



evolve as different as you are

Creating Next Generation Leaders

May 7th, 2007



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*"I'll have someone from my generation get in touch
with someone from your generation."*

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What a difference an era makes

Analog

- Mechanical systems
- Linear and sequential
- C O P (command, order, predict)
- Maps
- Conventional Warfare
- Deliberation
- Marx, Darwin, Freud

vs.

Digital

- Living Systems
- Non linear/simultaneous
- A C E (align, create, empower)
- Compasses
- Terrorism/CyberWarfare
- Speed
- ...



Context and thoughts of early Baby Boomers and just before : Limits and stability

Depression

- Growing up worried
- Parental fallibility

WWII

- Dislocation from family and community
- Greater awareness of U.S., diversity & hypocrisy
- Experience of mortality, personal loss
- Military service
- “Free World” hangs in balance

Needs/Wants

- Stability/security
- Control over my space (mine, not someone else’s)
- Hard work will lead to just rewards



Bing Crosby
“White Christmas”

Character

Making a Living

- Stay in place or
- Seize an opportunity

Command and control leadership style

Entrepreneuring

- Serial entrepreneurs
- Deal-makers
- Problem-solvers

Maturation Process

- Learning to organize
- Regard for subordinates (though sometimes paternalistic)
- Patriotism; love of country; defense of American values



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Context and thoughts of Gen X (and into Gen Y): Options and churn

Abundance

- Opportunity
- Exploration
- Possibilities

Technology Globalization Growth



Needs/Wants

- Identity
- Meaning/significance
- Developmental experiences
- Building a resume
- Making a difference
- Balance



Character

- Making History
- Participatory, engaging, collaborative approach to leading
- Entrepreneurship as a form of self-expression
- Counter-Organization Man, i.e., why be loyal?

Defining Characteristics

- Not fixated on security
- Blended/broken families
- Parents with college degrees
- College is assumed
- Surfeit of choices
- More opportunities to travel/learn
- Inheritance as a safety net
- U.S. as Dominant Power



Bono, U2:

“I Still Haven’t Found What I’m Looking For”

Maturation Process

- Experimenting more
- Exposure to a much wider variety of themes/ideas at an earlier age
- They’re already expert at things their parents barely understand or misunderstand
- Sophisticated tourists



Key observations on today's 30yr olds

- Have bigger and more ambitious goals than the previous generation did at the same age ... and they're impatient to achieve them
- Place greater emphasis on “balance” – work, family, and personal life – than the previous generation did at a similar age
- Much less likely to believe in the value of heroes
- Travel in different circles when it comes to intellectual inspiration



Key observations on today's 30yr olds (cont.)

- Thrive in messiness
- Strive to be authors of their own lives
- Often guided by a strong moral compass
- Some exemplify neoteny



What's Going Through Her (his) Mind?



Leadership.....

