The Leader of the Future
Visions, Strategies and Practices for the New Era
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10 years ago the first edition of 'The Leader of the Future' was published. But now in 2006 we live in a different world with a new context.
In this book we find contributions of an amazing collection of thinkers who have experience in all sectors.

1. A vision of Leadership
Peter Drucker on Executive Leadership and Effectiveness (by Joseph A. Maciariello)

Peter Drucker makes a difference between the practice of management – principles of governance of organizations – and the effective executive – principles of the conduct of leaders-.

Executive leadership is concerned with creating organizations that have a high spirit of performance. In order to attain this high spirit leaders must:

- Demonstrate high levels of integrity in their moral and ethic conduct.
- Focus on results.
- Build on strengths.
- Lead beyond borders to meet the minimum requirements of all stakeholders.

The true test of an organization is the presence of a spirit of performance: building and developing the strength of each person so that common people do extraordinary things.
We cover weaknesses of people by overlapping these with the strengths of others.

Drucker is a firm believer in an organization's 'Theory of Business': the way an organization intends to create value for its customers.
This requires answers to following questions:

- What is our mission?
- What are our core competencies?
- Who are our customers and non-customers?
- What do we consider results for our company?
- What should our theory be?

Formulating your theory of business is a forward-looking exercise: creating a compelling mission.

An organization also has to be aware of its social impact:

- Negative impact an organization creates.
- Social ills that are turned into business opportunities.

The definition of social impact: activities or results of activities that are the result of an organization's pursuit of its purpose.

Detrimental impacts are harmful to the common good and are outside the proper mission of an organization, so they must be minimized.

Taking this all into consideration, executives have to focus more on making knowledge work productive and the knowledge workers achieving members of the organizations.

Systems View: Executive Leadership and Effectiveness
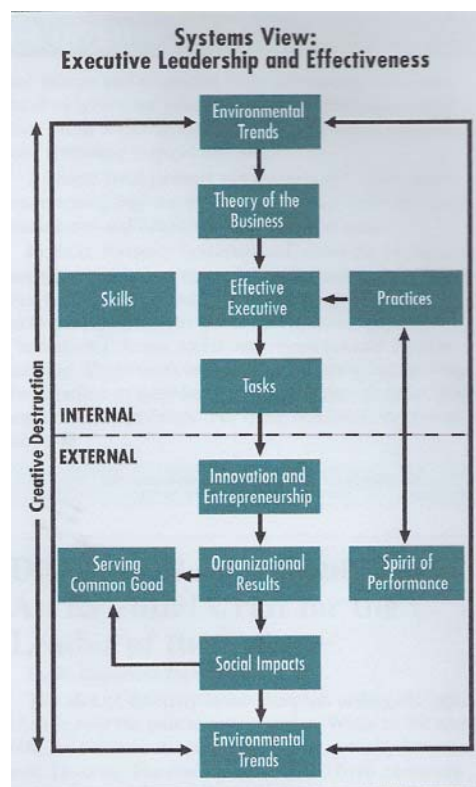
They rely for this on three interconnected areas:

- Personal attributes and practices (these make an executive)
- Specific skills (effectiveness as an executive)
- Specific tasks (to make the organization effective).

2. Systems Citizenship.

The Leadership Mandate for this Millennium (by Peter Senge).

Senge refers to Arie de Geus who wrote in 1988: 'The only enduring source of competitive advantage is an organization's relative ability to learn faster than its competition'.

Today we are only starting to perceive which unprecedented learning challenges organizations face. They go to the very DNA of the Industrial Age business model.

Enduring societies appreciated that their economies could be no healthier than the larger natural and societal systems upon which they depended. But our society today is increasingly a global society. In the past we were never concerned on how our own decisions affected people and other living systems.
de Geus learning imperative, originally directed to individual organizations applies today also to larger supply networks, entire industries and entire societies.

Industrial growth is now encountering severe and environmental limits. The cost involved are harder and harder to ignore. Example: the human and economic costs of CO_2 effects on global climate. These costs become recognized and are started to be allocated back to the businesses and industries where they originate.

Diversity Management: an Essential Craft for the Leader of the Future (by R. Roosevelt Thomas Jr.)

Diversity has rapidly transitioned from necessary evil to competitive advantage for businesses on condition they manage it effectively.

The ten expectations for diversity practices in the future are:

1. Differentiation between representation and diversity.
2. Thinking in terms of diversity management and view this as a craft.
3. Diversity management = making quality decisions in the midst of differences, similarities and related tensions.
4. Racially inappropriate behavior is not always caused by racism.
5. Admitting hat it is very difficult to make decisions in highly diverse organizations.
6. Motivation to master the craft of diversity management and its key components through practice.
7. Leaders will become more comfortable with tension and complexity.
8. Diversity management will become a global craft (and not just confined to the US).
9. A more strategic approach to diversity and diversity management.
10. More attention to diversity issues within communities and within countries.

