



如何创建富于开拓创新精神的企业

文 | 泰德·普林斯

与从前相比，如今的世界具有越来越多的不确定性。我们该如何适应这样一个世界呢，需要让自己变得更激进或更谨慎吗？更激进的结果可能是欲速却不达，而更谨慎则可能失去很多机遇，甚至将企业的发展逼上绝路。那么，究竟如何是好呢？

来自地理大发现和太空探索的启示

回首过去，几千年来，勇敢的人们一直在努力探索世界。那些探索充满危险，因为没有地图，你不知道自己下一步将到达哪里，甚至不知道地球的形状，也不知道自己会不会一直走到天尽头然后坠入万丈深渊。在探索的路



人类对探索本身有着无尽的追求，哪怕探索的结果可能是一无所获。

豪迈地驾驶星际飞船开始旅程，哪怕从此再也不能回到地球，再也不能见到自己的亲朋。

为何人类会做出这等举动，是什么样的内在力量驱使着我们去探索未知，哪怕连失去生命也在所不惜？通常来说，想尽办法求生是人的本能。真的有什么事物具有令人难以抗拒的魅力，能让人将生死置之度外，心甘情愿地去做那些看上去愚蠢而且非常危险的事吗？

探索的冲动

人类对探索本身有着无尽的追求，哪怕探索的结果可能是一无所获。我们探索是出于以下目的：

1. 我们可能会发现一些有用的东西，它们能帮人类将自身的发展延续下去；
2. 我们可能会发现一些目前看来用处不大的东西，但放眼未来，这些东西可能会很有用。在某些特定的时机，它会成为我们的冗余选项；
3. 即便空手而归，但我们依然能从这个探索的过程中收获宝贵的经验。这些平时无法获得的经验恰恰能帮助我们克服平时遇到的种种困难；
4. 我们希望能遭遇此前从来不曾经历的挑战；
5. 探索能让我们更有自知之明，能更清楚地看到自己的长处和不足，并在发挥长处、弥补不足的过程中完善自己，造福他人；
6. 我们能找到一些能帮到他人的方式方法，哪怕这些方式方法毫不利己；

上，你会遇到很多猛兽，会遭遇凶险的风暴，也会面对断粮断水的问题。即便不是大多数，但很多探险者走上的确实是一条不归路，他们再也没能活着回到家乡。虽然如此，但人类在探索之路上仍然前仆后继，即便他们明智其中充满艰险，甚至可能付出生命的代价。

如今，人类探索的疆界已经拓展到太空。把人送上火星的计划已提上日程，虽然以目前的技术，这将是一趟有去无回的旅程，但仍然有成千上万的人期望能参与这一探索活动。

毫无疑问，有一天人类将涉足更多的星球。那些星球与地球的距离大到难以想象，探索的过程必然危机四伏。但未来的人们依然会无比

鼓励开拓
创新行为

交换位置
增进互动

颠覆等级
制度

做些尝试

引进一些
局外人

让挑战老板
变得更容易

善于利用不
同的资质

不惧怕失败

7. 我们想成为第一个吃螃蟹的人；
8. 我们希望了解自己不熟悉的事物，看看其他地方、其他的人、其他的生活。即便这种了解没有直接的用处，但我们希望能借此充实完善自己的知识结构，并对以后的日子有所助益；
9. 即便探索的新事物确实毫无用处，但我们就是好奇，就是想知道；
10. 我们想向他人展示自己的勇气和好奇心。

而另一方面，勇于探索确有一些明白无误的益处：

1. 如果不勇于探索，就不能成为自己所在领域中发现新事物的第一人，而成为此类“第一人”通常具有重要价值；
2. 如果不经常探索，就很容易沦为最后一个获知新事物的人。如果你是商界人士，这种局面会非常不利，将对你的公司以后的发展或是你个人的职业生涯产生致命威胁；
3. 具有探索精神的企业往往都是行业中的佼佼者，而且具有很强的盈利能力；
4. 多探索恐怕好过少探索；
5. 大量的探索行动最终会无功而返，但这不等于我们付出的努力是白费力气。

开拓和探索有助于我们更好地应对不确定性，它让我们懂得应如何保持进取精神以发现新事物。同时，当我们冒进的时候，它能及时做出警示从而让我们变得更谨慎一些。当我们探索的时候，我们会一直努力尝试如何在现有条件下做得更好，并学会及时做出改变以避免失败的厄运。

