



cutting through complexity™

Leadership Agility in a Dramatically Changing World

Australia's Changing Demographics Presents Challenges for Future Leaders

Bernard Salt

26 April 2012

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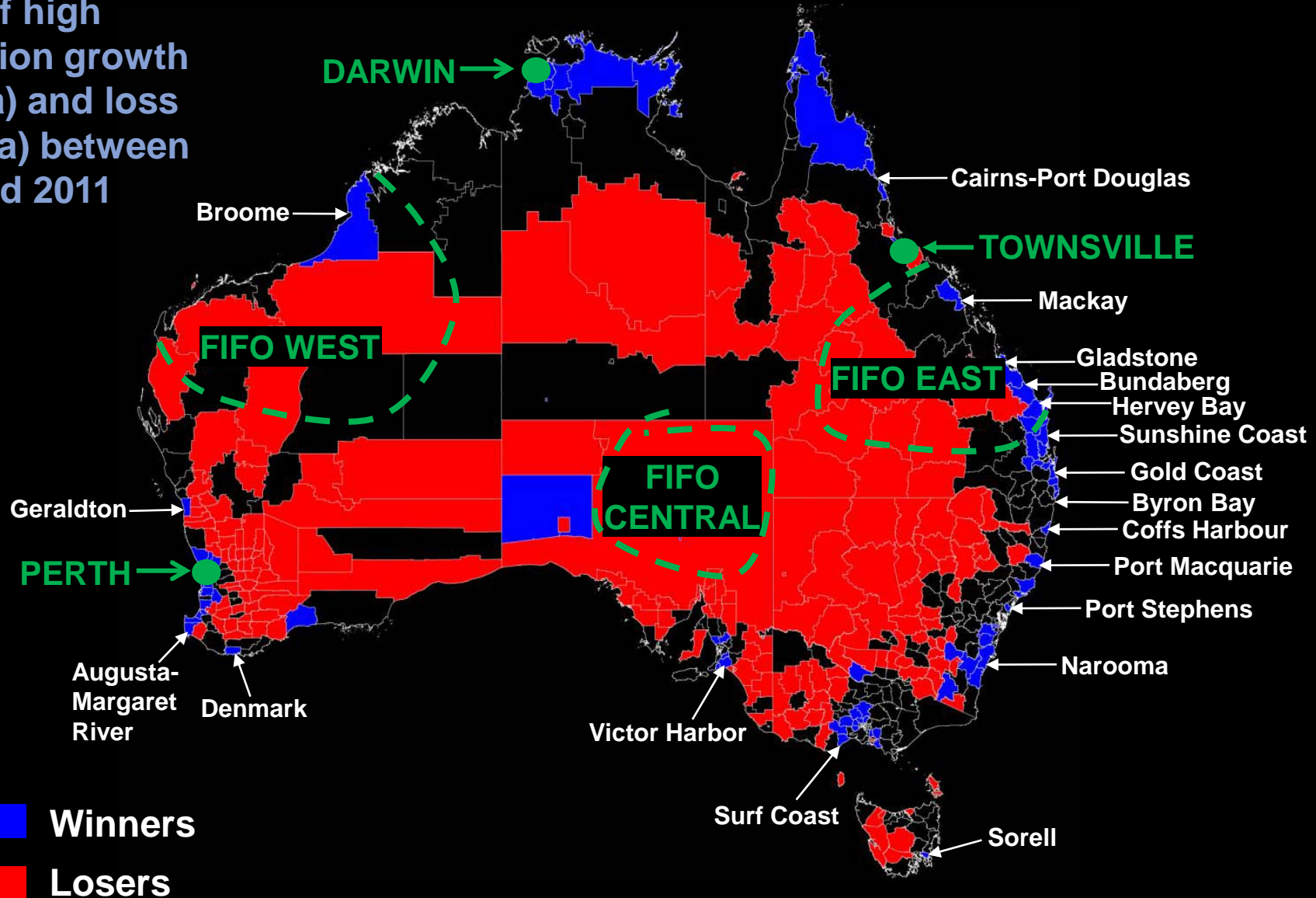
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We need to galvanise the Australian people behind nation-building and defence ... not getting it at the moment

Areas of high population growth (>2% pa) and loss (<-1% pa) between 1986 and 2011