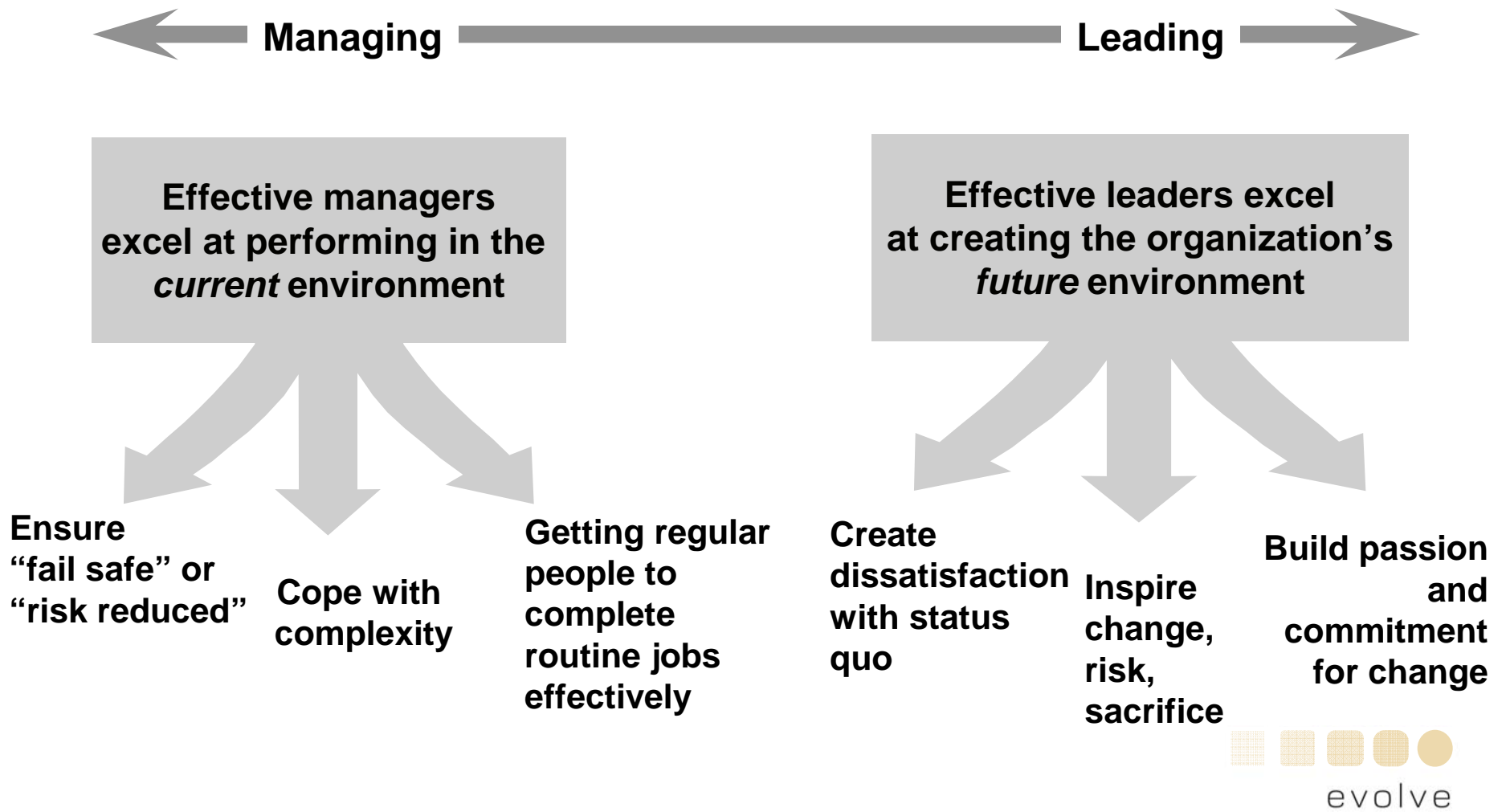
“One of the most observed and least understood phenomena on earth”

