



The Future of Leadership



The Non-negotiables of Leadership

Character

Leaders people willingly follow act with integrity, honesty, and consistency. They tell the truth, keep their commitments, and do what is right even when it is difficult. Trust is built through their actions over time.

Courage

Great leaders make tough decisions and take bold action when needed. More importantly, they have the courage to be vulnerable to admit mistakes, ask for help, and say “I don’t know.” This authenticity builds deep trust and respect.

Competence

Leaders earn respect by being highly capable in their work and skilled in leading others. They consistently perform at a high level while also developing the ability to guide, coach, and grow their team. Credibility comes from both expertise and leadership ability.

Communication

Effective leaders are not just strong speakers; they are exceptional listeners. They are deeply curious, actively seek input, and listen with full attention. They value what others say and take meaningful action based on what they learn.

Collaboration

Strong leaders work alongside their team, not above it. They are willing to roll up their sleeves, contribute, and share responsibility for results. This builds mutual respect and strengthens commitment, especially during challenging times.

Compassion

Great leaders genuinely care about their people. They show empathy, understanding, and flexibility while still maintaining high standards. They support growth, recognize individual needs, and hold people accountable with respect and fairness.

Contribution

Leaders focus on leaving a lasting impact beyond their own success. They develop future leaders, make long-term decisions, and strengthen the organization over time. Their goal is to leave people and the organization better than they found them.



The Future of Leadership

IQ = Competence

What are the characteristics, attitudes, attributes, and behaviors of the best and worst boss you've ever had?

Best boss ever

Worst boss ever

Total IQ =

Total EQ =



Emotional Quotient (EQ) involves several key elements that are crucial for understanding and managing emotions effectively, both in oneself and in others. Here are the core components:

1. **Self-Awareness:** This is the foundation of EQ. It is about recognizing and understanding your own emotions and how they affect your thoughts and behavior. Self-awareness allows you to know your strengths and weaknesses and gives you a clear perception of yourself.
2. **Self-Regulation:** This involves controlling or redirecting your disruptive emotions and adapting to changing circumstances. It is about staying in control and not making impulsive decisions.
3. **Motivation:** People with high EQ are usually motivated by things beyond external rewards like fame, money, or recognition. They are passionate about what they do, are committed, and set goals to persevere through obstacles.
4. **Empathy:** This is the ability to understand and share the feelings of another. It is crucial for effective communication, building relationships, and managing conflicts in both personal and professional settings.
5. **Social Skills:** Good social skills are vital for managing relationships, networking, and building rapport. It includes effective communication, team building, and the ability to manage conflicts and negotiations.

Adaptability Quotient: Our *aptitude* for successfully navigating change

Adaptability Quotient (AQ) is a measure of one's ability to adjust to changes effectively.

1. **Learning Agility:** This aspect of AQ is about rapidly learning from experiences and applying those learnings to new situations. It includes the ability to unlearn outdated information or practices and replace them with new, more effective solutions.
2. **Flexibility:** This is the ability to adapt your thoughts and behavior in response to evolving circumstances. It involves being open to innovative ideas and approaches and being willing to change your plans as situations change.
3. **Innovation:** A willingness to try new things, experiment, and take prudent business risks.
4. **Resilience:** This refers to the capacity to recover quickly from difficulties. Resilient individuals can face setbacks or failures, learn from them, and bounce back stronger.



Rosen and Brown: The Eight Principles of Leading People

Rosen and Brown offer a clear, action-focused model grounded in decades of leadership work. Their framework is meant to help leaders build healthier, more effective organizations by applying eight core principles. The book draws on real-world examples and a deep belief that leadership is dynamic, relational, and rooted in a compelling purpose.

Vision gives direction: Leaders see the full picture and help others see how their work contributes to something greater. A clear vision unites people, creates focus, and aligns effort toward shared goals.

Trust binds people together: It grows through honesty, consistency, and openness. Without trust, vision becomes an empty slogan. Trust creates stability and builds the confidence people need to take risks and perform at their best.

Participation unleashes energy: The strength of any organization lies in the engagement of its people. Great leaders involve their teams in meaningful work, invite input, and encourage initiative. Involvement builds ownership and commitment.

Learning keeps organizations agile: Effective leaders understand that growth requires curiosity, reflection, and adaptability. They promote innovation, refresh skills, and help their people renew their energy and ideas.

Diversity strengthens teams: Strong leaders value differences and understand their own biases. They encourage an environment where varied perspectives are welcomed and respected. Diversity of thought drives creativity and resilience.

