



The New Normal 2.0

The Next Phase of Global Business

Dean Newlund



MISSION
FACILITATORS

Contents

Introduction	3
Embracing the New Normal 2.0	4
2.0 Individual Leadership	6
2.0 Organizational Leadership	7
Five Key Challenges	
Worker productivity	9
Economic environment	10
Profit margins	11
Culture shifts	12
Tomorrow's workforce	13
Being Effective in the New Normal	14
Discovering a Compelling Mission	15
Master Disciplines	17
Organizational Competencies	19
Thriving in a New Age	20
About the Author	22
References	23



INTRODUCTION

The world woke up to a new economic reality in summer 2008 when the Great Recession took a downward turn that destroyed millions of U.S. jobs and shook the global economy. Companies hunkered down as a New Normal settled over the business landscape. Gone were the days of rapid growth, easy credit, and subprime mortgage schemes that helped turn housing into private ATMs. Western dominance also waned as the balance of economic power shifted east toward China, India, and other emerging markets.

The Great Recession highlighted the increasing interconnectedness of global markets. Manipulation of the LIBOR in London hurt mortgage holders in the United States. Foreclosures in the United States hurt manufacturers from Mexico to Vietnam. Few countries existed in isolation, which meant all suffered together to varying degrees.

Gradually, leaders worldwide adjusted to the New Normal and the realities of VUCA — volatility, uncertainty, complexity, and ambiguity.^[1] Evidence of the transformation abounds in the aftermath of the Great Recession. Yet many leaders who see the New Normal only as a financial phenomenon are missing the rest of the equation. The New Normal 2.0 also includes massive social, demographic, and technological changes that have reshaped the world in recent years, creating opportunities for leaders willing to press forward with a deeper understanding of societal needs.

Few leaders have established a New Normal 2.0 framework that considers an integrated approach to financial, social, demographic, and technological changes.

Many organizations will discover too late that survival mode is no longer adequate. A shift has occurred, requiring leaders to exercise more than situational awareness used to identify immediate short-term financial trends. Leaders in the New Normal 2.0 must open their eyes to emerging, even sometimes barely detectable, long-term shifts in the societal and global business marketplace.

Leaders must take fundamental action in three ways. Leaders must assess how relevant trends impact their organizations, create responsive and compelling mission statements, and then develop strategies using the right set of master disciplines. Organizations that follow these steps will do more than survive in the New Normal 2.0. They will thrive.

This white paper will:

- Discuss profound trends in economics, culture, and demographics that will shape the New Normal 2.0 — trends that will impact almost all organizations in the years ahead.
- Propose a framework for successfully adapting organizations to the New Normal 2.0.
- Suggest the master disciplines needed to survive and thrive during this historic time of change — disciplines that are also valuable during times of economic growth.
- Offer key questions that will aid in defining organizational competencies.





Embracing the New Normal 2.0

History is full of examples when conditions came together to create large shifts in economic, social, and technological landscapes including: The end of World War II, the civil rights movement in the 1960s, the dot-com boom in the late-1990s, and the recent shift in the U.S. political base. In retrospect it is easy to see that conditions outside business walls affect what goes on inside — even if it is not easily apparent at the time.

Within the New Normal 2.0 framework leaders need to have their eyes and ears open to business trends. After all, if they do not see the storm coming, they cannot prepare for its arrival. If leaders are unaware of changes in customer buying patterns, they cannot properly adjust their pricing models. If they don't grasp the true core of their business, they cannot adapt to changing market conditions and capitalize on new opportunities.

The first step for leaders facing major transition is to heighten their awareness of marketplace changes. Abundant tools exist including customer relationship management (CRM), voice-of-the-customer (VOC) processes, and analysis of data on demographic, economic and political changes. Leaders benefit when they step out of their offices and engage with colleagues, vendors, suppliers and community associations. They also can gauge their market through social media networks such as Facebook, Twitter, and LinkedIn.

Secondly, leaders must focus intensively on how to adapt to emerging conditions. They must develop both a sound strategy and a management discipline that facilitates high levels of engagement with employees and customers.