Good leaders engage both old and new tribes

1. Indians ~ 500,000

2. Chinese ~ 500,000

3. Kiwis ~ 600,000

4. South Africans ~ 200,000

5. Filipinos ~ 200,000

- **PUMCINS**

- **NETTELS ...**

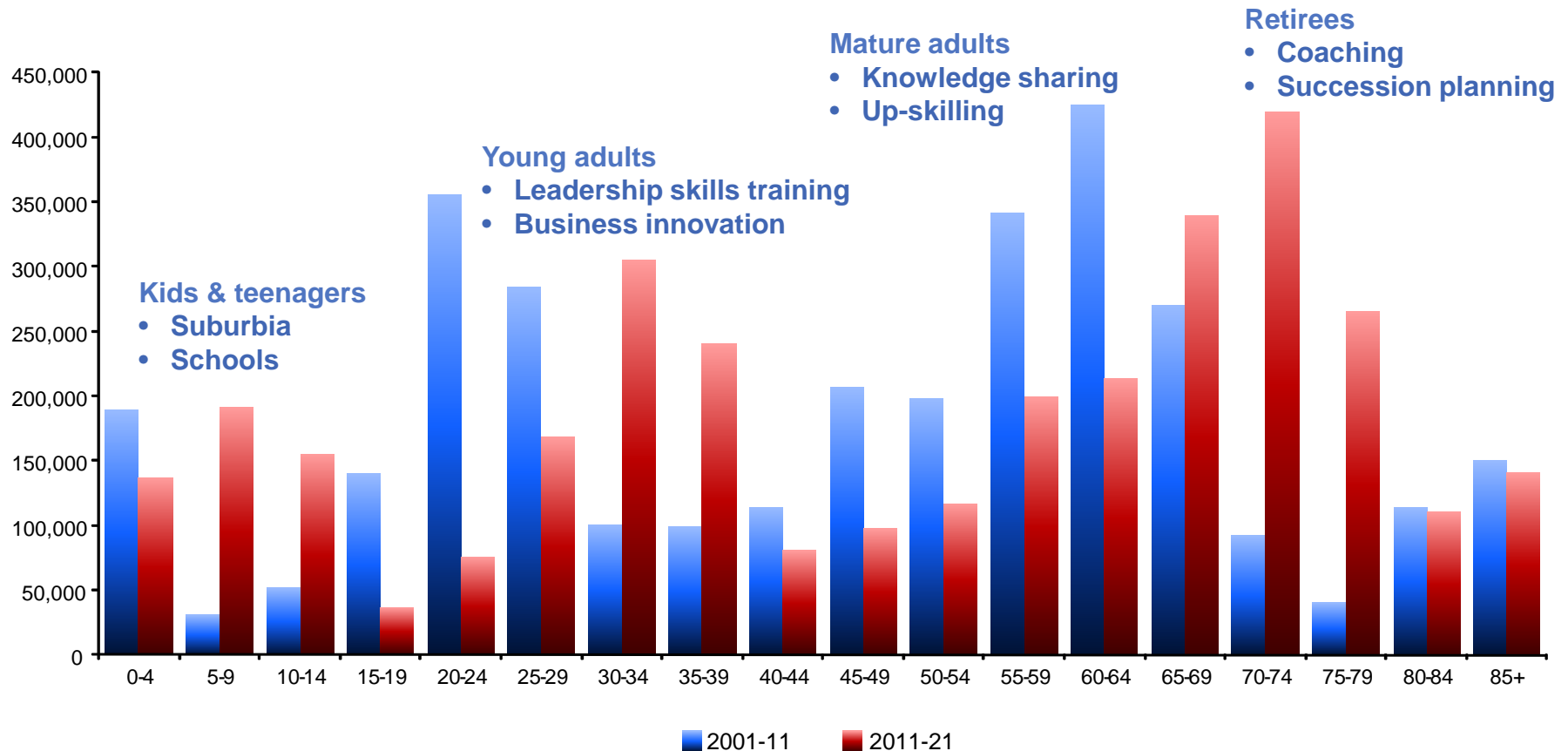
- **KIPPERS ...**

- **LOMBARDS ...**

At the highest level of corporate Australia the questions are very simple ... delivering the right product at the right time?