显然，具有开拓精神应当是企业应当具备的素质之一。对个人来说同样如此，这有助于他提高自身的职业潜能并拥有更好的职业

表现，甚至还可能促使一个人开始创业。

如何创建开拓创新型企

要建立一家具有开拓创新精神的企业，必须专注于以下五个方面：

1. 鼓励开拓创新行为；
2. 培养开拓创新能力；
3. 鼓励员工发展开拓创新精神；
4. 鼓励客户发扬开拓创新精神；
5. 知道如何找到并进一步培养企业中的开拓创新型人才。

鼓励开拓创新行为

在员工中鼓励开拓创新行为，是企业的当之要务，以下是几种实施方法：

交换位置，增进员工间的互动：为什么不经常交换一下员工的办公位置呢？这样能鼓励员工与平时彼此不大说话的同事多交流。和以前不熟悉的同事多接触，大家或许能共同挖掘出一些新主意、新视角以及实现工作目标的新途径、新方法。

颠覆等级制度：为什么不取消高管和经理们独立的办公室呢？让部分甚至全部企业管理人员和基层员工在同一个空间工作，他们彼此交流会更容易。硅谷的很多高科技公司就是这样做的，企业的高级管理者能够借此了解到基层员工的真实想法。

做些尝试：为什么不要求你公司的某些部门制定出正式的开拓创新计划呢？比如产品开发计划。为什么不准备一笔开拓创新行为预算呢？这种预算与研发预算不是一回事，因为两者努力的方向截然不同。

引进一些局外人：如果是一家国有企业，可以考虑引进一些来自私营企业的人才，反之亦然。同样，也可以考虑为企业引进一些来自



其他民族或国家的人才，此举能为企业带来截然不同的视角和崭新的开拓创新渠道。

让挑战老板变得更容易：最佳创意往往来自基层员工，但这些人通常没有将自己的想法直接告知老板的勇气，因为他们觉得这样做不礼貌。据我了解，这种心态是中国文化的一部分，但如果中国的企业想像许多西方企业那样拥有开拓创新文化，并有能力去开发新的产品和服务，就必须做出改变。为此，你应当建立具有开拓创新精神的企业文化，让基层员工明白，以某种体现尊重有礼的方式向老板表达不同意见是没有问题的。如果一个公司决定做出这种改变，就应当开展面向公司所有人的培训，以此向大家展示如何通过富有成效和合作性的方式实现这种转变。这种做法的好处在于，它不会挫伤任何人的情

绪，也不会引发管理方面的问题。

善于利用不同的资质：企业应该去挖掘这样一些人才：他们具有企业所处行业一般不要求具备的资质。美国运通公司一款非常重要的新产品——亲情卡，其创意就是来自一个没有金融专业背景而是拥有人类音乐学博士学位的员工，他的优势在于能从与众不同的角度去思考问题。所以，作为企业管理者，你要么应当雇佣一些具有独特资质和职业技能员工，要么应当鼓励现有的员工去学习一些新技能，并给他们学习新技能的时间。当然，如果你想把这些学会了新技能的员工留住的话，你或许还应当向他们提供学习经费贷款。这样一来，当他们学成之后想跳槽时，首先不得不掂量一下还钱的压力。

不惧怕失败：过去，许多探索者都没有找到他们想找的东西，很多人甚至在探索的过程中丢掉了性命。但他们的探索给后来者提供了有价值的参考，让后人懂得如何克服遇到的障碍和困难，如何找到解决问题更好的方式。企业应当具备这样一种态度：即便开拓创新失败了，但虽败犹荣（至少应当以这种态度来看待第一次失败）。在美国的商业文化中，最具有积极意义的一条就是：只要行为诚实，不坑人骗人，创业失败了也不必感觉丢脸。事实上，企业家创业失败后不气馁的精神在美国是非常受人尊敬的，这也是值得许多中国企业效仿的态度。

培养开拓创新能力

以下是一些可以用于在企业中培养和激发开拓创新能力的措施，包括：

创新：对企业而言，一个比较容易采用的有益开拓创新的方式是，偶尔把队伍拉到外地去开个研讨会，这样能有助于大家产生一些

有创意的好点子。这种做法的重点在于让大家离开公司这个环境，否则他们会陷于公司的事务性工作难以自拔。也就是说，要让员工们脱离日常工作环境，鼓励他们跳出条条框框去思考问题。