Finally, leaders must explore and define their companies' core business in a collaborative manner that taps into the minds of managers at all levels of the organization. [2] Noncore activities must be eliminated or minimized so that resources can be focused on what matters most. The result will be an authentic relevant brand that resonates with customers and employees.

Top trends that illustrate the New Normal 2.0

- Aging population: Every day over the next 20 years, the United States will see another 10,000 Baby Boomers reach retirement age,[3] turning these consumers predominantly into savers instead of spenders. In view of a gross national product that is 68.5 percent of consumer spending,[4] this change will dampen economic growth, putting greater pressure on companies to find new sources of revenue and/or reduce their expenses to maintain their margins. Many companies that already tightened their belts during the Great Recession will have to do more with even less.
- Changing attitudes: A growing minority population, concerns over the environment, and a shift from conservative to liberal views [5] are changing what customers want and how they express their brand loyalty.
- Changing technology: The digital age is opening new markets, new ways to hire and develop employees, and new ways to understand and engage customers. [2]

Many organizations falter or even fail when they try to adapt after-the-fact to changes produced by such seismic shifts. Some observers have linked the Republican Party losses in the 2012 presidential election to a miscalculation of contemporary political, demographic and cultural shifts. Organizations that have their fingers on the pulse of change and respond to it thrive, while those that don't fail. Two Mission Facilitators' cases illustrate successful adaptation.



The greatest danger in turbulent times is not the turbulence; it is to act with yesterday's logic.

— Peter Drucker,
management theorist,
author, and consultant.

Society needs to reexamine fundamental assumptions about human nature and what it takes to build sustainably healthy lives and organizations.

— Nitin Nohria
Dean of Harvard Business School



2.0 Individual Leadership

In 2009 an internationally recognized medical organization hired Mission Facilitators to strengthen leadership practices. By using the New Normal 2.0 framework MFI was able to give Dr. Anton Decker and his organization a competitive edge showing ingenuity during a very tough business cycle. Dr. Decker was serving as a leader of the Gastroenterology department when the Great Recession hit.

As a leader it is easy to become internally focused on day-to-day operations. I took decisive action to create new networking opportunities both internally and externally. By doing so I was able to increase my knowledge of business trends and use them to create an innovative New Normal 2.0 framework that focused on a key set of master disciplines including technology.

Working within a large organization it is easy to overlook technology resources that already exist. By utilizing technology it allowed us to have a better understanding of the needs of our patients. Additionally technology allowed us to have better communication internally leading to a more innovative mission driven workforce.

During the economic downturn our department worked as a team to explore and define our core business mission. We were able to eliminate noncore activities that allowed us to maximize our resources allowing continued growth.

— Dr. Anton Decker - President, Mercy Health Physicians



2.0 Organizational Leadership

The great recession was having a negative impact on a known biotech company. They were struggling to develop leadership skills for entrepreneurial scientists and overworked administrators; while at the same time each lab and administrative department was operating as a silo, without a systemic strategy.

**Mission Facilitators was hired to improve leadership skills and vision.
Using the New Normal 2.0 framework a survey was created to gauge the health,
innovation, and direction of the institute.**

By defining core versus noncore activities the biotech company was able to hold effective strategic planning sessions across 18 different departments and scientific divisions. The output was a new strategic plan and scorecard that was adopted by the board of directors.

Mission Facilitators then spent six months working with 13 scientific and administrative leaders to incorporate the new vision.

Despite the Great Recession, for the first time in the institute's history, departments and scientific divisions developed strategic plans that were combined into an institute wide plan. Improvement was seen in accountability, collaboration, open communication, processes, efficiency and leadership. This allowed the biotech company to attract highly sought after scientists, and were able to secure additional government grants.



The Next Phase of Global Business

When forward-looking leaders like the ones cited above try to adapt to new conditions, they often encounter resistance. Many of their critics perpetuate the myth that only when survival is assured can the business of growth be addressed. “Once we cut costs, we can think about our future.” “Once we eliminate the annual bonus, we can address employee engagement.” “Once we redesign our cost structure, we can reassess customer service.”