***James McGregor Burns
Political Scientist, Campaigner
for John F Kennedy***



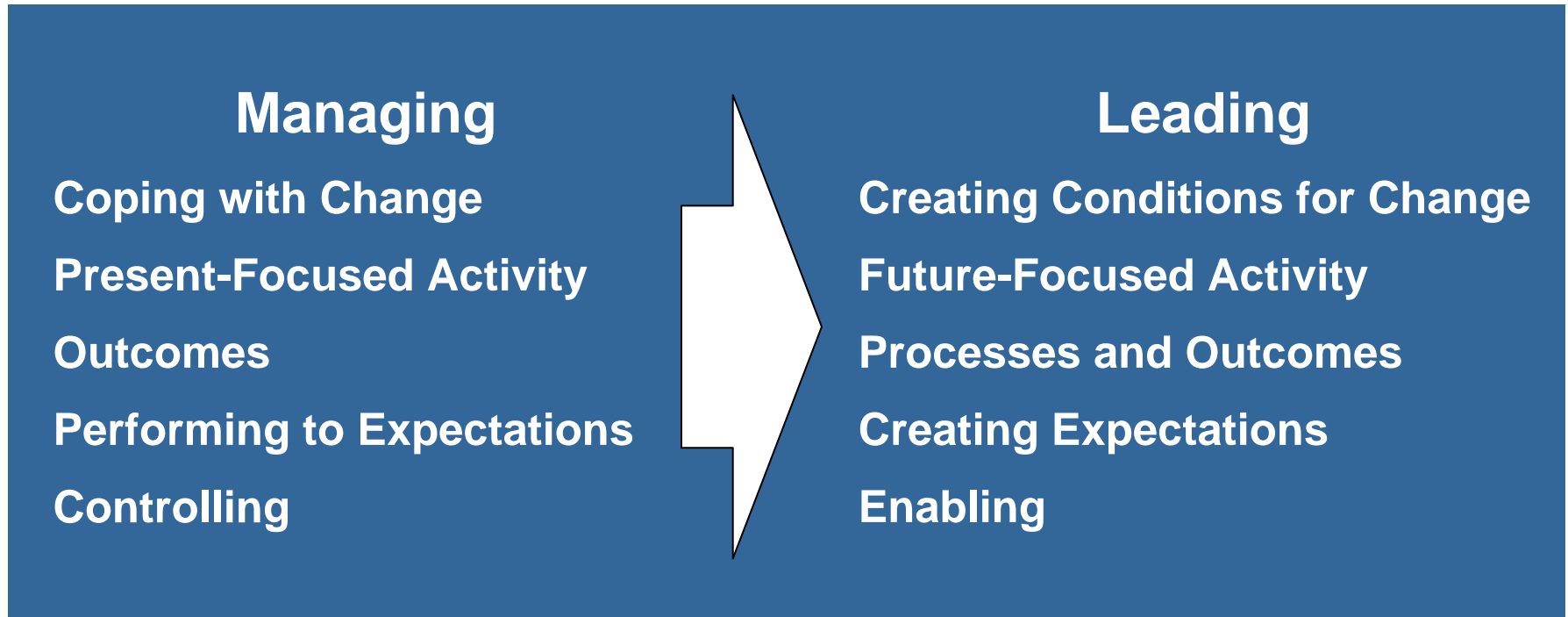
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In the real world you have to both get things done today as well as build for tomorrow



The leadership dilemma

We spend much of our lives “managing”, being rewarded and recognized for our ability to “do well what needs to get done”so why would “leadership” come naturally?



.....and Leadership itself is changing.....

	Traditional Leaders	Leaders of the Future
Motivation	<ul style="list-style-type: none"> • Influence by personal charisma 	<ul style="list-style-type: none"> • Influence by serving others
Self-concept	<ul style="list-style-type: none"> • People need me • I must provide answers • Individual-focused • Linear thinking • Strives for certainty and right course of action 	<ul style="list-style-type: none"> • We need each other • We don't need to know all the answers • Group-focused • System thinking • Continuous learning through ambiguity and paradox
Practices	<ul style="list-style-type: none"> • Provides vision • Directs others skillfully • Coaching and cheerleading • Makes decisions • Assesses people 	<ul style="list-style-type: none"> • Co-creation of shared purpose • Strives for mutuality • Stimulates questioning and dialogue • Develops people • Shares decisions with others

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Global Leadership Research

*Data collection used multiple applied research methods:
(focus groups, questionnaires, interviews and observations).*



Global Leadership Research

Among the Questions Addressed:

- **What leadership approaches are being suggested by emerging socio-economic trends, new organizational models, etc?**
- **What generational issues are arising regarding leadership and what are they indicating?**
- **Are there any leadership gender issues emerging?**
- **How does technology play in all of the above?**



Three main trends / challenges emerged....

- **Personal Leadership:**
'Inside out' rather than 'Outside-In'
- **Organizational Leadership:**
'Influencing rather than Controlling'
- **Community Leadership:**
'Building Core Competency and Culture Amid Diversity'



Personal Leadership

‘Inside out’ rather than ‘Outside-In’

- Reduced importance of formal ‘authority’ and increased importance of informal ‘influence’, **leaders need to have greater self-awareness regarding personal strengths and weaknesses**, to both enhance and utilize own competencies, and recruit others to fill gaps
- **Increasing importance** - especially with rapidly changing environments, “generation X/Y” - **of dealing with diversity (cultural, organizational, etc.)**, utilizing emotional as well as mental intelligence, and balancing work and lifestyle.



Personal Leadership

- Leadership (like life) is a personal commitment that starts within
 - **No more “McLeaders”**
- What happens to people who try to live in a model
 - **Teenagers & eating disorders/ disease**
 - **Executives & family lifestyles/ guilt**
- Self-awareness is likely to be at the root of what people see as “intuitive leaders” with “star quality”
- Leaders of tomorrow will need to balance competing life demands and be able to quickly renew physically, mentally, and emotionally



So, in summary, developing Personal Leadership means paying attention to.....

