Developing 21st Century Leaders: Leadership Challenges & Opportunities

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Executive Development Roundtable
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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!

http://vimeo.com/80740197
The Global Champagne Glass

Conley, 2008
Long-Term Shift of Global GDP

2010 GDP

Australia and New Zealand 1%
Western Europe 19%
North America 22%
Middle East 4%
Latin America 9%
Developing Asia 27%
Central and Eastern Europe 4%
Commonwealth of Independent States 4%

2050 GDP

Australia and New Zealand 1%
Western Europe 7%
North America 11%
Middle East 5%
Latin America 8%
Commonwealth of Independent States 3%
Central and Eastern Europe 2%
Developing Asia 49%
Africa 12%

International Monetary Fund, 2011
Thanks to Bingham McCutchen
Meet Danica Comacho
7 Billion and counting....

[World population development graph showing the increase in population over time, with a significant increase in the past 50 years.]
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

- Plan for Tomorrow
- Build Capabilities
- Be Somewhere Else

How long will your oil last?
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)

Source: Prof. N. Venkatraman
Digital Natives

Source: Bob Johansen, www.iftf.org

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

Source: DT Hall
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?
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?
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

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<tr>
<th>Leadership Dimension</th>
<th>Leadership Meta-Competencies</th>
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<td>Identity</td>
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<td>1. Vision</td>
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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!