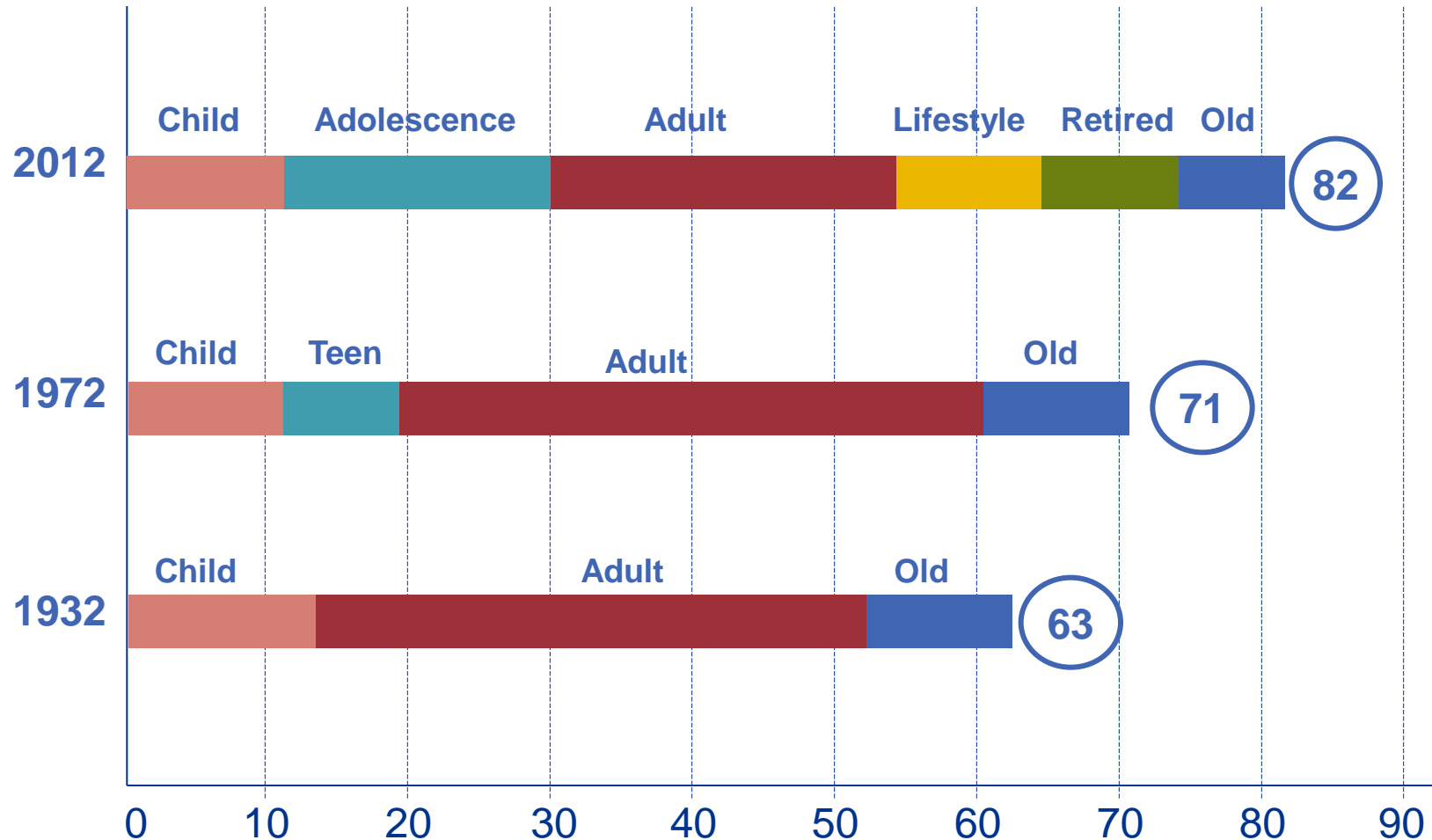
2001-2011: 3.2 million or 19m – 22m

2011-2021: 3.3 million or 22m – 25m



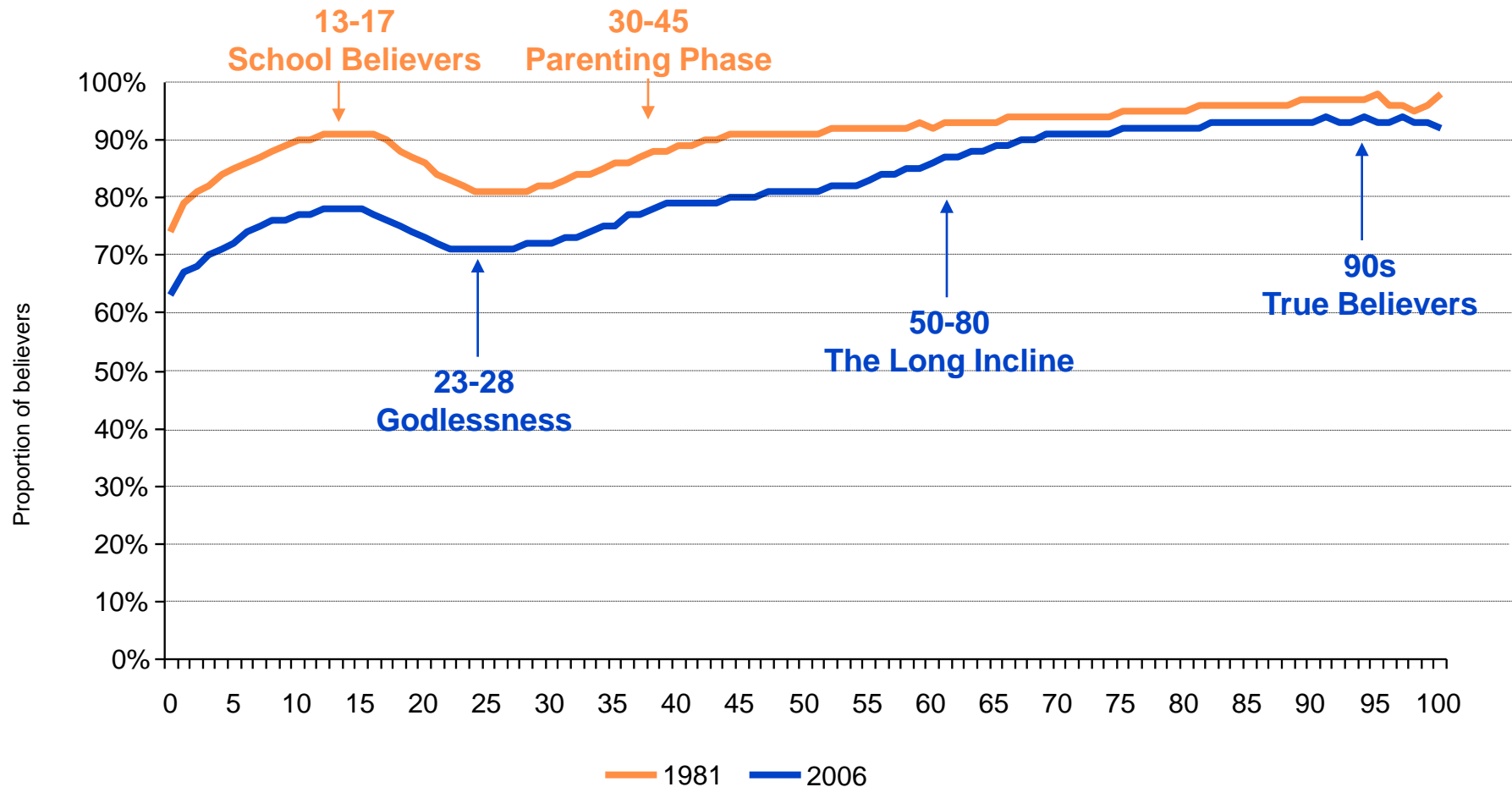
- Net change in Australian population by 5-year age group over 10 years to 2011 and 10 years to 2021