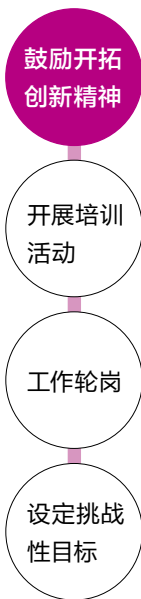
建立多样性：为企业引入不同类型的员工，有助于培养企业的开拓创新文化。前面已经谈到可以雇佣一些外国人，那么是不是还可以考虑雇佣一些残障人士，甚至雇佣一些性取向与众不同的人呢？雇佣一些比大多数员工更年长或更年轻的人怎么样？邀请一些15岁以下的青少年参加产品设计规划会议怎么样？让一些看上去与大多数员工截然不同的人参与产品的规划设计过程，很可能获得非常有价值的突破。

情景规划：你有没有想过如何应对不同的局面？有没有开展过商业模拟？这是培养企业开拓创新能力的另一条重要渠道。在美国，有专门提供商业模拟服务的企业，它们能帮助你企业找到更合适的发展方式，并检验不同状况下参与者的反应。

任务冒险：在美国，这通常被称为“拓展训练”。企业会组织10~20名员工参加探险活动，比如长达几天的漂流活动，每天需要露营过夜，必须自己动手做饭。这是发现团队以及个人长处和短板的好机会，也可以借此衡量公司的开拓创新能力。

鼓励员工发展开拓创新精神

开展培训活动：何不提供一些学习机会作为员工福利呢？可以考虑开展一些能提供不同类型知识技能培训的活动，比如出钱让销售人员去上会计课程，以此拓宽他的业务视野。公司还可以从大学、非营利组织、政府部



门或是其他公司中请些专业人士来讲课，他们会带来不同的想法，或许这些想法对你的企业恰恰至关重要。

工作轮岗：有时候，让员工到他从未去过的业务部门轮岗是非常有益的做法。例如，可以让会计部门的员工去销售部工作一段时间，或者把负责产品的员工暂调到财务部。通常轮岗员工对新部门的业务一无所知，而这正是轮岗的目的——他们将不得不尝试新事物，并且从新的角度来看问题。同时，他们也会为自己加入的新部门带去新视角。

关于这个策略，还有另外一个实施方法——把员工或管理者借调到另外一个企业工作，甚至借调到非营利组织或政府部门去。作为回报，你的公司也能得到来自其他机构的管理者。这是打破工作心理定势的另一个方法，同时还能为企业带来一些新的资讯。对那些已经在某个岗位上待了很长时间的高级经理或主管来说，这种轮岗方式很有意义，因为他们已经厌倦了长期从事同一类工作，甚至早已因此疲惫不堪。

在企业内部的轮岗以及工作单位之间的借调，都是培养和拓宽员工职业技能的重要途径。

设定挑战性目标：这种“具有挑战性的目标”是指对挑战者来说很难达到的工作业绩指标。它可以是一个经济指标或是产品计划方面的指标，也可以是一个发掘解决问题新途径的目标。制定挑战性目标任务的目的不在于，通过这种“知其不可为而为之”的努力尝试，让参与者的智力水平和心理素质得到有效提升。即便参与者最终没有完成挑战性目标任务，但他也在精神层面经受了考验并获得了一定程度的提高。经历这些之后，他们已在

对于有志于树立开拓探索精神的企业来说，想方设法让客户参与企业建设是非常重要的。

一定程度上脱胎换骨，这有助于他们在未来的工作中更好地开拓并保持开拓的习惯。

鼓励客户发扬开拓精神

企业的客户是企业最重要的利益相关者，没有客户就没有生意。而对于有志于树立开拓探索精神的企业来说，想方设法让客户参与企业建设是非常重要的。

设立挖掘客户开拓创新精神的岗位：企业中可以设立一个叫做“客户开拓”的新岗位。这不是一个市场营销类岗位，其职责是与各种类型的客户保持联系，了解他们看待世界的方式，了解公司的产品和服务是如何帮到他们的，了解他们自己还有哪些想法和需求。这个岗位就像一个专题小组，而两者的不同之处在于，专题小组大多是临时组织，而这是一个长期岗位。该岗位的另一个职责是，挖掘出那些具有开拓创新精神的客户。找到这样的客户之后，企业就可以从这些客户身上寻找启示，从而判断自己应当从哪些方面深化开拓创新。这一做法将显著地提升企业这方面的能力。

