluations. In fact, the verdict is still out on whether portable electronics increase efficiency or whether, as some people suspect, the efficiencies are overshadowed by endless hours of configuring and troubleshooting.

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