

Leadership Skills for a Rapidly Changing World

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“...it is becoming increasingly clear that a reliance on leadership competencies that are rooted in the past will no longer be successful.”

(O’Brien and Robertson, 2009)

- Impacts of **globalization**
 - Global workforces and partnerships → virtual projects and meetings at all hours → need for greater collaboration skills
 - Global competition → requires greater efficiency and reduced cost → need for greater expertise in managing supply chains and use of more contract workers
- Impacts of **technology**
 - Information overload → confusion and overwork → need the ability to sift through what is important
 - Instant access → rapid reaction → need for responsive structures such as virtual teams and networks rather than hierarchies

The Changing Workplace

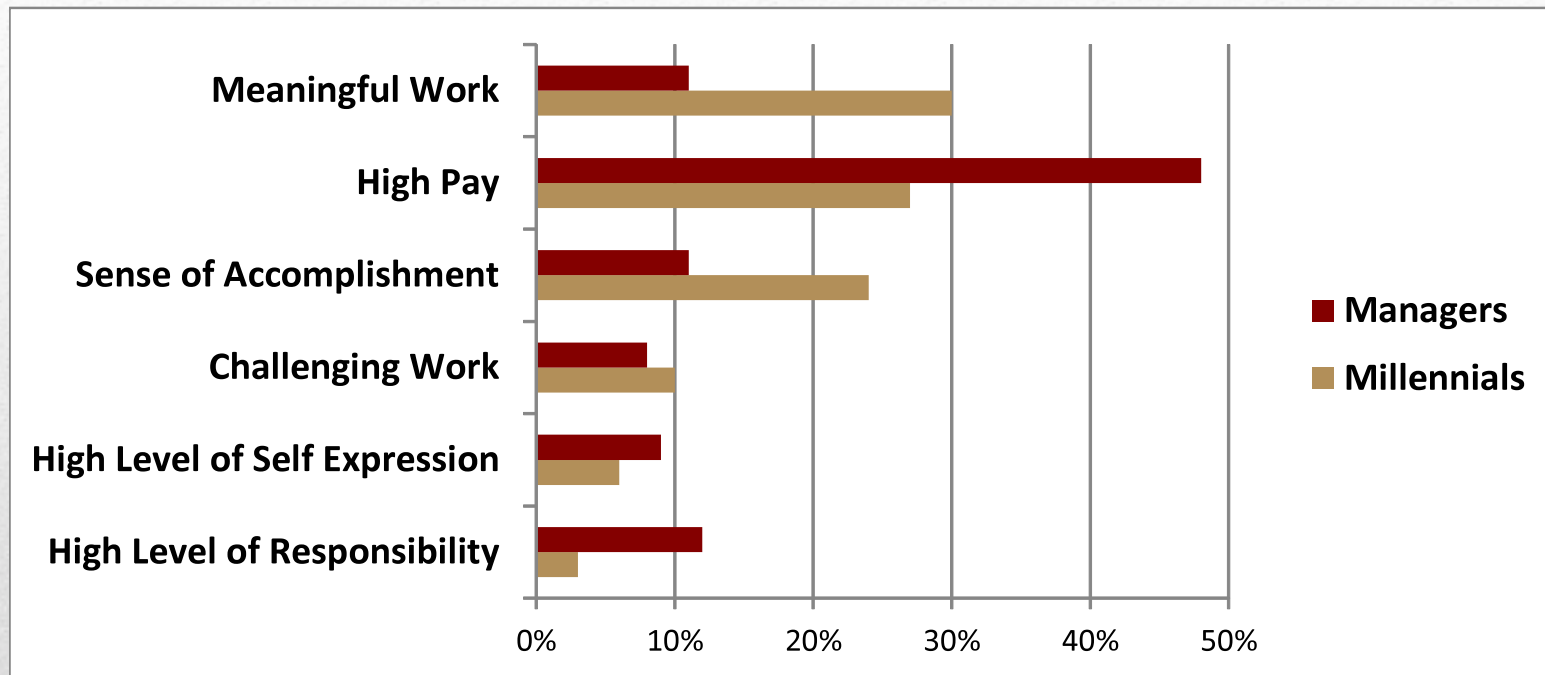


- Women are better educated and working more
- Men are taking on more family responsibilities
- Workforce diversity is increasing
- The millennial generation is upon us

The Changing Workforce



Millennials and Their Managers Do Not Have the Same Views of What Constitutes Career Success for Millennials.