社交媒体：如今人们越来越离不开社交媒体，而社交媒体也是识别客户的有用方式。通过来自社交媒体的信息，企业可以判断哪些客户具有开拓创新精神，并有意识地与这些客户在这些方面开展合作，这有助于企业变得更加具有富开创性。

邀请具有开拓创新精神的客户深度参与企业事务：具有开拓创新精神的客户完全可

以为企业所用，这是企业拓展开创性的良好途径。如何让这类客户发挥战略性价值呢？或许可以考虑聘请他们成为企业事务的志愿者，或许可以在彼此之间建立一个关于公司事务和产品发展评价的长效反馈机制，或者，请他们直接加盟企业如何？


找到并进一步培养企业中的开拓创新型人才

各国都有富于开拓创新精神的企业家代表，他们为自己创办的企业也赋予了这种精神。在中国，阿里巴巴的马云就是典型的代表，美国的此类代表是特斯拉电动车公司的创办者埃隆·马斯克（Elon Musk）（实际上他来自南非）和eBay的创始人皮埃尔·奥米迪亚（Pierre Omidyar）（其实他来自法国），英国的代表则是维珍航空的创始人理查·布兰森（Richard Branson）。

大多数富于开创精神的人都曾有过离职经历，原因在于这些优秀的人才并没有得到其供职企业的赏识。于是他们选择离开，并创办了自己的企业。

作为企业的管理者，你的职责就是在自己的企业中找到这类人才并帮助他们在企业中实现成长。然后你就可以利用他们非凡的能力，将企业建设成为极具开拓创新精神的企业。

不过，如果你本人并不具备开创精神的话，那企业也就不需要这类人才了。本文提出的一些建议，正是想帮助你在建设一家开拓创新精神的企业的过程中确立合理的行为方式，培育相应的能力，找到相应的人才。这些有助于你合理应对不确定性，并将其转化成为自身优势。

充满愉悦地去开拓创新吧！

（作者系佩斯领导力研究院创始人兼CEO）

“Dealing with Uncertainty: How to Become an Explorer-Company”

**Dr. E. Ted Prince
Founder and CEO
Perth Leadership Institute
www.perthleadership.org**

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The world has become much more uncertain than it used to be. What do we do to adjust to an uncertain world? Do we need to get more aggressive or become more cautious? More aggressive could mean fast failure and more cautious could mean losing opportunities, even corporate death. So what do we do?

A Lesson from Exploration of the Earth and Space

Let's look at the past. In past centuries brave people explored the world. In those days it was very dangerous. There were no maps, and you never knew where you were going. You could even fall off the edge of the Earth! There were wild animals, dangerous storms, a lack of food and water. Many, if not most, explorers died before they got back home. And yet, many people continued to do it, even when they knew it was so dangerous they could die!

And now humans are at it again! This time it's with space exploration. There are already plans for humans to go to Mars. One trip is designed to be one-way only! Yet thousands of people are applying to be on that trip!

And I have no doubt that one day humans will attempt to go to the stars. These are impossibly distant. The dangers are immense. But of course, people will happily get into the future star-ships, even though they know they will never see Earth, their friends and families again.

So why do we do it? What is it inside us that drives us to explore things we know nothing about, even if we will die in the process? Isn't that counter to the idea that humans will do anything to survive and keep living? Is there something even more powerful than the fear of death that makes humans do apparently foolish and dangerous things?

The Exploring Impulse

Humans have a need to explore, even when it's likely they won't find anything. We explore for several reasons:

1. We might find something useful, that helps us to survive
2. We might find something that, although it's not useful now, will be useful to us later; it provides an option in certain circumstances
3. Although we don't find anything useful, the process of exploring teaches us valuable skills which will help us conquer our environment in ways we wouldn't have thought of otherwise
4. We want to be challenged in ways we have never been challenged
5. Exploring makes us more self-aware about our own strengths and limitations and will make us a better person, both for ourselves and for others
6. We can find something that will help others, even if it doesn't help ourselves
7. We want to be the first to discover something that no other human knows about

8. We want to see how things work, including other places, other things, other activities, so that even if they are not useful, we can add this to our knowledge that might be useful later
9. We are just simply curious and want to know, even if it is never useful
10. We want to show others how brave and curious we are.

But there are several things we can be certain about.

1. If you don't explore, you can't be the first in your area to find something. It might not always be important to be the first, but often it is.
2. If you don't explore sometimes, you can easily be the last to find out something. That isn't a good place to be if you are in business and it might well be fatal to the survival of your company, or of you personally in career terms.
3. Some companies that are explorers are the top organizations in their field and make the most money.
4. It's probably better to do more exploring than less.
5. A lot of explorations might end in failure, but that doesn't mean that the effort was wasted.