Both case studies demonstrate the opposite. Even in a downturn economy companies can survive and thrive at the same time, and results can be sustained over the long term. Organizations continue to grow if leadership maintains a transcending vision, high-level skills, and discipline.

Mission Facilitators is a twenty five year-old boutique consulting firm that works with select leaders and organizations. We continuously hear many leadership and organizational pain points. While creating New Normal 2.0 frameworks we recognized five key challenges. Organizations that ignore or fail to adapt to these major societal challenges could risk losing their ability to survive in the coming years.

The New Normal 2.0 frameworks recognizes five key challenges:

CHALLENGE 1: MAINTAIN WORKER PRODUCTIVITY

TRENDS

Older workers have more mouths to feed as adult children return or prolong leaving home, causing greater distractions and fatigue on the job. ^[6]

Employees see no clear path to career advancement, and thus stay put in their current jobs, draining energy from the organization and wasting potential human capital. ^[7]

Managers do not fire or demote poor performers because of concerns the organization will not replace them. ^[8]

Employee lawsuits are on the rise, resulting in workplace distractions, mistrust, and risk-averse behavior. ^[9]

A generational melting pot brings Baby Boomers, Generation Xers, and Millennials together on the same teams, putting different work styles, needs and ethical perspectives at odds with one another. ^[10]

Declining face-to-face contact erodes trust, collaboration, and team learning. ^[11]

The urgent crowds out the important, creating redundancies and confusion around shifting priorities as managers spend more time putting out fires and less time focused on long-term planning. ^[12]

CONDITIONS

Widespread employee burnout

Employees are asked to do more with fewer and fewer resources, causing increased burnout, absenteeism, health-care costs, injuries, and lower productivity.

CHALLENGE 2: ADJUST TO THE CHANGED ECONOMIC ENVIRONMENT

TRENDS CONDITIONS

Demographic changes affect spending patterns as the population ages, creating more savers with fixed incomes and fewer spenders. ^[13]

A flat or slow growing world economy reduces the buying power of customers to buy goods and services. ^[14]

Wage increases lag behind the cost of living, causing lower discretionary income levels. ^[15]

Banks are slower than usual to respond to positive economic conditions and thus make it difficult for companies to get loans and invest in growth. ^[16]

Demand for big and cheap over small and high-end products emerges as a purchasing pattern. ^[17]

Fewer spenders create less demand

Goods and services are down and consumers are more value-driven in their purchasing decisions.

CHALLENGE 3:
MAINTAIN AND INCREASE PROFIT MARGINS

TRENDS CONDITIONS

The pace of hiring continues to lag behind the growing amount of work that needs to be done within companies. [18, 19]

Healthcare costs increasingly cut into company profits. [20]

Companies are eliminating employee benefits by moving more workers from full-time to part-time status. [21]

Energy, transportation, and raw material costs are rising as demand increases in big emerging markets with growing middle-class populations. [22]

Offshore labor costs are increasing. [23]

More work and competition cut into profits

Increasing costs related to healthcare, transportation, energy and offshore materials are shrinking operating margins, requiring greater operational efficiencies.

CHALLENGE 4: ADJUST TO CULTURAL SHIFTS

TRENDS

CONDITIONS

Companies are rebranding to be seen as earth-friendly. ^[24]

Consumers are buying goods and services from companies that are seen as socially responsible. ^[25]

The size of some ethnic groups is expanding while others are shrinking, causing major changes in buying patterns. ^[26] For example, the US Census Bureau projects population non-Hispanic whites will no longer be the majority of the population in 2042. ^[27]

Society is putting a higher priority on healthy living. ^[28]

The rise in social media brings with it greater transparency and accountability. ^[29]

Big Data improves a company's ability to segment and target their customers. ^[30]

Consumers show loyalty to socially responsible companies

The green movement, Corporate Social Responsibility (CSR), healthy living, and the fluctuating sizes of ethnic groups is changing the face and needs of the customer and the employee.

CHALLENGE 5: BUILD TOMORROW'S WORKFORCE

TRENDS

Employees skip retirement or retire later. ^[31]
This older workforce puts a strain on companies to retrain and challenge status quo thinking.

