

FOREWORD

"What is man...
You have crowned him with glory and honour."
(David)²

The first book, *Strategic Moves: 3 Keys to Build a Thriving Organisation*, provided strategies for profitable and sustainable business improvement. We have seen the impact of the visionary MESSENGER, the meticulous ADMINISTRATOR and the transformational LEADER.

The MESSENGER plays a pivotal role in the organisation by shedding light on obscurity, offering fresh perspectives and painting a vivid picture of what the future could be. The MESSENGER is courageous and unafraid to speak or to challenge the status quo.

The analytical ADMINISTRATOR thrives on structure and cycles, daily tasks, weekly goals and long-term objectives. The ADMINISTRATOR is instrumental in turning the vision into reality through consistency, resourcefulness

² Psalm 8:4–5, AMP

and adaptability. Administrators are the driving force behind the structured discipline that is essential for sustainable growth.

The LEADER brings everything together by building on the clear vision of the MESSENGER and the sound structure of the ADMINISTRATOR. The LEADER manages all the relationships on a cohesive path with wisdom, knowledge and discernment. The LEADER connects all the dots, empowers the people and provides the resources to reach the organisational objectives.

We now turn our attention to people, the principal actors in our exciting journey. People are certainly the most fascinating of all the creatures that God created. What sets us apart from other species is the level of our ability to communicate and relate to each other. For the first time in history, this lofty position might be challenged with the dawn of artificial intelligence.

We are at a transition point in history. The world as we know it is rapidly changing. Some embrace the change and thrive. For others it is frightening. This is not the first time that things have changed and have a global impact.

Note some of the most significant changes throughout the history of man as shown below. These changes have affected every single person alive today.

Period	Change	Impact
18–17th century BCE	The invention of the alphabet reduced the 40–50 thousand characters of the Egyptian hieroglyphs to a mere 22 letters. Anybody who wanted could learn to read and write.	Revolutionised trade and commerce.
1–2nd century CE	The invention of the codex, or the book, revolutionised access to written communication in a portable format.	Facilitated the rapid spread of Christianity in the Western world.
15th Century CE	The printing press enabled the mass production of the written word.	Facilitated the spread of the Renaissance, the Reformation, and the Scientific Revolution by making information accessible to a much wider audience.
21st Century	The internet.	An explosion of information broke down barriers and made a significant contribution to globalisation.

Could you spot the common factor for each significant change? Jonathan Sacks pointed out that every

revolutionary change in the history of mankind was brought about by a change in information technology.³ This fact is going to play an important role in our journey.

The initial changes took centuries to make an impact, but the rate of change accelerated as time progressed. The speed of change became staggering when one has a closer look at the industrial revolution.

Period	Revolution	Change
1800s	Industry 1.0	Mechanisation: Water and steam power ⁴
1900s	Industry 2.0	Mass production: Electric power and the assembly line ⁵
1960–1990s	Industry 3.0	The digital revolution: Automated production, the arrival of computers and electronics ⁶
2000–current	Industry 4.0	Cyber-physical systems: Internet of things (IoT) ⁷
Emerging	Industry 5.0	Collaboration between humans and artificial intelligence ⁸

³ Jonathan Sacks, "Technology and Community" A FaceBook Live Discussion between Rabbi Sacks and Nicola Mendelsohn, October 2, 2017, <https://rabbisacks.org/videos/technology-community-face-book-live-nicola-mendelsohn/>

⁴ E. J. Hobsbawm, *The Age of Revolution: 1789–1848* (Weidenfeld & Nicolson, 1962). A detailed look at early industrialisation's economic and societal impacts.

⁵ Henry Ford and Samuel Crowther, *My Life and Work* (Doubleday, Page, 1922). An Autobiography of Henry Ford.

⁶ Manuel Castells, *The Rise of the Network Society – The Information Age: Economy, Society, and Culture* (Wiley-Blackwell, 1996).

⁷ Klaus Schwab, "The Fourth Industrial Revolution," World Economic Forum, (2017).

⁸ Michele Demartini, et al. "Industry 5.0: Towards a Sustainable Innovation and Transition Framework," *Sustainability*, (2020).

As much as things have changed, some things have stayed the same. People then and people now are the same. We might look different and sound different, but people cried then, and they cry now, they laughed then, and they laugh now.

The nature of work changed significantly, mainly because of the Industrial Revolution. Things were simple in antiquity, if your father was a farmer, you would be a farmer. If your father was born free, so would you, if he was a slave, such was your fate in life. Things were uncomplicated and you did not have much of a choice, you just had to accept it. There were no other options, that was until two earth-shattering events took place in the Western world, the Renaissance and the Reformation. For the first time since the dawn of the human race, man had the power to choose his faith and his vocation.

Armed with information, he did.

This was revolutionary and led to mind-boggling progress, especially in recent years. Traditionally the workplace was the world of men. That has also changed, women are making significant contributions in the world of work. Nobody is excluded.

These tremendous changes brought tremendous progress, but also tremendous problems. Technology changed the world of work. Some jobs became

obsolete, but others were created. Those who could adapt, thrived, the ones who could not, struggled; life suddenly became much more difficult.

This brings us to the fundamental question that every seasoned human resources practitioner asks, "What are we solving for?"

The answer, of course, is "The right person in the right seat."

This book brings a fresh perspective to help you answer this important question and is the second leg of our journey.