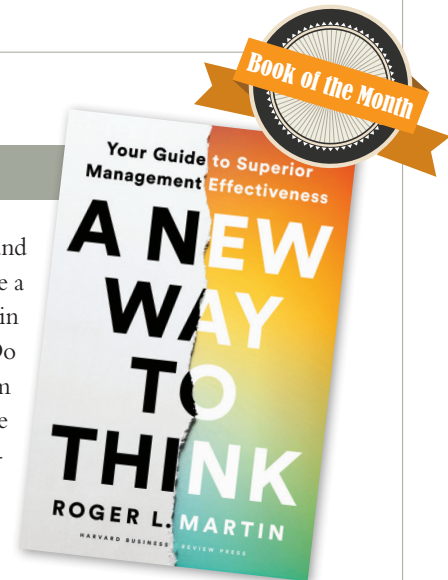


## Better results require different thinking

Author challenges leaders to ditch old business models for a new age

The industry models in place for years have been flipped on their side by disruptive events and sudden market changes. As a result, many companies find themselves falling behind as they use a playbook designed for a game that has passed them by. To address this, author Roger L. Martin asks in his new book, *A New Way To Think: Your Guide to Superior Management Effectiveness*: Do you own your models, or do your models own you? Martin applies knowledge gained from his 40-year career in business to question the dominant frameworks that often fail to solve the problems they were designed to resolve. He counsels leaders to toss out the old ways of thinking and develop new models in every domain of management – from competition and customers to strategy, data, culture, talent, mergers and acquisitions and everything in-between. He addresses “The Great Resignation” and the struggle to recruit and retain top-end talent by noting that most of today’s knowledge workers are motivated by the company’s culture and the satisfaction gained from the work itself, not merely compensation. But using his own example from Canada’s top business school, he writes how culture change cannot be instilled by mandate but only by changing how individuals interact and collaborate. He urges a customer-first approach beyond the last mile and the front line by having every level in the corporate hierarchy serve customer needs to the level below it. And he challenges the idea that all decisions must be data-based, observing that great imagination is often a better tool. “If you feel comfortable with your strategic plan, there’s a strong chance it isn’t very good,” he writes. “The best way for leaders to grow is to cultivate a new way to think.”

*A New Way To Think: Your Guide To Superior Management Effectiveness* is published Harvard Business Review Press. \$30



## Cargo ship navigates ocean autonomously

Prism Courage freighter sails from Gulf of Mexico to Korea mostly via AI system

The autonomous navigation of a large ship across the ocean could open up the possibilities of carrying maritime freight without human operators.

The Prism Courage, a 180,000 square-meter liquid natural gas (LNG) carrier, completed a 33-day voyage from Freeport, Texas, on the Gulf of Mexico, through the Panama Canal and docking June 2 in South Chungcheong Province in South Korea. About half of the 12,000-mile trek was sailed using an HiNAS 2.0 Level 2 autonomous navigation system developed by Avikus, a subsidiary of HD Hyundai.

The HiNAS 2.0 creates optimal routes and speeds by monitoring weather, wave heights, ship traffic and other environmental data to control the vessel’s steering. It recognized the locations of nearby ships to steer clear of potential collisions in about 100 instances. The use of artificial intelligence navigation increased fuel efficiency by about 7% while reducing greenhouse gas emissions by about 5%.

The voyage was monitored in real time by the American Bureau of Shipping and the Korea Register of Shipping to verify the performance and stability of the technology. After receiving certification from the ABS, Avikus plans to offer the system for commercial use.

“Avikus’ autonomous navigation technology was greatly helpful in this ocean-crossing test especially for maintaining



The captain and navigators of the carrier Prism Courage examine Avikus’ HiNAS 2.0 system during its mostly autonomous journey.

navigating routes, autonomously changing directions, and avoiding nearby ships, which were all increasing ship crews’ work conveniences,” Captain Young-hoon Koh said in a news release.

The autonomous navigation could help maritime transportation companies overcome workforce shortages, reduce pollution and improve safety by overcoming potential human errors.

“It is meaningful to we successfully tested the Level 2 system,” said Avikus CEO Do-hyeong Lim. “We will lead innovation by upgrading autonomous navigation solutions not only for large merchant ships but also for small leisure boats.”

Photos by PR:Venglor/ Hyundai Heavy Industries Group