So exploring helps us deal with uncertainty. It provides us with more information about how aggressive we should be in attempting new things, and it also gives us feedback on when we are being too aggressive and need to be somewhat more cautious. When we are exploring, we are constantly testing the environment to see how we perform better in it and how we need to change in order not to fail.

Clearly, one of the things a company should be doing is exploring. And so should people individually so that they improve their own career potential and their own performance within a company, or even in starting or growing their own company.

So What Can We Do to Become an Explorer Company?

There are five areas you can focus on to become an explorer-company. These are:

1. Developing exploring behaviors
2. Building exploring capabilities
3. Encouraging explorer-employees
4. Encouraging exploring customers
5. Identify and nourish your explorers

Developing Exploring Behaviors

The first thing a company must do is to encourage exploring behaviors in its employees. Here are some possibilities for doing this:

Moving desks and changing interactions between employees: why not change who sits next to whom in your company? That will encourage people who don't usually talk to each other to communicate. They can then find out new ideas, perspectives, ways of working and knowledge that they never were close too before.

Upending hierarchy: Why not abolish offices for the senior executives and managers? How about moving some or all executives into the same areas as junior employees so they can talk together easily? Like many Silicon Valley tech companies in the US? Then senior people can find out what junior people are really thinking.

Experimentation: Why not ask some of your divisions to develop a formal plan for exploring? Like the Product Exploration Plan? Why not have an Exploration Budget? That's not the same as an R&D budget since exploration might go in totally different directions to where the R&D people are moving.

Letting in outsiders: How about hiring some complete outsiders? If you are a government-run company (SOE) then hire some people from purely private companies, and vice versa. How about letting in people from a different ethnic group, or even a foreigner? Having people like this in your organization will provide you with totally different perspectives and provide you with a completely new way of exploring.

Making it easier to challenge bosses: Often the best ideas come from junior employees, but often they do not feel confident to tell their bosses because they feel that this will be regarded as impolite. You can expand your exploring culture by making junior employees feel that it is ok to disagree with their bosses as long as they do it in a polite and respectful manner. I understand this impacts on a part of Chinese culture, but I think it is important that Chinese companies do this if they want to develop the exploring cultures that many Western companies have and helps them to develop very new and innovative products and services. If a company chooses to do this it is a good idea to have training sessions for everyone to show people how this can be done in a productive and collaborative way, without hurting people or causing problems in management.

Getting different qualifications: Companies should look for qualifications and degrees in their employees that are not usual for their industry. One of the most important new products from American Express – the affinity card – came from an employee who had no qualifications in finance but did hold a Ph.D. in ethno-musicology and who therefore thought in a different way from his colleagues. You can either hire employees with these different qualifications or you can encourage existing employees to study something totally different and give them some time to do this. Of course, you want these employees to stay so maybe you loan them the money and they have to pay it back to your company if they leave too early.

Failure is OK: Many of the explorers in the old days didn't get to where they wanted. Many of them died in the attempt. But their exploration provided valuable information to later explorers on how to overcome the obstacles they found and how to find a better way. Part of the behaviors that a company needs to develop is that being an explorer is good in itself and even if it doesn't succeed (at least the for the first time), then that's ok. In the US one of the most powerful parts of American business culture is that you don't have to be ashamed if your business fails, as long as was an honest failure and not a fraud. In fact entrepreneurs who fail and keep trying are admired in the US. That is an attitude that many companies in China should also try to emulate.

Building Exploring Capabilities

There are things you can do to build capabilities in your organization to encourage and promote exploration by your employees and partners. These include:

Creativity: The easy one here is for your organization occasionally to hold offsite seminars designed to make people more creative and to give you creative ideas. You have to have them away from the company because otherwise people are still thinking about this job and trying to answer telephones and so on. The idea here is to take them away from their daily environment to encourage them to think "outside the box".

Building Diversity: Getting different types of people into the organization promotes exploration. We have already talked about hiring some foreigners. How about hiring people with disabilities? Or even gay people? Maybe some people who are much older than your employees? Or much younger? How about inviting kids under 15 to a product planning session? By getting people who are totally different from you and your colleagues involved in some of your planning and strategizing, you are more likely to be able to make valuable breakthroughs.