The demographics of the lifecycle are changing ... we need visionary leaders to see and manage the way forward



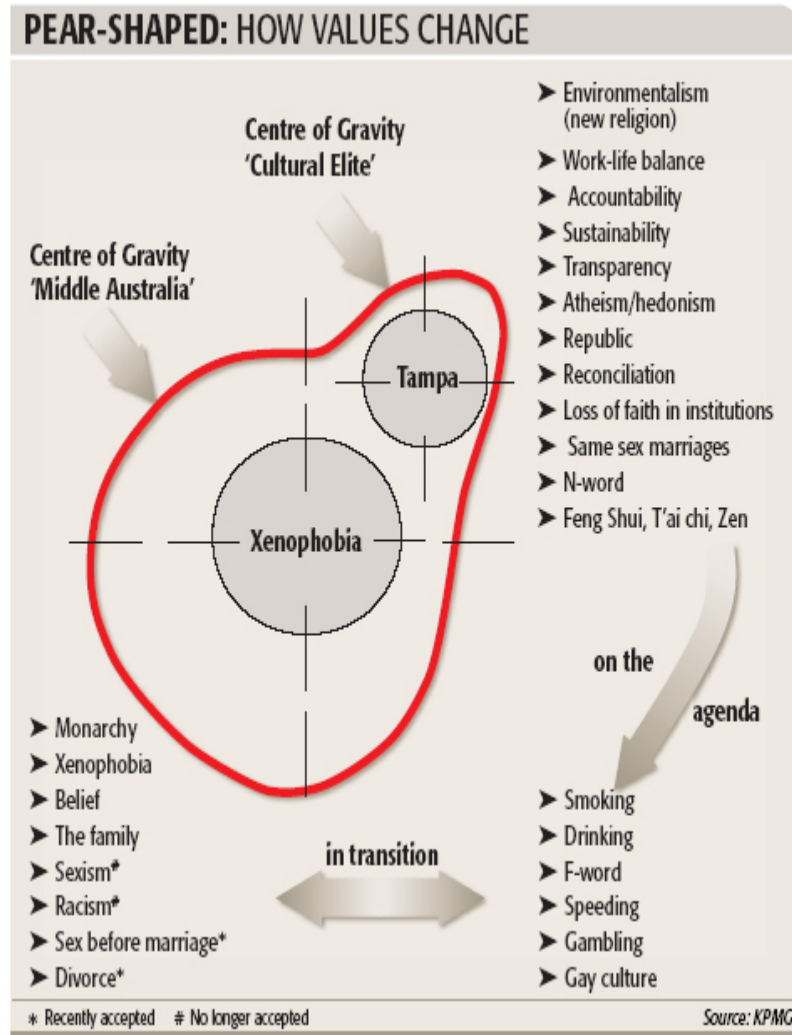
- Change in life expectancy over 80 years in Australia

Does the shift in belief suggest that we are more critical and disbelieving in the authority of leadership?



- Percentage of population with religious affiliation

Australian values shift over time ... and they will continue to shift in the new decade



Leadership is evident at all levels from the Federal Government to managing volunteers in small communities

Australia's Most Cohesive Communities

% volunteers

- Jamestown SA 42
- Dimboola VIC 40
- Tathra NSW 37
- Longreach Qld 35
- Exmouth WA 34
- Nhulunbuy NT 32
- Deloraine Tas 28