Source: Levit & Licina, 2011

The Changing Workforce

- 84% of 389 mid- to upper level managers believe that the definition of effective leadership has changed.
- More than 60% agreed that leaders face challenges beyond their individual capabilities.
- Leadership skills that have gained in importance:
 - Collaboration
 - Innovation
 - Building and mending relationships
 - Working across boundaries
 - Change management
 - Participation management.

(2007, Center for Creative Leadership)

Changing Roles of Leaders

Key Trends / Business Implications	Implications for Leaders
Digital technology trends lead businesses to create virtual teams and to decentralize decision making.	Be more empowering and less controlling, and connect with people using new technologies.
The 24/7 society creates frequent interruptions; demands continuous information and constant connection; increases stress and burnout; puts pressure on processes, structures and systems.	Maintain focus and concentration on the task at hand; make accurate, fast-paced decisions; balance priorities; create fluid structures and flexible processes and systems.
Globalization requires the need for perpetual innovation and increases the number of relationships with other companies and cultures.	Nurture and leverage diversity, imagination and creativity. Effectively manage cultural diversity Trust becomes critical, and transparency, authenticity and accountability are essential.
Globalization leads to rapid disruptive change; increasing complexity and uncertainty.	Learn to handle complexity; remain focused under pressure; make decisions without knowing all the facts; make work more fun and playful.

(Source: O'Brien and Robertson, 2009)

Changing Roles of Leaders

“Leadership of the future is less about the theory of an idealised leadership model and more about the practical ability to navigate a journey of authenticity and inspiration; energising and equipping oneself and others to make the right choices for the situation at hand.”

(Hutchins, 2012)

Effective Leadership Models

Charismatic

- Convey a clear vision of the group's goals
- Convey a strong sense of enthusiasm for the work of the group

Shared

- Share leadership with others in the group
- Create a supportive environment of shared purpose and trust

Authentic

- Demonstrate a clear understanding of your own strengths & weaknesses
- Openly share information and feelings as appropriate for situations

E-Leadership

- Clarify roles, objectives and expectations
- Communicate honestly and openly
- Effectively monitor progress as a group
- Leverage team member diversity

Effective Leadership Models

- Being an effective leader in a rapidly changing world is challenging but achievable. It requires:
 - Strong people and analytical skills
 - Mastering new technologies
 - Valuing and trusting employees as whole people
 - Inspiring, empowering and supporting others in volatile times
 - Communicating openly and honestly
 - Organizing, supporting and collaborating with teams that create and deliver the organization's products and services
 - Modeling new desired behaviors
 - Enabling and facilitating cultural change

Summary and Conclusion

- 1. Work with your organizations to establish effective purpose, vision and values statements that are inspiring and life-enhancing. Return to these often as guidance when key decisions are being made.**
- 2. Develop flexible structures, systems and processes that enable people to collaborate more effectively and can adapt quickly to new ways of doing things.**
- 3. Show that you care about the people that you work with and empower them to take action.**
- 4. Facilitate, encourage and nurture rather than command, control and direct.**
- 5. Build cross-cultural understanding and relationships.**
- 6. Build trust by being as transparent, authentic and as honest as you can be consistent with the situation.**
- 7. Help create organizational cultures that embrace the stated organizational values and are adaptive to new situations and demands – make rapid adaptation a cultural value.**

Recommended Actions