Children are not being educated fast enough for tomorrow's jobs ^[32] while many U.S. test scores continue to fall below the results of other nations. ^[33]

The rise of the nerds and the decline of the blue collar workers are shifting the focus for employee output from building and manufacturing to innovating and creating. ^[34]

The U.S. is slipping in its ability to keep creative, innovative, well-educated workers. ^[35]

In the not too distant future, companies will place high value on employees with large digital influence through their social media activity. ^[36]

CONDITIONS

The future demands a reengineering of how work gets done and how employees are prepared

The old rules for building the next-generation workforce no longer apply.



Being effective in the New Normal 2.0

These challenges can seem overwhelming. The best approach is for organizational leadership to ask the following:

As the complexity of our organization continues to grow, how can we improve coordination and productivity by creating a shared understand of what co-workers do and why?

With an aging and shifting population creating less demand for what we do, how can we add more value to our goods and services that will last long after the point of sale?

Instead of responding to dwindling resources and growing competition by redoubling output efforts, how can we provide our people the tools, authority, and accountability to collaborate and implement?

As the face of our customers change, and their needs evolve, how do we participate in that evolution, and provide them the amount of value they never imagined possible?

As digital influence, creativity, collaboration, and versatility become the traits needed in tomorrow's employee, where are we limiting 'bottom-up' communication, and how can prepare our employees to lead the future needs of our business?



In companies that think of themselves as social institutions, work is emotionally compelling and meaning resides in the organization as a whole rather than in a less sustainable cult of personality.

— Rosabeth Moss Kanter
How Great Companies Think Differently.
Harvard Business Review, 2011

Discovering a Compelling Mission

Once a company assesses the trends shaping the New Normal 2.0, the next step is to create a responsive and compelling mission statement with a skilled facilitator. It's important that individuals who execute the vision be included. Organizations that adapt quickly in this manner have an advantage. They develop the ability to recreate and morph themselves in response to shifting trends without losing sight of their long-term vision and values.

With eyes and ears wide open they courageously embrace the trends, conditions, and previously hidden opportunities found in the New Normal 2.0. Unlike last-generation companies that give little or no attention to their mission statements after they have been written, next-generation companies recognize that the process of developing their mission statements can be as important as the final product.

These organizations know that despite all the external challenges, they remain their own biggest adversary. So before organizations roll up their sleeves and develop strategies to address New Normal 2.0 trends and conditions, they use their heightened awareness to engage a cross-section of all stakeholders to answer questions, such as:

- Who are we and what do we stand for?
- What kinds of higher-order value do we want the world to have tomorrow that it doesn't have today?
- What precise benefits do we want to provide?
- Who will gain from the value we create?
- Where, when, and how will we provide this value?
- Why are we doing all this?



These interconnected concepts — seeing businesses and organizations as living organisms, creating value for society, taking a multi-stakeholder approach, and developing both shared and individual purpose — are central to next generation business.

— Mary Beth McEuen
Executive Director, The Maritz Institute
The Changing Game of Business and Leadership, 2009



Master Disciplines

Last-generation companies develop strategies to fulfill the goals implied in their mission statement. Or, they merely address current issues or opportunities as they arise. Strategies for the New Normal 2.0 should do both. The key is to develop strategies that grow from the compelling the right set of master disciplines that provide continuity through the process of branding, messaging and implementing strategic activities. Leaders in this environment must guide the creation and flow of strategies, ensuring that teams do not wander as the organization moves toward success.

Because 71% of U.S. consumers are now aligning their spending with their values, businesses that practice in a new way will find a vibrant marketplace.

— John Gerzema and Michael D'Antonio
The Power of the Post-Recession Consumer strategy+business magazine, 2011

The New Normal 2.0 strategies are crafted based on five master disciplines abbreviated as FANAC. These include:

- Focus – gaining and keeping focus on actionable priorities.
- Attitude – maintaining a “how to” attitude and perspective that focuses on the vision of what is possible.
- New technologies – taking strategic advantage of evolving digital platforms and social media.
- Authenticity — enforcing the organization’s brand not only throughout its internal and external messaging, but throughout its culture and practices.
- Continuous review and feedback – instilling an inclusive culture of continuous review and feedback to encourage ongoing improvement and employee engagement.

