



Developing 21st Century Leaders: Leadership Challenges & Opportunities

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Dr. Jack McCarthy

Boston University School of Management

Executive Development Roundtable

www.bu.edu/edrt

jackmc@bu.edu

Session Agenda

- Some Context for Leadership Today
- Capabilities & Assessment
- Applications, Taking Action
- Lessons and Implications

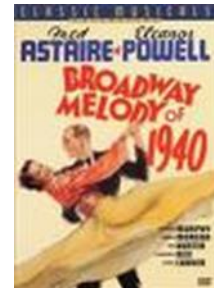


Session Objectives

- To be able to define the leadership capabilities you will need to perform in a dynamic, complex environment.
- To assess your own capabilities against what is needed.
- To plan the implementation of a leadership agenda that will drive high performance.



But first, the Dance of Leadership?



<http://www.youtube.com/watch?v=DWW6QeeVzDc&feature=related>



We are in a “**Perfect Storm**” of Complexity, Diversity, Uncertainty

P. Cairo



Trends Driving Change Today:

- Population, Globalization, Diversity
 - Political, Social Unrest
 - Environment, Climate, Natural Resources
 - Technology
 - Intellectual Capital, Knowledge Explosion
 - Pace of Market Change
 - Financial Turmoil, Cost Control, New Business Models
- Speed, Stress, Turbulence, Chaos... We live in a “**VUCA**” world!



The Global Champagne Glass

Champagne-Glass Distribution

RICHEST

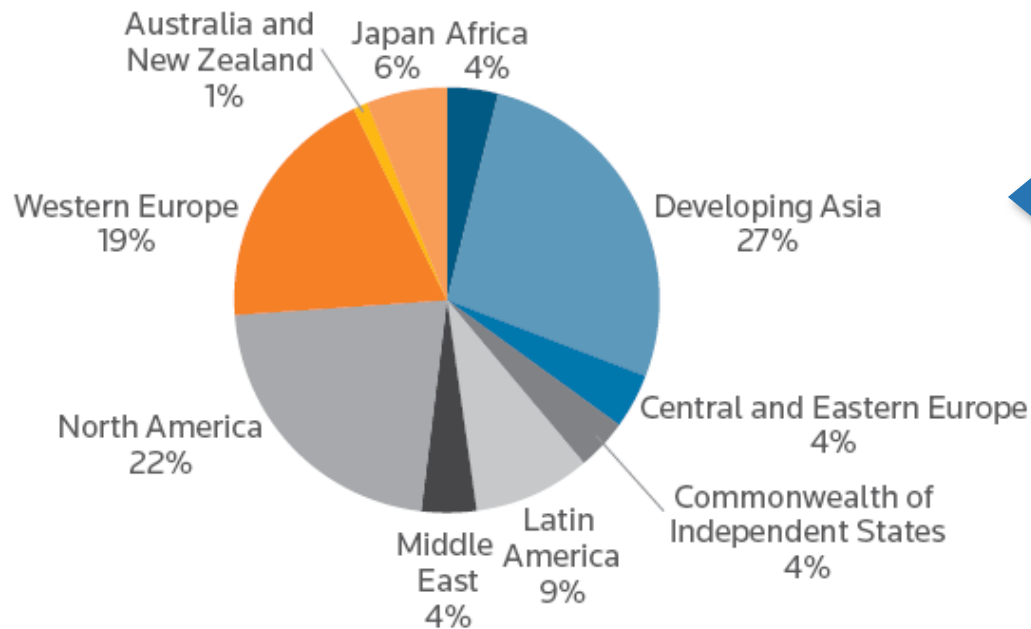
Each horizontal band
represents an equal fifth
of the world's people

POOREST

World population	World income
■ Richest 20%	82.7%
■ Second 20%	11.7%
■ Third 20%	2.3%
■ Fourth 20%	1.9%
■ Poorest 20%	1.4%