- Self Awareness/ Style
- Not just “tolerance” but “embracing of difference”
- Multi-culturalism
- Professional “Intimacy”
- Emotional Intelligence
- Integration of Personal & Professional



Organizational Leadership

‘Influencing’ rather than ‘Controlling’

- **Shape intangible dimensions of organizations (e.g. **learning environment, meaningful work, culture, values**) as well as tangible dimensions (facilities, labor, capital)**
- **‘Technology savvy’ used to ensure effective connectivity, consistency of communication and perpetuation of influence through technology resources**



Well led organizations of tomorrow will be based on....

- NOT.....Compliance
- NOT.....Consensus
- NOT.....naive “cooperation”

- But based on.....**COLLABORATION**
 - **Understanding conflict as a positive**
 - **Tough on principles not people**
 - **Influence where there is no authority**
 - **Energizing through connectivity**



Community Leadership

‘Building Core Competency and Culture amid Diversity’

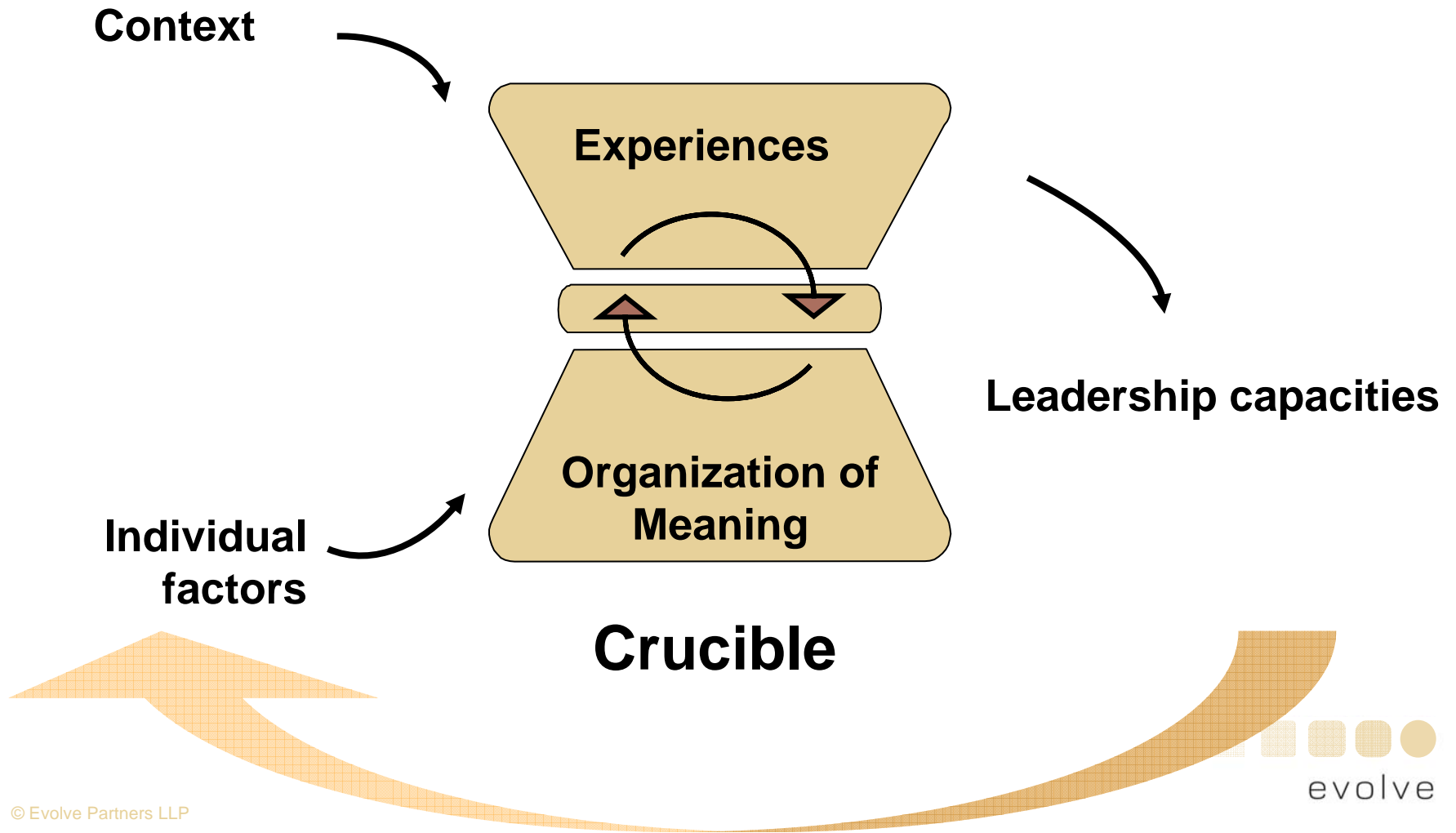
- **Increasing importance of instilling vision, engendering trust and building a climate where people will take personal risk**
- **Exploit ‘creative tension’ - not only accepting and appreciating diversity, but thriving on diversity (e.g. “task conflict vs personal conflict”)**
- **Harnessing generational succession and true heterogeneity of styles**
 - **Partnering, appreciating and embracing those most different than self.....building strength from difference**