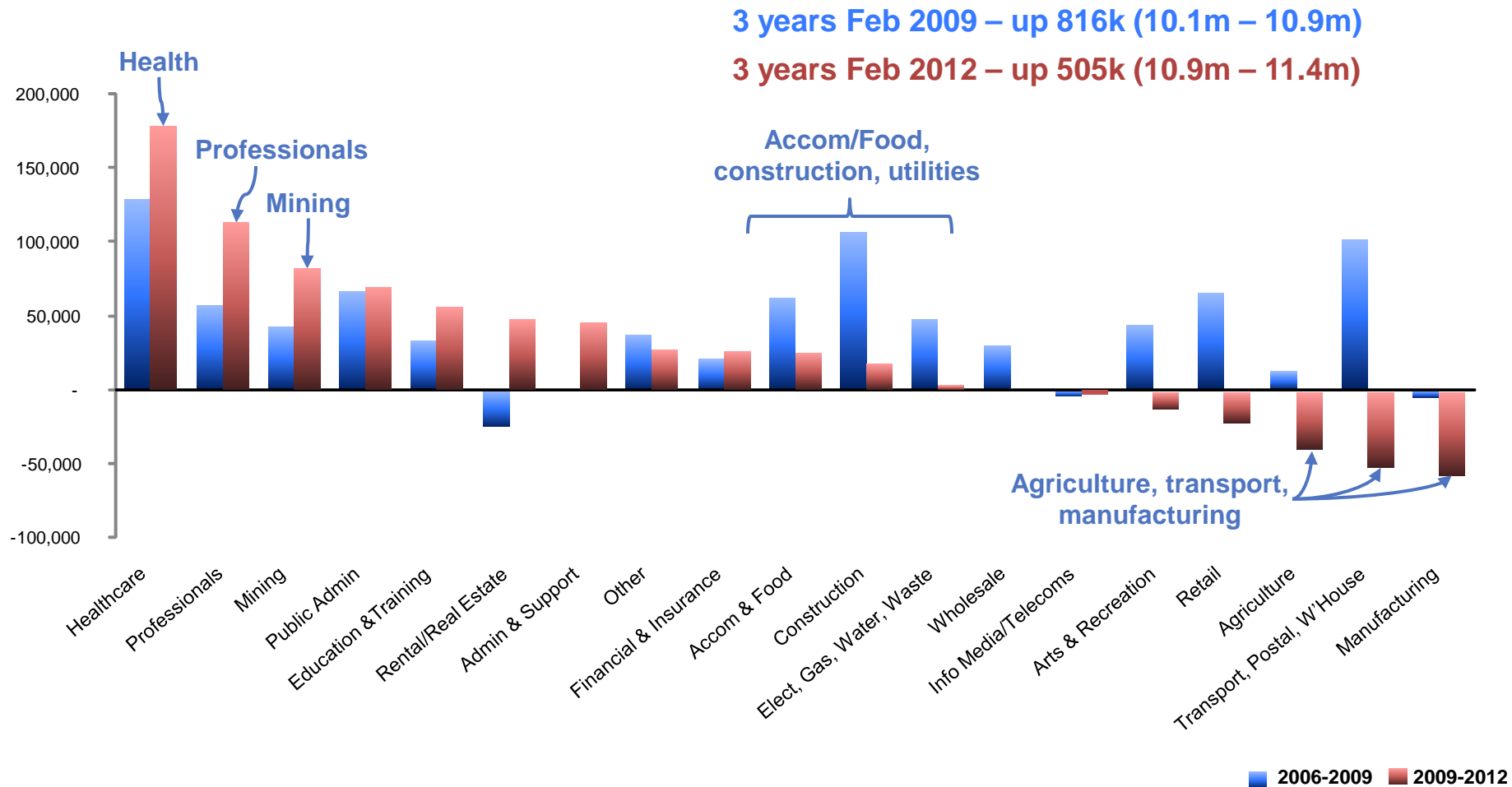
Australia's Least Cohesive Communities

% volunteers

- Bridgewater Tas 10
- The Vines WA 13
- Melton VIC 13
- Kurri Kurri NSW 13
- Jimboomba Qld 16
- Maitland SA 17
- Palmerston NT 17

- Per cent population in each state and territory engaged in volunteering over previous 12 months at 2006 Census

There has been a structural shift in the Australian economy ... away from manufacturing and towards healthcare



- Net change in total jobs in Australia over two successive three-year periods, February 2006 – February 2012