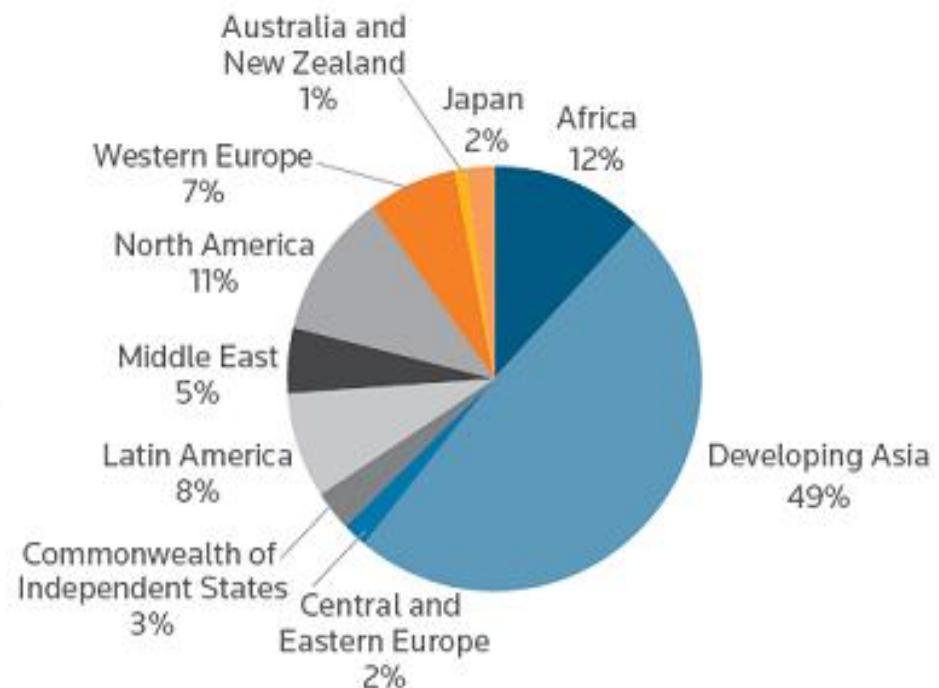
Conley, 2008

Long-Term Shift of Global GDP



2010 GDP

2050 GDP

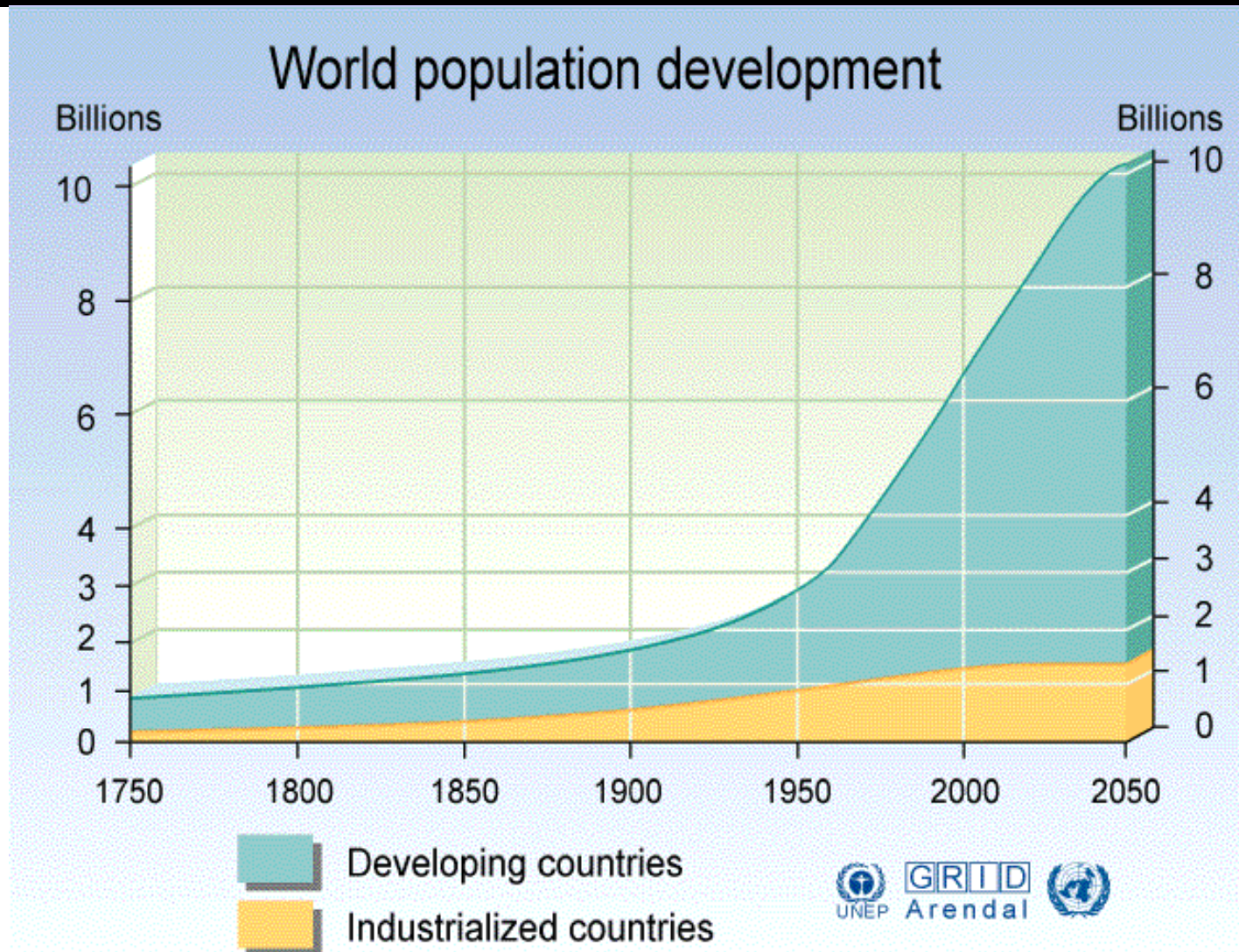




Meet Danica Comacho



7 Billion and counting....



So, what does this all mean?





The Problem:

The past is no longer the prologue to the future.

We are not prepared for the massive, unrelenting quantum changes we face.

Our assumptions about what it takes to lead are based in past, not future, realities.

Prof. Lloyd S. Baird

Shell's Future Challenge



228:10:18:57

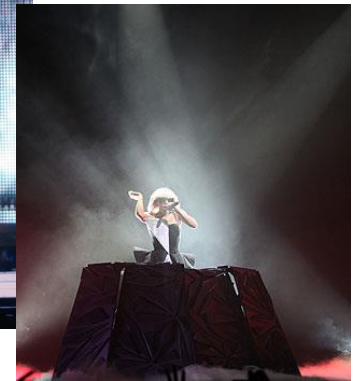
until the 24 season six premiere.

- Plan for Tomorrow
- Build Capabilities
- Be Somewhere Else

How long will your oil last?



New Business Models





So, how did we get here?