Creativity fuels progress: Great leaders recognize and cultivate the unique talents of their people. They encourage experimentation, reward new ideas, and invest in tools and systems that make innovation easier.

Integrity anchors behavior: Leaders act with a moral compass, guided by clear principles of right and wrong. Integrity builds trust and ensures that decisions serve both the organization and the greater good.

Community inspires contribution: Leadership extends beyond the workplace. Great leaders foster a sense of mutual responsibility, caring for both people and the broader society they serve. They act as stewards of the organization's values and champions for its impact in the world.



The Google Leadership Framework

Google's extensive research on leadership, known as "Project Oxygen," identifies key behaviors and attributes of effective leaders within the company.

Be a Good Coach: Effective leaders are skilled coaches who provide constructive feedback, guidance, and support to their team members. They invest time in understanding the strengths, weaknesses, and aspirations of each individual, and they help them develop their skills and achieve their goals. They create an environment of psychological safety where people feel comfortable taking risks and learning from their mistakes.

Empower the Team: Leaders empower their teams by giving them the autonomy and resources they need to succeed. They delegate authority and decision-making power to the appropriate level, trusting their team members to take ownership and deliver results. They remove barriers and provide support, but they avoid micromanaging or undermining their team's ability to solve problems independently.

Create an Inclusive Team Environment: Leaders foster a diverse and inclusive team environment where everyone feels valued, respected, and heard. They actively seek out different perspectives and encourage open dialogue and debate. They promote equity and belonging, ensuring that all team members have equal access to opportunities and resources. They address bias and discrimination, and they model inclusive behaviors in their own actions and decisions.

Be Productive and Results-Oriented: Effective leaders focus on delivering results and achieving ambitious goals. They set clear expectations, prioritize effectively, and help their teams stay focused on the most important priorities. They are productive and efficient in their own work, and they continually look for ways to improve processes and eliminate waste. They make data-driven decisions and measure progress regularly to ensure that they are on track to meet their objectives.

Be a Good Communicator: Leaders are skilled communicators who listen actively, share information openly, and tailor their communication style to the needs of their audience. They provide regular updates on team and organizational goals, ensuring that everyone is aligned and informed. They are transparent about decision-making processes and rationales, and they seek feedback and input from their team members. They communicate with empathy and respect, even in difficult or challenging situations.

Support Career Development: Leaders are committed to supporting the career development of their team members. They provide opportunities for learning, growth, and advancement, and they help their team members navigate their career paths within the organization. They have regular career development discussions and provide mentoring and sponsorship to help their team members achieve their aspirations. They also support internal mobility and encourage team members to take on new challenges and roles.



Jim Kouzes and Barry Posner: The Leadership Challenge

Through their extensive research and bestselling book, *The Leadership Challenge*, Jim Kouzes and Barry Posner have identified five fundamental practices that enable leaders to achieve extraordinary results.

Model the Way: Leaders must clarify their values and set an example by aligning their actions with these values. They need to be authentic and credible, walking the talk and following through on commitments. This involves finding your voice, affirming shared values, and setting the example through daily actions. Leaders must be clear about their guiding principles and communicate them effectively to their team.

Inspire a Shared Vision: Effective leaders envision an uplifting future and enlist others in this common vision. They appeal to shared aspirations and inspire their team to strive for something greater than themselves. This requires imagining exciting possibilities, finding a common purpose, and enlisting others in a shared vision. Leaders must paint a compelling picture of the future and connect it to the hopes and dreams of their followers.

Challenge the Process: Leaders search for opportunities to innovate, grow, and improve. They experiment, take risks, and learn from mistakes. They challenge the status quo and encourage their team to think outside the box. This involves seizing the initiative, searching for opportunities, experimenting and taking risks. Leaders must be proactive in seeking out new ideas and be willing to step outside their comfort zone.

Enable Others to Act: Leaders foster collaboration and build trust within their team. They empower others by sharing power and discretion, developing competence, and offering visible support. They create an atmosphere of trust and human dignity. This requires fostering collaboration, strengthening others, and developing competence and confidence. Leaders must be willing to share power and create a culture of trust and mutual respect.

Encourage the Heart: Leaders recognize contributions and celebrate values and victories. They express pride in their team's accomplishments, creating a spirit of community and a sense of belonging. They nurture a culture of appreciation. This involves recognizing contributions, showing appreciation, and celebrating values and victories. Leaders must be attentive to the needs and efforts of their team and make sure to celebrate successes along the way.