**Let's now look briefly at some ways of
developing next generation leaders...**



Underlying Model



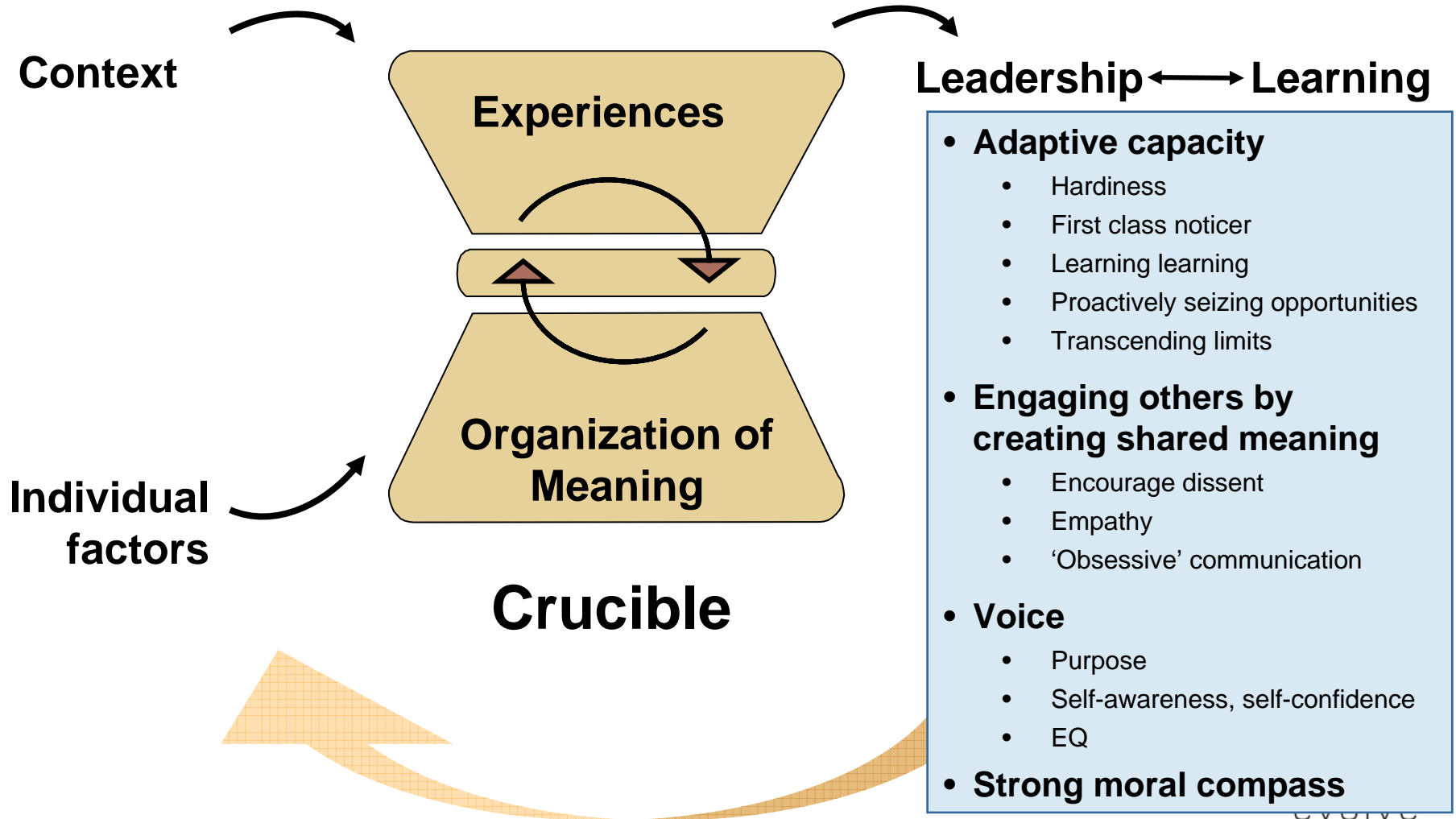
Crucible

A Severe Test of Patience or Belief; A Trial

A place, time, or situation characterized by the confluence of powerful intellectual, social, economic, or political forces



What “Crucibles of Meaning” create....



These insights suggest a more robust approach to leadership development

- **Equipping aspiring leaders to lead.....**
 - **Embedded learning**
 - Deep rotation
 - Powerful mentoring experiences
 - Lifelong learning
- **Engaging Gen X / Gen Y in a reinforcing loop of learning.....**
 - **Cross-generational conversations**
 - Extracting wisdom from experience
 - Capturing “lost knowledge”
 - **Leadership crucibles that are real, tangible, and reproducible**
 - Mentoring, insertion into foreign territory, enforced reflection, disruption/failure
 - **Leadership development in sync with the demands of the digital era**
 - Thriving in messiness
 - Leading with a light hand
- **Making leadership development a CEO/Board of Directors responsibility**



Enlightened Transformation

Evolve helps clients to work on the things that make transformation happen...



...bringing deep expertise and helping to weave the parts together



About Evolve's approach to developing Leaders

Leadership Engagement

- Clarifying specific business circumstances and challenges and key operational and relationship issues in the context of the organisation's strategy
- Building self-awareness in the leadership role
- Involving leadership team in clarification of the intended behaviours

Motivational Assessment

- Helping leaders to understand their individual and collective behaviors from the perspective of the underlying motivations that shape those behaviours
- Providing insight on best fit leadership practices and roles based on motivational needs
- Providing guidance on dealing with conflict and interpersonal interaction in the context of producing change