Because everything is digitized and everyone is computing

Because everyone is connected to everyone else

Because those at the bottom know more than those at the top, those at the edge know more than those at the core

Because we can search, target, sense & track

Because the cycle time is so much faster

The Power and Speed of Connections

In 2012 we entered the Post-PC World....

- Annual Units: **500 Million** vs. **400+ Million**



.... by 2017: **5 Billion Smart Phones** (vs. 5 Billion Mobile Phone subscriptions today)

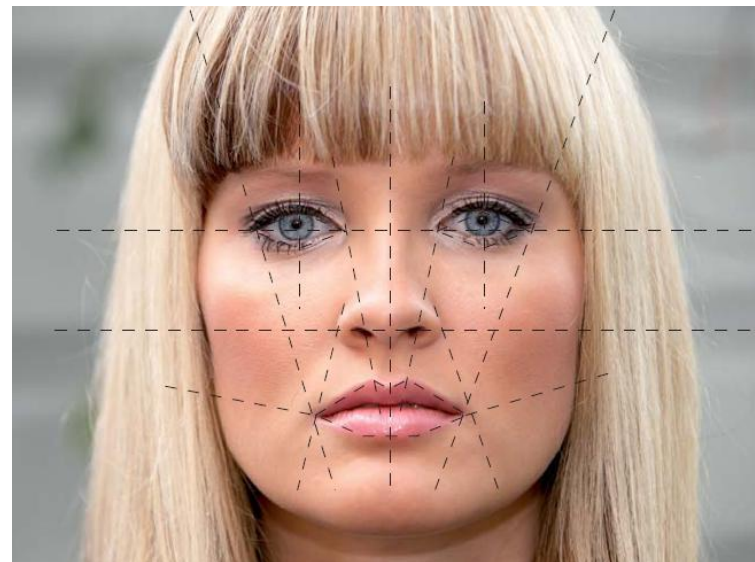


Digital Natives

<https://www.youtube.com/watch?v=meyh9BFe-9Q>

Source: Bob Johansen, www.iftf.org

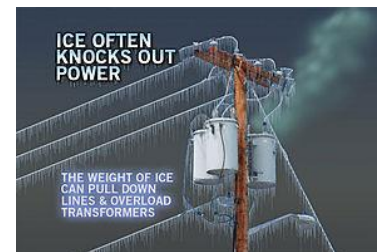
The Future is Now....



