THE FUTURE OF LEADERSHIP
The context of leadership has changed dramatically while the content remains fundamentally the same.
An institution’s growth is constrained by the sophistication of its leadership.
To your followers, your leadership is not theoretical or cognitive; it is felt.
THE 5 PRACTICES

1. Model the Way
2. Inspire a Shared Vision
3. Challenge the Process
4. Enable Others to Act
5. Encourage the Heart
PRESENT AND CONTINUING

- Walk the talk
- Clarify your values
- Set an example

RESHAPING AND EVOLVING

- Disciplined approach to health
- Building consciousness of your inner game and the effect on your outer game
OUR INNER GAME
RunS OUR OUTER GAME

INNER GAME
- Attitudes/ Stances
- Thought Patterns
- Principles / Values
- Beliefs + Assumptions

OUTER GAME
- Behaviors
- Performance
- Skill Sets
- Competencies
PRESENT AND CONTINUING

- Creating a vision
- Enlisting your followers

RESHAPING AND EVOLVING

- See long-term patterns and bring that to conversations
- Developing fluid clarity
- Exploring and navigating polarities
A polarity is a pair of interdependent opposites — if you focus on one of those to the neglect or exclusion of the other, at some point in time you dip into negative unintended consequences.
POLARITY THINKING

BOTH
MANAGE COSTS

AND
INNOVATE
POLARITY THINKING

RUN TODAY’S HR OPERATION

BUILD LEADERSHIP CAPABILITY FOR THE FUTURE
PRESENT AND CONTINUING

- Better, faster, cheaper
- Small wins
- Aligning team to solve challenges

RESHAPING AND EVOLVING

- Engaging multiple stakeholders to nurture, deliberate, and solve challenges
- Non-hierarchical structures
Command and Control

Leader Centric/Evolving Roles

Learning Focused

Expertise Centric/Most Responsible Individual
PRESENT AND CONTINUING

- Fostering collaboration
- Delegating work
- Providing training

RESHAPING AND EVOLVING

- Dynamic development
- Building improvisational skill
- Continuous, immersive learning
“Create a state of mind where everybody is continuously assessing themselves, their units, and their organizations and asking how they can improve.”

4 Questions

What did we set out to do?

What actually happened?

Why did it happen?

What are we going to do next time?
PRESENT AND CONTINUING

- Recognize contributions
- Celebrate wins

RESHAPING AND EVOLVING

- Being present even when not there
- Generating and sustaining positive energy
8 LEADERSHIP STORIES

WHO I AM

WHY I AM HERE

VISION

FOCUS

TEACHING

LEARNING

VALUES IN ACTION

I KNOW WHAT YOU ARE THINKING
THE 5 PRACTICES

1. MODEL THE WAY
2. INSPIRE A SHARED VISION
3. CHALLENGE THE PROCESS
4. ENABLE OTHERS TO ACT
5. ENCOURAGE THE HEART