These master disciplines are used at the point a strategy is first discussed. During strategy sessions teams must ask themselves:

Does our master discipline vision:

- Help us gain or keep our focus on our mission?”
- Inspire in us a how-to attitude and perspective that focuses on the future vision of what is possible not just on present conditions?”
- Reflect our brand not only throughout our internal and external messaging, but also throughout our culture and practices?”
- Take strategic advantage of evolving digital platforms and social media?”
- Support continuous review and feedback to encourage ongoing improvement and employee engagement?

WITH

WITHOUT

Below is a chart showing what strategies look like when they are developed with, and without, the FANAC master disciplines.

Expanded view	Narrow view
Awareness of current conditions within and outside the organization.	Denial or ignorance of relevant trends and conditions.
Thriving is the goal for the organization and its employees, customers, owners and community members.	Survival is the goal for the organization.
Proactive to trends and opportunities.	Reactive to trends and conditions.
Enthusied about what will be.	Fear of what is.
Innovation is the principal guide.	Past guides the way.

To thrive in an increasingly disruptive world, companies must become as strategically adaptable as they are operationally efficient. To safeguard their margins, they must become gushers of rule-breaking innovation. And if they're going to out-invent and outthink a growing mob of upstarts, they must learn how to inspire their employees to give the very best of themselves everyday.

— Gary Hamel, author, *In the Future of Management*

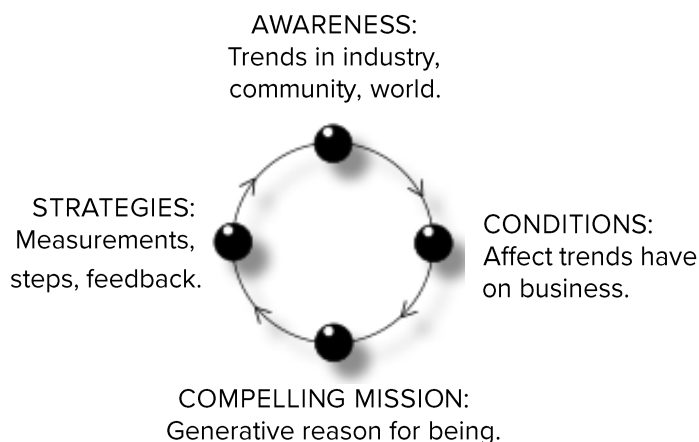


Organizational Competencies

Leaders in the New Normal 2.0 should ask themselves similar questions when assessing their competencies:

- Do I and those I lead have clarity, buy-in and commitment to a compelling mission?
- Am I focusing on actionable priorities?
- Am I maintaining a “how to” attitude?
- Am I focused on what is possible instead of only on current conditions?
- Am I authentic by modeling the best of the organization’s values and brand?
- Am I taking full advantage of digital services and social media? Do I have digital influence?
- Am I continuously giving and receiving feedback to encourage ongoing improvement and employee engagement?

The diagram below shows the continuous process of building awareness and taking action in response to evolving trends in the industry, economy, community, and the world.





Thriving in a New age

After the Civil War the United States was flooded with immigrants looking for new opportunities and a better life. The infusion of cheap labor helped transform the landscape of business from

family-owned shops to large manufacturing companies. The Industrial Age brought with it new trends and conditions never before seen or experienced in the history of the country. Frederick Winslow Taylor, later referred to as the father of scientific management, ^[37] helped develop systems, processes and management practices for companies to manage their employees, vendors and customers.

Decades later the invention of the microchip, fiber optics, and other technologies ushered in the Information Age. This was a time when ideas and collaboration became the engines that powered growth.

In the early 21st century the Great Recession shook the world awake to the realities of failed economic policies and excesses. The New Normal taught managers that in a global economy, when one domino falls, others are soon to follow. Today, the New Normal 2.0 represents a seismic shift that matches or exceeds the changes that came with the Industrial or Information Ages. The upheaval spans our economy, culture, and workforce. It shapes how we use technology and how we deliver value to customers and communities.