Leadership Impact of Changing World:

We MUST collaborate effectively across boundaries

- **Innovation:** Because new ideas come from elsewhere
- **Quality:** Because people working together are smarter than individuals
- **Synergy:** Because together people can accomplish what none of them can individually
- **Understanding and Acceptance:** Because the solution will more likely be implemented



Implications for Leadership Today

Bennis & Townsend

A SHIFT from

“COP” Control, Order, Predict

..... to

“ACE” Acknowledge, Create, Empower



Leadership Meta-Competencies

**Adaptability
(Open to Change)**



**Identity
(Self-Awareness)**



Adaptability + Identity = Learning How to Learn

Mutuality: BOTH are necessary



Meta-Competencies: Identity & Adaptability

Identity

Self-assessment; self-initiating, self-correcting, and self-evaluating

Seeking, hearing, acting on feedback

Exploring, communicating, acting on personal values

Engaging in personal developmental activities, modeling personal development activity

Being open to criticism

Rewarding subordinates for personal development work

Adaptability

Flexibility, modifying personal leadership style for varying situations

Exploration, using a variety of strategies during problem solving

Performing effectively during an extended period of time in a variety of roles

Openness to new and diverse people and ideas; learning from mistakes

Dialogue skills and eagerness to accept new challenges

Comfort with turbulent change

WHAT do leaders actually do?

1. Leaders craft a shared vision

- See the World Differently

2. Leaders shape culture

- Clarity of Vision + Consistent with Values
- Creativity, Collaboration & Innovation
- Communicate & Align Strategy

3. Leaders drive change

- Move to a Better Place





Group work: Your Leadership Challenge

- What are the MOST important business or strategic challenges you face now within your company?
- What are your critical personal leadership challenges in meeting the business challenges?
 - What do you need to get done, whom do you need to work with, and how can you get going?

Applying the Learning

- So, given all that, what skills and **capabilities** will you need to enhance, develop and apply better to meet the leadership challenges you will face in the future?



Capability #1: Clarity of Vision

“Paint the Picture”

Which way is East?

“What do you expect us to do? Simply leave?” Answer: “Yes, 100 thousand British can simply not control ten million people who have decided to do something else” *Gandhi*

“What will you do with your freedom?” *William Wallace*

“We shall not flag or fail. We shall go on to the end. We shall fight in France, we shall fight on the seas and the oceans, we shall fight with growing confidence and growing strength in the air, we shall defend our island, whatever the cost may be. We shall fight on the beaches, we shall fight on the landing grounds, we shall fight in the fields and in the streets, we shall fight in the hills; we shall never surrender.” *Winston Churchill*



Capability #2: Absolute Integrity

See clearly

- As it has been
- As it is
- As it is to come

Speak the truth

Deal justly

“Make the dead moose work for you”



Capability #3: Learn and Leverage

The Key Questions:

How do you learn from your experiences?

How do you share across units, so you are not wasting time relearning?

The After Action Review:

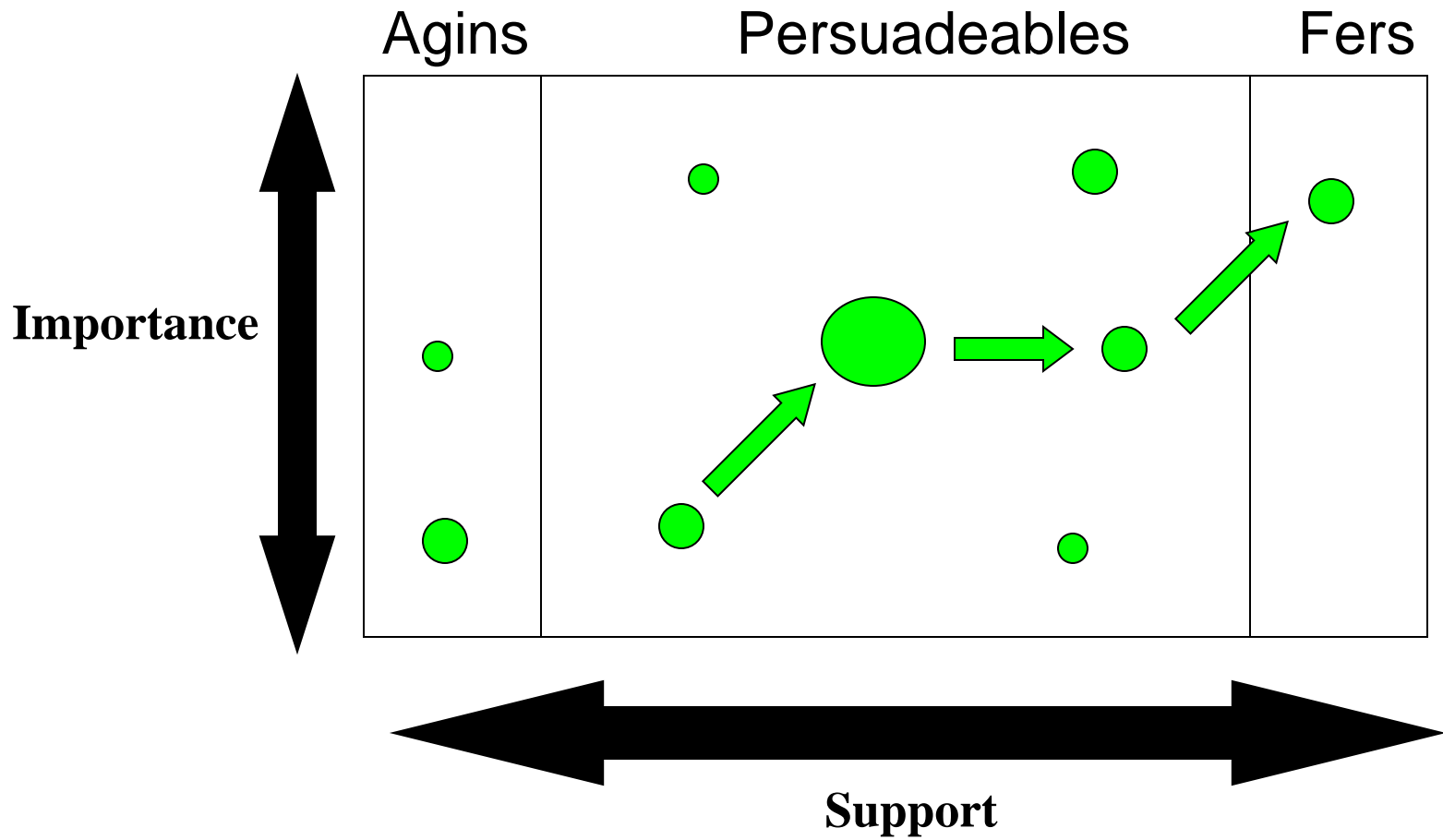
- What was the intent
- What actually happened?
- What did you learn?
- So now what do you do?
- Who else needs to know?

“Every interaction, every project, every customer is a chance to learn”

“Leverage across units, leverage up the organization”

“Everyone gets smarter faster”

Capability #4: Work the Network



Remember the Carom shot.

Capability #5 : No passengers, nowhere to hide

- **Stewardship**
- **Accountability**
- **Responsibility**

“Everyone does windows”



Summary

1. **Vision:** *Paint the picture*
2. **Integrity:** *Be clear on Values; Make the dead moose work for you*
3. **Leverage:** *Everyone gets smarter, faster*
4. **Network:** *Collaborate & Remember the carom shot*
5. **Responsibility:** *No passengers, nowhere to hide*

Assessing YOUR Leadership

Leadership Profile Worksheet

Leader: _____

Date: _____

Leadership Dimension	Leadership Meta-Competencies	
	Identity	Adaptability
1. Vision <i>Clarity of vision; paint the picture of the future</i>		
2. Integrity <i>Act with integrity & values; establish a culture where issues can be raised, and make the dead moose work for you</i>		
3. Learning <i>Innovate, learn & leverage; everyone gets smarter, faster</i>		
4. Network <i>Collaborate & work the network; build and maintain a portfolio of relationships</i>		
5. Responsibility <i>Take responsibility; no passengers, nowhere to hide, full accountability</i>		



Moving Forward: Taking Action

- So, here's the **BIG** question:

What **will** I do, starting now, to lead innovation and change in myself and my organization to manage for growth during these dynamic and turbulent times?

➤ Define Your Action Plan



Action Steps

1. What are the barriers to implementation that you face to meeting the future leadership challenges in your organization?
 - How can you remove the barriers?
2. Whose help do you need to be successful? How can you get their support?
3. What do you need to put in place so you can continuously adapt and improve?

Implications and Lessons Learned

- Get Clear on Your Values and Vision
 - Communicate, Collaborate, Innovate
 - Create Teams that are Adaptive
-
- How does **YOUR** Leadership **shape the culture** of your organization?
 - Lessons and Take-aways?

BE the Leader YOU admire!



Leading for a Better World

- Thank You and Good Luck!