Scenario planning: Do you have sessions to plan how to respond to different situations? Or maybe have business simulations? This is another important exploration technique. There are companies in the US which will help you run a business simulation to see how it will work out and how different participants react.

Adventure missions: In the US these are often called "Outward Bound". A company will take maybe 10-20 people on an adventure, such as white-water rafting down a long river for a few days when you have to camp out each

night, cook your own food and live in the wild. These are used for exploring your own strengths and limitations both as individuals and as a team. They add another dimension to your exploring performance.

Encouraging Explorer-Employees

Study-Assistance: How about providing study subsidies for your employees for different types of skills and knowledge? For example, help pay for an accounting course for a salesperson to make him more able to think broadly outside his own area? Do you bring in special lecturers sometimes, either from a university or from another company, a nonprofit or from government to give you a lecture on something different that might still be of value to your company?

Secondments and Transfers: Sometimes it can be useful to second or transfer employees to totally different areas of the company, for example, to put an accounting person in sales, or a product person into finance. Of course, usually the person will know nothing about the area he has been transferred to, but of course, this is the point. They will be forced to do new things and look at issues in a totally different way. And they could also bring new perspectives to the area they are transferred to.

Another variant of this idea is to transfer employees or managers to a completely different company, or even into a nonprofit or government organization. Maybe you swap an executive from the other organization in return. This provides another way of stretching the mental boundaries of the executive and bringing back new information into the company. This can be particularly useful technique with a senior manager or executives who has been in a particular position for a long time and maybe is bored with it or even burned-out.

Transfers and secondments, both within and outside an organization, are important ways of exploring and stretching people.

Stretch goals: A “stretch” goal is a work objective that is difficult to achieve for a particular person. It might not just be a financial target, or a product target, it could be to find a new way to do things. The idea is to make the person stretch intellectually and mentally by deliberately making it a hard task. Even if they don’t reach the stretch goal, it will still have made them stretch mentally which made them explore more than they usually would and will thus help them to keep this habit in the future.

Encouraging Exploring Customers

Your customers are your most important stakeholders. Without them, you have no business. So it’s vital that you include them in your efforts to build an explorer-company.

Customer Explorer Position: One thing you can do is to set up a new position in the company, called Customer Explorer. This is not a marketing position. This position has the task of contacting and meeting with customers of all types of see how they view the world, how your product or services helps them, and to see what they are thinking. It’s like a focus group except that it is a permanent activity, not a temporary one. It is also designed to identify customers who are themselves explorers, that is, explorer-customers. Once you can identify explorer-customers you can start using them to get suggestions about what your company could be doing from an exploration standpoint. This will dramatically expand your capability to explore in a way that is relevant to customers.

Social media: These days you can’t do much without needing to involve social media. This represents yet another way to identify explorer-customers and to position them as part of a group that can work with your company to help make it more explorer-oriented.

Let explorer-customers be managers: You can use explorer-customers in any way that will help your mission to become an explorer-company. How about using some of them to become long-term parts of the company? Maybe

as volunteer-explorers for the company, or as a feedback mechanism for the company and new product development? Maybe even employees?

Identify and Nourish Your Explorers

All countries have examples of explorers who made their companies also into explorer-companies. In China, Jack Ma in Alibaba is an example. In the US there is Elon Musk (who is actually from South Africa originally) or Pierre Omidyar (originally from, France). In the UK there is Richard Branson.

Most Explorers leave their companies because usually these companies did not notice the strong Explorer tendencies of these outstanding people. Often Explorers aren't recognized and so they leave to do their own thing and start up their own company.

Your job is to find if you have any of these types of people and then help them become develop within your own company. Then you can use their extraordinary abilities to help you build an exploring company.

But you don't need these people to do that if you don't have them. The ideas I have set out in this article can help you build the behaviors, capabilities and people you need to become an Explorer-Company.

That's how you address uncertainty and turn it to your advantage.

Happy exploring!

Dr. E. Ted Prince, the Founder and CEO of the Perth Leadership Institute, located in Florida in the US has also been CEO of several other companies, both public and private. He is the author of two books: "The Three Financial Styles of Very Successful Leaders" (McGraw-Hill, 2005) and "Business Personality and Leadership Success", Amazon Kindle 2011 as well as numerous other publications in this area. He is a frequent speaker at industry conferences. He works with large corporations globally on leadership development programs and coaches senior executives and teams in the area of financial leadership. He has held the position of Visiting Professor at the University of Florida in the US in its Graduate Business School and also at the Shanghai University of Finance and Economics in China.