Yet, many of the ways we run our businesses, lead and manage our employees, and service our customers still come from Taylor's practices that can be summarized as command and control. Back then, command and control was needed. Today, this mindset represents a ball and chain that holds organizations back. What is needed is a whole new operating system for how leaders run their companies. The ideas presented in this paper do not constitute the full or final answer. They are intended to create awareness around the New Normal 2.0 and provide a framework for how companies and leaders can address trends and conditions and create a future where value is measured beyond the point of sale. Next-generation companies will reinvent themselves not by playing it safe or holding onto comfortable notions based on tradition. They will ask themselves questions that get to the heart of what it means to be human, what matters most, what society values, and how organizations can add real benefit without causing harm.

Leaders who embrace the New Normal 2.0 will find more power in the questions they ask than in the answers they provide. They will challenge their assumptions, surrender their conceits, rethink their principles, raise their sights and push others to do the same. As Gary Hamel says in *What Matters Now*, "We know broadly what must be done to create organizations that are fit for the future. The only question is 'Who's going to lead and who's going to follow?' How you answer that question matters most of all." [38]



Yesterday's industrial era model of growth is on its last tired legs. What powered prosperity in the twentieth century won't – and can't – power prosperity in the twenty-first... the real threat to capitalism isn't unfettered financial cunning. It is, instead, the inability (or unwillingness) of executives to confront the changing expectations of their stakeholders about the role of business in society.

— Umair Haque, Director Havas Media Lab

about the author



Dean Newlund is President of Mission Facilitators , a training and development firm started in 1992. As a leader, executive coach, instructional designer, strategic facilitator, speaker and author, Dean has worked with a diverse set of multinational companies including Honeywell, Marriott, Hewlett Packard, Microsoft, Phillips, Gannett, and American Express.

Dean has been able to build a highly accomplished team. MFI has an expansive reach and strategizes with business leaders globally.

Additionally Dean's passion is as an executive coach having worked with more than 400 business leaders, executives, and boards of directors. Dean's focus is to achieve mission-critical results by identifying root cause setbacks, leveraging strengths, expanding self-awareness, and improving leadership skills. As a facilitator Dean utilizes his experience in organizational development, strategic planning, leadership training, and business acumen.

As an instructional designer, Dean pioneered and co-created several concepts and tools that helped reinvent leaders, teams and organizations. These concepts and tools include "The Compelling Mission Statement," "Success to Significance Leadership," "Unproductive Meeting Calculator," "The Five Levels of Leadership Assessment," "S2S Triple Bottom Line Scorecard," and "The Executive Coaching Scorecard." Dean speaks frequently at management conferences, and has a column in his hometown paper the Arizona Republic. He is a past president of ASTD-Phoenix, facilitates leadership and business acumen programs around the world, and is co- Founder of the Arizona Leadership Forum.

Dean holds a master's degree from the University of Washington, and is a Master Certified Coach candidate from the International Coaching Federation. He is a member of the Thunderbird School of Global Management Educators Network and has worked in China, the United Kingdom, South America, Middle East, India, Eastern Europe and Indonesia. Dean's work has been the subject of numerous articles in Washington CEO, Selling Power, Seattle Times, Arizona Republic and Alaska Airlines Magazine. Dean lives with his wife and son in the Phoenix area.

To get personal assistance:

Traci Kincaid
Operations Leader
800.926.7370
traci.kincaid@mfileadership.com
www.mfileadership.com

References:

Introduction

1. Johansen, Bob (2007). Get There Early: Sensing The Future To Compete In The Present Berrett-Koehler Publishers, Inc.. P. 68.

Embracing The New Normal 2.0

2. Molinsky, A.I., Hbr 3 Skills Every 21St Century Manger Needs.. Harvard Business Review, 2011. 90, Number 1/2 (January - February 2012): P. 141-142.
3. Toossi, M., Labor Force Projections To 2014: Retiring Boomers. Bureau Of Labor Statistics: Monthly Labor Review, 2005. 128(11): P. 25-26.
4. Most Children Younger Than Age 1 Are Minorities, Census Bureau Reports, 2012, U.S. Census Bureau.
5. Blake, A., Is America Becoming More Socially Liberal?, In The Washington Post 2012.
6. Haque, U., Betterness: Economics For Humans. 2011: Harvard Business Press Book. 66.

