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# 2016 CyHRMA Annual Conference & Expo

# Mirror, Mirror on the Wall, or Creating Leadership in the Corporate World

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- Historical trajectory: shift to the **weakened leaders, strengthened followers** (employee activism)
- Social and political changes of the late 1960's and '70s (**loss of faith in political leaders, "Feminine Mystique"** by B. Friedan)
- The real or perceived decline of the US in comparison with other countries, such as Japan (in the 1970's and '80s), Russia and China (more recently)

# Deloitte Business Confidence Report

(conducted 2014)

- Nearly three-quarters (**72%**) of the CXOs who say "cyber risk" is an obstacle to growth **do not prioritize** investments in both technology and incident response.
- More than two-thirds (**67%**) of those CXOs who cite "competition from emerging markets" as an obstacle to growth do not prioritize their investments in both employees and business strategy.
- More than one-third (**35%**) of the CXOs who cite "shortage of skilled workers" as an obstacle to growth do not prioritize investments in employees, such as advanced recruiting and training programs.

- **Lack of discretionary effort** in the teams, i.e. training programs are seen as an add-on rather than a must-have to their careers
- **Lack of clear link of the training results** to the career progression and the bonus systems
- **Lack of the unified strategy among the HR** toward the individual career development
- **Fear of incompetence**, i.e. fear of exposing themselves as non-professionals while asking for the training needed

**“Many fail to grasp what they have seen, and cannot judge what they have learned, although they tell themselves they know”**

**Heraclitus**

**“Darkness is your candle”**

**Rumi**

- The best leaders have their **egos under control**
- A leader must have **integrity**
- **Self-discipline** is central to the leadership in the companies and institutions and to reforming them
- **Intellectual and professional intimidation**, characteristics of those who believe they are the smartest people in the room, is a poor way to solicit good ideas and avoid big mistakes
- **Courage** is essential for reform

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**Thank you!**  
**(please keep your mirrors next  
to you for the future  
reference😊)**

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