New thinking, new values, new behaviour, new technology and new work practices

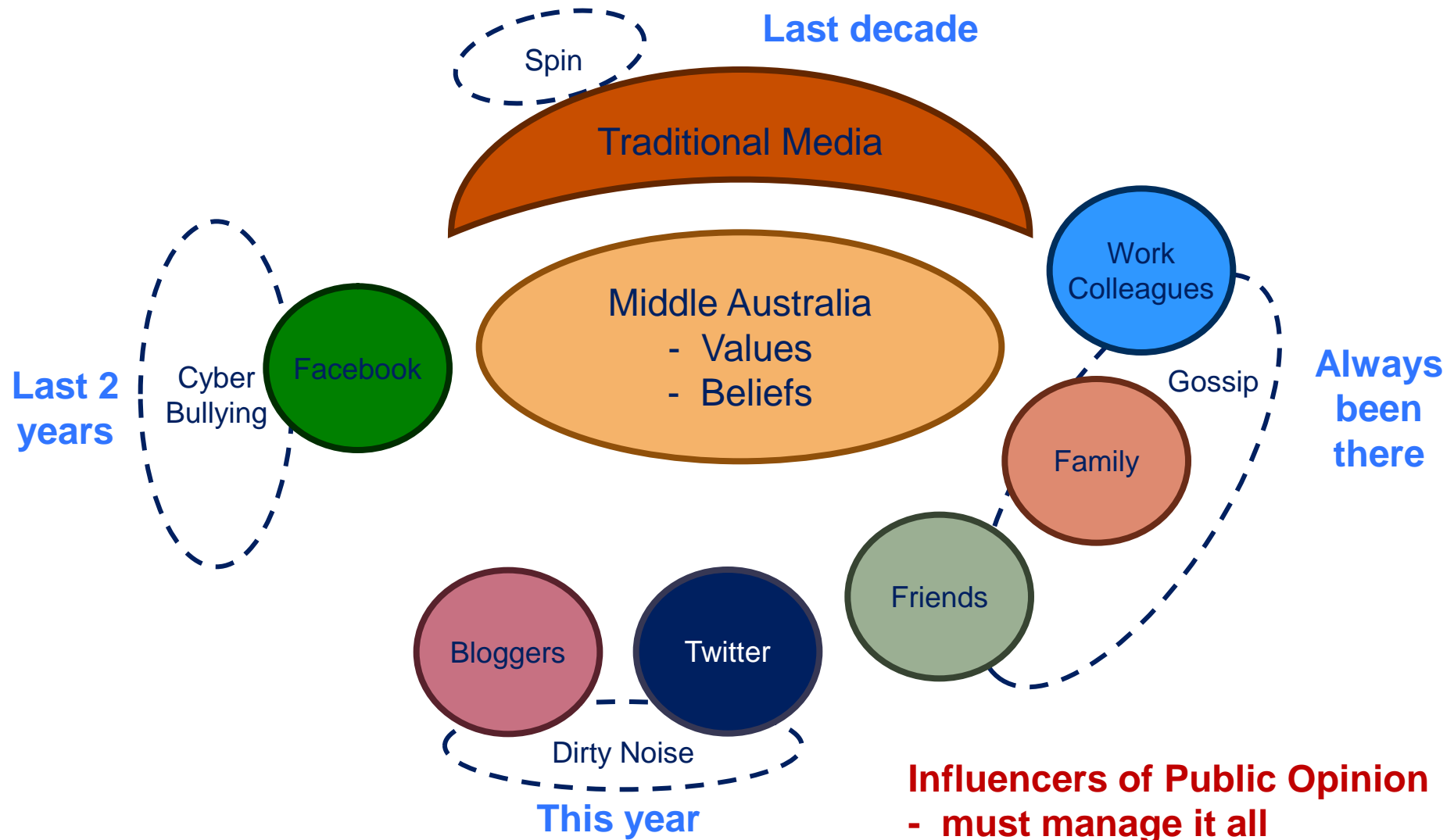
20th century

- **Work 9 – 5 Monday to Friday**
- **Work for one organisation over a career seen as badge of honour**
- **Relationships formed directly from within a local geography eg suburb, work, church group**
- **Work, lifestyle and relationships are process-driven, hierarchical & predictable**

21st century

- **Smartphone technology makes work fluid, flexible & shuffleable**
- **Work benefits from cross-fertilisation of ideas & relationships**
- **Social media explodes connectivity enabling relationships to be formed on the basis of common interest as opposed to common geography**
- **Traditional relationships break down ... new relationships based on creative, opportunistic connections**

The evolving communications universe ... leaders must increasingly manage the media and social network cycle