Bill George: Authentic Leadership and True North

Bill George's work focuses on the concept of authentic leadership and the importance of self-awareness, values, and purpose in guiding leaders. He introduces the idea of finding your "True North," an inner compass that guides leaders to act with authenticity and integrity.

Authentic Leadership: The most effective leaders are authentic leaders who remain true to themselves and their values. They have a deep understanding of their purpose and are committed to doing the right thing, even in the face of pressure or challenges. Authentic leaders are self-aware, genuine, and lead with both their hearts and minds.

Self-Awareness: Self-awareness forms the foundation of authentic leadership. Leaders must have a clear understanding of their strengths, weaknesses, values, and motivations. Developing self-awareness requires introspection, seeking feedback from others, and a willingness to confront one's blind spots. Only by knowing themselves deeply can leaders build the authenticity necessary for effective leadership.

Values-Based Leadership: Values play a crucial role in guiding leadership behavior. Authentic leaders possess a strong moral compass and make decisions based on their core values. They are transparent about their values and use them to navigate complex situations. By staying true to their values, leaders can build trust and credibility with their followers.

Purpose-Driven Leadership: Authentic leaders are driven by a sense of purpose beyond merely achieving business results. They have a deep commitment to making a positive difference in the world and inspire others to join them in pursuing a higher calling. Purpose serves as a source of motivation and helps leaders maintain a long-term perspective in their decision-making.

Building Enduring Organizations: Authentic leaders focus on creating sustainable value, developing future leaders, and ensuring the long-term success of their organizations. They prioritize the needs of all stakeholders, not just shareholders, and strive to make a lasting impact on society.

Leadership Development: Developing authentic leadership requires ongoing personal growth and self-discovery. Leaders understand the importance of having a support team, including mentors, family, and friends, who can provide guidance and keep leaders grounded in their values.



Kim Scott: Radical Candor

Kim Scott's work focuses on a simple but powerful leadership principle: great leaders build strong relationships while holding high standards. Her model, Radical Candor, emphasizes that effective leadership requires both genuine care for people and the courage to challenge them directly. This balance creates an environment where trust, accountability, and performance can thrive.

Care Personally: Strong leadership begins with genuine care for people as individuals. Leaders take time to understand their team members' goals, challenges, and motivations. They build trust through empathy, respect, and consistent support. This personal connection creates the foundation for effective leadership.

Challenge Directly: Great leaders do not avoid difficult conversations. They provide clear, specific feedback to help people improve. They address problems early and honestly. Direct communication reduces confusion and ensures that people understand what is expected of them.

Balance Care and Accountability: The most effective leaders combine compassion with high standards. Too much focus on results without care can damage trust. Too much care without accountability can lead to poor performance. Strong leadership requires both working together.

Make Feedback a Habit: Feedback is not a one-time event. Leaders create regular, ongoing conversations about performance and growth. They actively seek feedback as well as give it. This continuous dialogue supports learning and improvement.

Build a Culture of Openness: Leaders encourage honest, respectful communication across the team. People feel safe sharing ideas, concerns, and mistakes. This openness strengthens collaboration and improves decision-making.

Address Issues Early: Small problems grow when ignored. Effective leaders deal with issues quickly and constructively. Early action prevents larger performance or cultural challenges over time.

Support Growth Through Clarity: Clear expectations and direct feedback help people develop more quickly. Leaders make success visible and understandable. They connect feedback to growth and long-term development.



Personal Leadership Competency Model

After watching the presentation and reviewing the materials, take some time to reflect on your own leadership experiences. Then outline your "Personal Leadership Competency Model." What skills, abilities, and attitudes do you need to become the leader you want to be?

Don't list only a few attributes. Delve deeply into this exercise. Describe your leadership philosophy in clear and detailed terms. Consider the behaviors that others can observe and measure. Identify the most essential things you must do every day to exemplify great leadership. Your thoughtfulness in this exercise will be crucial in crafting an authentic and effective personal leadership model.

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Workshop: Ideal Leader Competency Model

In your groups, work together to explore your individual "Personal Leadership Competency Models." Have everyone share their models and explain why they've chosen certain characteristics.

Next, list what you collectively believe are the FIVE most vital characteristics of an "Ideal" leader. Strive to find the common patterns or attributes that most of you mentioned and develop a list that everyone in your group agrees upon.

Please assign someone in your group as the scribe to record your findings, and someone willing to present your list to the other workshop attendees. Each group will have approximately three minutes to present its findings.

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