- Specific licensed psychological profiling technique used when appropriate to client situation

Leadership Competency Framework

- Working with the leadership team to define core leadership competencies and behaviors that are most relevant to the organisation's future strategy and business context
- Assessing leaders against the framework using self-assessment and 360 feedback
- Building common language around leadership and change

Individual Development

- Putting in place tailored development programs and action plans to build competencies and role model behaviors while delivering the organisation's strategy
- Ensuring that accountabilities and reward systems are aligned to delivery and development objectives

Team Development

- Getting top team united around shared vision and current reality—the story of where we want to go, why it is important and the obstacles we must overcome to get there
- Defining roles & accountabilities and how the team will work together



Value Proposition/ Business Payoff For Leadership

- Research* has shown that, when effective leadership is present, the following performance changes are possible:
 - Innovative ideas will be screened and taken up successfully 61% of the time (compared to 23% where poor leadership is present)
 - Schedule deadlines will be met 83% of the time (33%)
 - “Marginal” employees will be re-motivated 48% of the time (9%)
 - Projects will be staffed effectively 72% of the time (54%)
 - Conflicts resolved 87% of the time (22%)
 - Customer interface improved by 12%

**Extrapolation of data from team leadership research conducted by Prof Carl Larson (Univ. of Denver) into a performance management model*



Value Proposition/ Business Payoff For Leadership

- Research findings (cont.)
 - 55% more milestones will be reached or tasks accomplished
 - 25% more revenues, goods or programs will be produced
 - 35% less time will be spent in unproductive meetings
 - 38% fewer errors will be made
 - 63% fewer people will be stressed or burned out