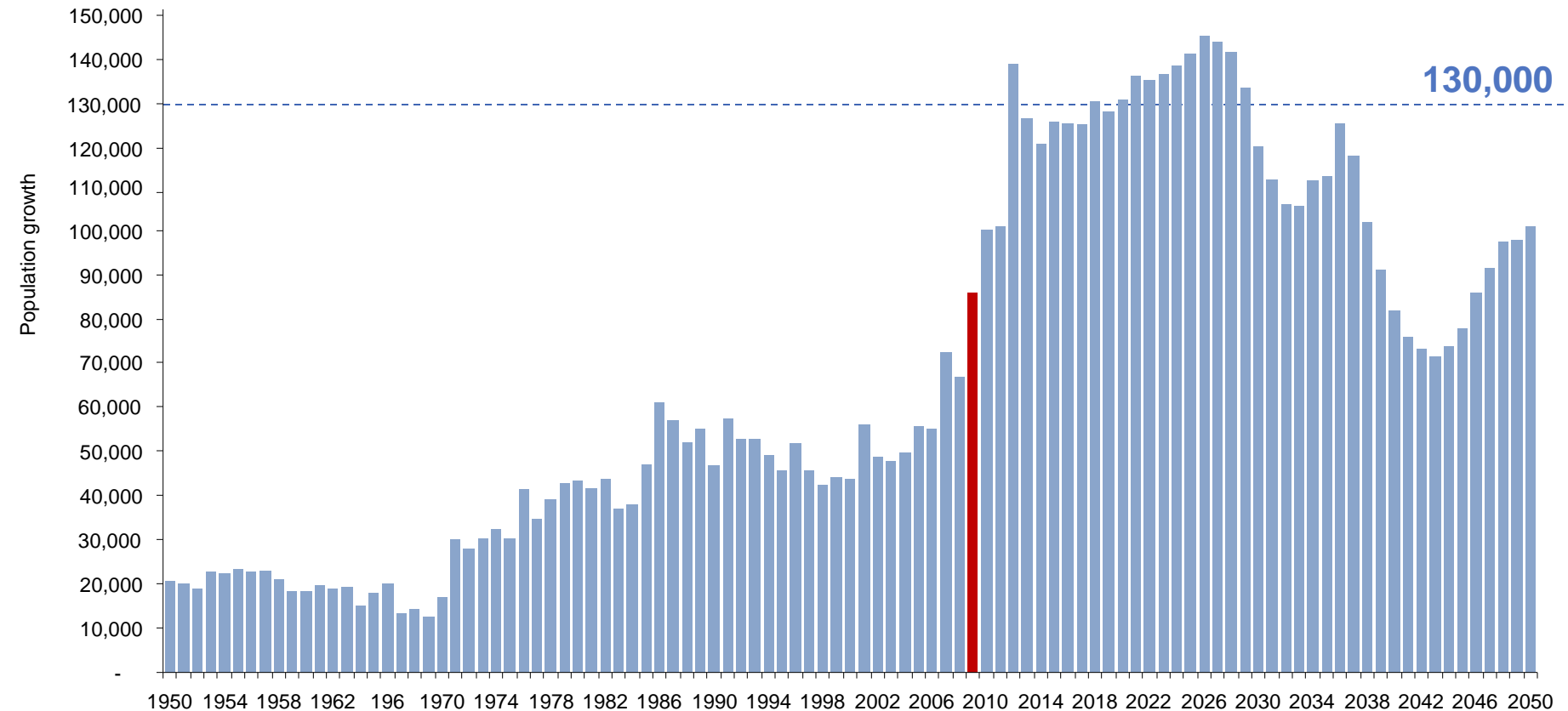


Baby boomers will re-engineer retirement in the coming decade ... beware the rise of the grumpy retiree!

1950

2000

2050



- Net growth in the population aged 65+ over 100 years in Australia

Two ways of viewing our challenges for the future ... leadership is about galvanising the way forward

