

## 10 Business Trends

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- 1) The trend is toward testing new business ideas with cost-effective experimentation (contrast with traditional planning approach).
- 2) The trend is toward solving business problems with more discipline “upstream” at the problem finding and problem framing stages.
- 3) The trend is toward flatter organizations and distributed authority, with less reliance on command and control, particularly given demographic shifting toward millennials.
- 4) The trend is toward greater disruption of revenue models as new entrants get paid differently from incumbents.
- 5) The trend is toward new methods for recognizing business opportunities and how to approach them.
- 6) The trend is toward transparency in decision-making, while maintaining flexibility over time in organizational structure and decision rights.
- 7) The trend is toward more disciplined approaches to business risk selection.
- 8) The trend is toward more fluid boundaries of the organization and greater weight on stakeholders with conflicting interests.
- 9) The trend is toward organizing work in highly interdependent teams.
- 10) The trend is toward new ideas and their implementation as the engine of economic value.

For a set of leadership competencies designed to deliver into these trends, see the “competency model” part of our new BILD curriculum (Berkeley Innovative Leader Development):

<http://groups.haas.berkeley.edu/BILD/innovative.html>