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Dr. Karl Moore: Role with McGill; Prior Roles; North American Advanced Leadership Program; Contributions; Roadblocks to Business Success.

We began this blog series earlier and we continue our talk with the top international business and management authority, Dr. Karl Moore, from the Desautels Faculty of Management, McGill University. You may have seen Karl's interviews with leading business leaders in the Globe & Mail. We will be sharing some of these interviews here as well.

Thank you and Enjoy!
Stephen Ibaraki, [FCIPS](#), [I.S.P.](#), [MVP](#)



Stephen: Karl, you bring a lifetime of considerable success, notable achievements and substantial contributions to our discussion. We thank you for doing this interview with us and sharing your deep insights with our audience.

Karl: My pleasure, I started my career in IT in the late 1970's with IBM and spent a dozen years in the industry, starting out as an System Engineer, today I am still teaching with IBM in Europe and North America. After over 25 years associated with IT, it is a pleasure to have an opportunity to talk to the broader IT community.

Stephen: Profile your role with McGill and what you hope to accomplish?

Karl: I moved to McGill from England a little over six years ago, mainly in order to work with Henry Mintzberg, one of the top management thinkers and professors in the world. We co-direct the McGill Advanced Leadership Program, this has resulted in a greater

focus on leadership, with more of my research, and consulting being in the area of leadership. What I hope to do is help make executives more effective in their leadership roles.

Stephen: Which prior roles are you most proud of?

Karl: I very much enjoyed my years with IBM, it was an exciting time in the industry and we helped customers bring new technology to benefit their customers. I enjoy the action orientation and doing part of being in business. I miss that at times in academia. On the other hand, the world of ideas which is my main focus these days is an equally alluring one, I guess I am hard to satisfy!

Stephen: You are a co-director with Henry Mintzberg, of the North American Advanced Leadership Program (ALP). What do you hope to achieve in the future with this initiative?

Karl: What we are trying to do through our three leadership programs, the other two being our International Masters for Practicing Managers, which we run with 5 other universities and our new International Masters for Health Leadership, is rethink management/leadership education and help the hundreds of individual managers who go through the programs. On one level we are trying to change how leadership development is done, which is on a global level, on the other we are intimately connected with real managers in real jobs, many of them here in Canada.

Stephen: Where and how have your contributions shaped business thought in the past and into the future?

Karl: What my contributions have been and will most likely continue to be around are in two topics. First, is understanding globalization and the evolving role of the multinational in the globalizing world economy, as this is of particular importance to Canada and our future. The second is around my work with Henry about how leadership is becoming postmodern and how do we best provide university programs for those leaders.

Stephen: In your view, what are the most serious roadblocks to business success?

Karl: At the moment three particular roadblocks to business success are at the top of my mind. First, a lack of focus, being all over the map and not choosing to go after a particular part of the market space you want to play in. Second, a central ability of a business leader, which is a strong ability to drive execution, that is to know what are the things which drive success in your business and spend the vast majority of your time on those things. Though senior people particularly need to step away on a regular basis to reflect on what is changing and how to appropriately respond to those changes. Finally, the ability to listen to your people and give them space to contribute, particularly in the area of innovation and creativity.

We have a Shakespeare actor and director work with our global Advanced Leadership Program in England. He tells how when a famous actor joins a production of a Shakespeare play they most often hang back and listen to the ...



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wonderful, creative and sometimes silly ideas of the younger, less experienced actors, they realize if they speak it is rather intimidating to the other actors who are in awe of this great "name". But if you want to do Hamlet in a "new" way it is very powerful to tap the ideas of more junior people, this strikes me as a salutary lesson for senior managers.

In the next blog, Karl will talk about:

- Significant corporate models;
- 2 Business leaders to watch;
- 2 Critical external issues;
- Key priorities;
- Top recommended resources.

I also encourage you to share your thoughts here on these interviews or send me an e-mail at sibaraki@cips.ca.

Posted: Tuesday, January 09, 2007 9:02 AM by [cdnitmgr](#)
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