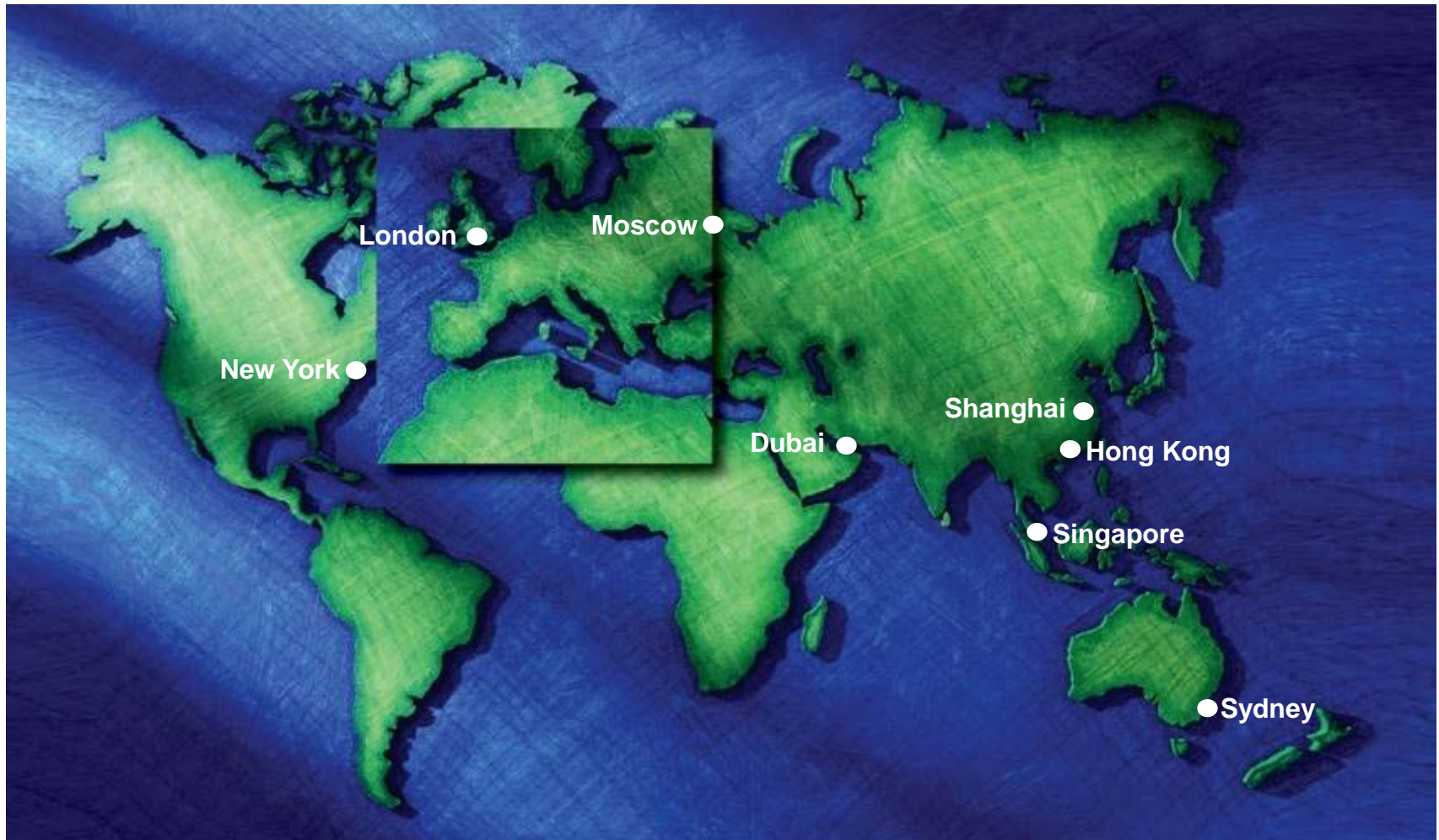
Negativism

- 36 million is too much, too hard, too congested
- Too much congestion in Western Sydney
- Don't have the water, the food, the power
- “Big polluters” ... big banks ... big developers ... big mining

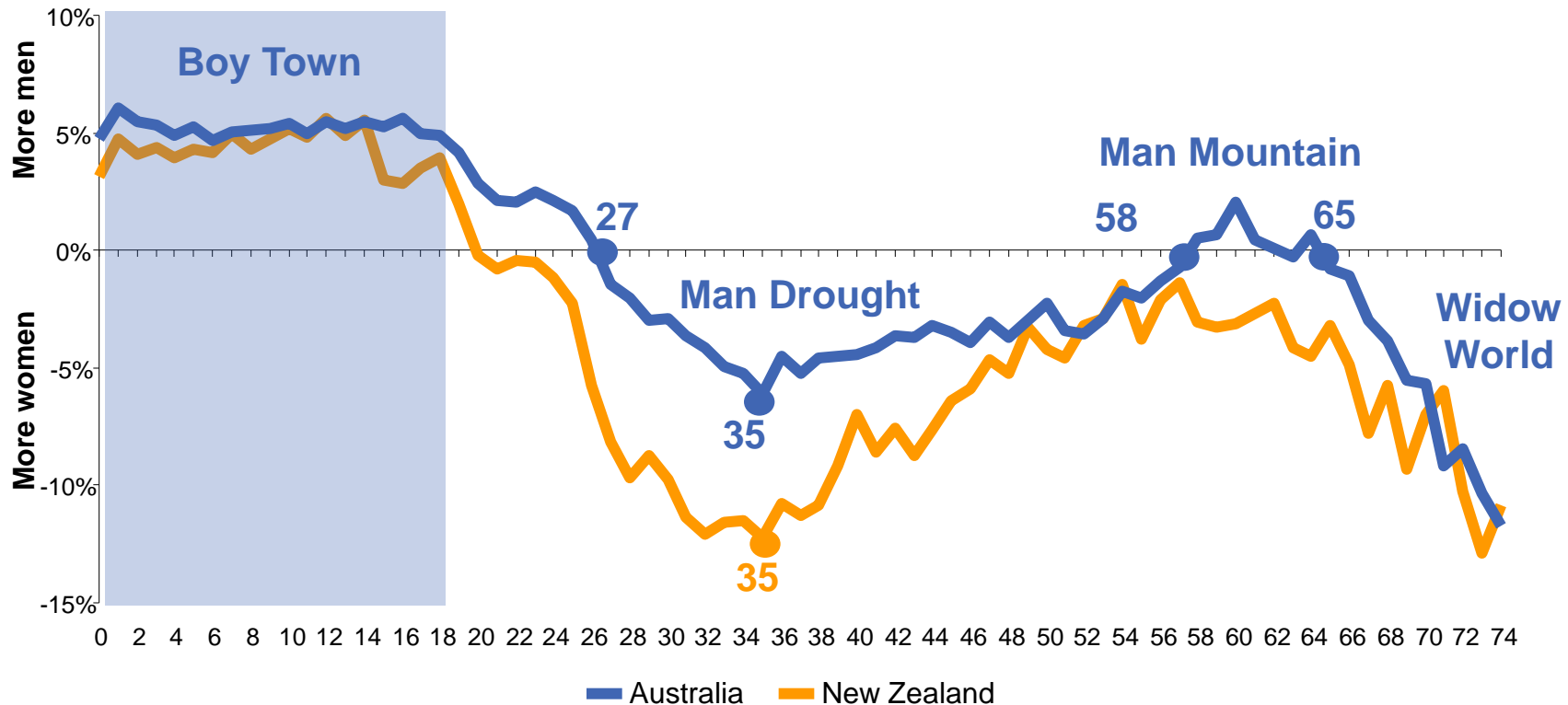
Positivism

- Canada has done what we are proposing to do
- Direct migrants to regional areas
- Water tanks, solar panels, stop exporting food for 40 million!
- Big employers ... big contributors to your superannuation ... big providers of housing

Australia will benefit from rise of “The Dubai Effect”



The Great Australasian Man Drought ... Stage 3A restrictions now apply



- Percentage difference in the number of men and women in Australia and New Zealand by individual year in 2006

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