3. Leading in a Time of Crisis and Complexity.

The Challenge of Complexity (by John Alexander).

Leadership development is never an event but an ongoing process.

Research showed that practicing managers are convinced that the definition of effective leadership changed drastically the last five years and will even change further the coming five years: soft skills of building relationships, collaboration and change management becoming more crucial.

The fact that the definition is changing is connected to the rise of complex challenges, those for which no pre-existing solutions or expertise exists. These challenges are testing the limits of organizations' current strategies.

Today's leaders are being called upon by necessity to develop responses to complex challenges brought bon by unexpected events or situations. The leaders of the future will have to embrace complexity and the skills needed to harness it.

The strategic and tactical skills of leaders are challenged by globalization, technology and the relentless pace of change.
Complexity has to be addressed through collaborative and interdependent work.
Soft skills that thrive interpersonal relations are crucial .

Leadership over Fear (by John Edwin Mroz).

Franklin D. Roosevelt once said during the Great Depression: 'The only thing we have to fear is fear itself'.

Today more and more people fear the destruction of their way of life due to global warming, the powerful influences of globalization, the so-called 'clash of civilizations', global terrorism, spread of weapons of mass destruction or global pandemies.

This fear breeds a search for simple truths which in turn contributes to intolerance, alienation and extremism.

Asymmetric threats make it difficult for governments to guarantee safety and the well being of their economies.

We must do four things:

- ❑ Natural leaders must step up and lead themselves.
- ❑ These men and woman must imagine the possibility of change.
- ❑ They must seek out other natural leaders who have enough of watching and are willing to assert themselves.
- ❑ They must set a pace that fits the context.

Leaders willing to overcome fear by taking risks are all around us. So the key leadership challenge is how to mobilize sufficient numbers of these naturally embedded leaders.

We have to start to face up our own fears, stare them down and find the emerging natural leader within us.

Leaders of the Future: Growing One-Eyed Kings (by General Eric K. Shinseki).

The US Army knows who its leaders will be decades from now (they just don't know their names) because it promotes entirely from within and it knows that it must be the premier learning organization where leadership development is a daily commitment.

Young officers are encouraged to embrace uncertainty and to learn to be decisive.

Their hallmarks are:

- ❑ Accept uncertainty as a given;
- ❑ Balance risk and opportunity;
- ❑ Find ways to generate momentum;
- ❑ Master the transitions which always threaten to steal the momentum;
- ❑ Retain the freedom to act whenever opportunities present themselves.

Don't make the mistake to think that assumptions of one decade are carried over into the next.
The history of the 20th century: you can either lead change or have it thrust upon you.

The most demanding is the visioning: looking into the future requires experience and creative and determined risk takers.
The difference between victory and defeat: being more agile, more visionary and being bolder than your competition.

So, organizational competence is about growing leaders who have the skills, knowledge and attributes to make good, bold decisions in the face of uncertainty.

4. Leading Organizations of the Future.

Leadership as a Brand (by D. Ulrich and N. Smallwood).

Strong leadership leads to superior business results.

A leadership brand represents the identity and reputation of leaders throughout a company. Thinking about leadership as a brand offers insights into leadership effectiveness and into creating sustained and consistent leadership.

Having a leadership brand allows you to win with your investors. See the example of GE.

Leading New Age Professionals (by M. Goldsmith).

Five factors have converged to create a new world of professional work:

- Increased differentiation in compensation;
- Decreased job security;
- Decreased healthcare and pension security;
- Global competition;
- New technology.

It is important to recognize your leading knowledge workers: professionals who know more about what they are doing than you as their boss. So look at your leadership from the perspective of the wants and the needs of these professionals:

- Encourage their passion;
- Enhance their ability;
- Value their time;
- Build their network;
- Support their dreams;
- Expand their contribution.

5. The Quality and Character of the Leaders of the Future.

Leading in the Knowledge Worker Age by Stephen R. Covey

The mindset of the Industrial Age still dominates in a lot of companies. But this is not working in our Knowledge Worker Age and our new economy.

In the Industrial Age the focus was on 'things' and people were necessary but replaceable. Treating people like things creates low trust, contention and rebellion.

Leaders of this new age have to find their own voice and inspire others to find their voice.

The Leader Integrator: an Emerging Role by Usman A. Ghani.

A leader integrator = someone who breeds multiple perspectives, who connects consciously these perspectives and who applies a variety of skills in order to establish new directions, options and solutions for their organization. He/she adapts multiple roles and seeks new talent and new teams to create new directions.

He/she works with an inclusive attitude and seeks out diversity to enrich every process.