Challenge One: Maintaining Worker Productivity

7. Lublin, J.s., The Toll On Parents When Kids Return Home, In The Wall Street Journal 2011.
8. Lott, J.r., A Nation Too Scared To Quit, In New York Post 2012.
9. Conor Dougherty, D.p., Jobs Data Weigh On Obama, Fed, In The Wall Street Journal 2012.
10. G.o'hare, M., Fulbright's Annual Litigation Trends Report, L. Fulbright & Jaworski, Editor 2012.
11. Marci Pitt-Catsoupes, C.m.-C., Engaging The 21St Century Multi-Generational Workforce, 2009.
12. Prasert Kanawattanachai, Y.y., Dynamic Nature Of Trust In Virtual Teams. Sprouts, 2002.
13. Carol Bogosian, M.c., Ruth Helman, The 2009 Risks And Process Of Retirement Survey Report, 2009.

Challenge Two: Adjusting To The Changed Economic Environment

14. Salim Furth, P.d.a.j.l.l., How Contagious Is Europe's Economic Crisis?, 2012, The Heritage Foundation.
15. Hill, P., Wages Not Keeping Up With Pace Of Inflation, In The Washington Times 2011.
16. Shane, S., Why Aren't Banks Lending To Small Business? Ask Bernanke, In The American 2012, American Enterprise Institute.
17. Weissmann, D.t.a.j., The Cheapest Generation, In The Atlantic 2012.

Challenge Three: Maintaining And Increasing Profit Margins

18. Gilson, D., Overworked America: 12 Charts That Will Make Your Blood Boil, In Mother Jones 2011.
19. Henderson, R., Industry Output And Employment, 2012, United States Department Of Labor, Bureau Of Labor Statistics.
20. The Effect Of Health Care Cost Growth On The U.s. Economy, 2005: U.s. Department Of Health And Human Services.
21. Employee Benefits Survey, 2012, National Endowment For Financial Education.
22. McCormack, R., Accenture: Offshore Outsourcing Has Not Worked, In Manufacturing & Technology News 2011.
23. Butcher, D.r., Offshore Labor Costs Advantages Decline, In Thomasnet.com News 2007.

Challenge Four: Adjusting To Shifts In The Culture

24. Malnight, T., A Top Ten For Business Leaders, In The Economist 2012.
25. Garcia, G., The New Mainstream: How The Buying Habits Of Ethnic Groups Are Creating A New American Identity. 2005: Wharton School Publishing. 212.
26. Kobernick, P., Responsible Purchasing Trends 2010: The 'State' Of Sustainable Procurement., 2010.
27. Us Census Bureau An Older And More Diverse Nation By Midcentury. 2008B. [August 14, 2008
28. Services, U.s.d.o.h.a.H., The Surgeon General's Vision For A Healthy And Fit Nation, 2012.
29. Undp, Bratislava Regional Centre. October 2008, Social Media, Accountability And Public Transparency.
30. Ellis, B., Retirement Scare: 60% Of Workers Have Less Than \$25,000 Saved, In Cnnmoney 2012.

Challenger Five: Building Tomorrow's Workforce

31. Mayer-Schoenberger, Big Data: A Revolution That Will Transform How We Live, Work, And Think. 2013. Houghton Mifflin Harcourt.
32. Fitzgerald, B., The Jobs Of Tomorrow, In The New York Times 2011.
33. Eric A. Hanushek, P.e.p., Ludger Woessmann, Achievement Growth: International And U.s. Trends In Student Performance, Harvard Kennedy School.
34. Mattioli, J.s.l.a.d., Strategic Plans Lose Favor, In The Wall Street Journal 2010.
35. Florida, R., The Flight Of The Creative Class. 2005: Harper Business. 326.
36. Solis, Brian., The Rise Of Digital Influence, 2012, Altimeter Group.

Thriving In A New Age

37. Taylor, W. Fredrick, The Principles Of Scientific Management. 1911: Harper & Row.
38. Hamel, Gary, What Matters Now. 2012: Jossey-Bass.