Why a New Leadership Concept?

- Increased pace of change
- Higher customer expectations
- Greater competitive pressure
- Knowledge is central in our Information Society

Former Leadership Model

- Independence
- Change by crisis
- Internal competition
- Centralized leadership
- Rules/regulations
- Demanding compliance

The New Leadership Model

“We are now facing up to the fact that we must master the art of organizational change through the tools of empowerment and visionary leadership.”

- Raymond W. Smith, CEO, Bell Atlantic
The New Leadership Model

“We made workers into robots; we made them into machines.

Now, we want them to become a different kind of person: to come up with new ideas.”

Jack Smith, CEO, General Motors

The New Leadership Model

“You miss 100% of the shots you don’t take.”

Wayne Gretzsky, Ice Hockey Player

New Leadership Model

- Interdependence
- Continuous learning
- Global competition
- Distributed leadership
- Shared values
- Gaining commitment
The New Leadership Model

“To free someone from rigorous control by instructions, policies, and orders is to release hidden resources otherwise inaccessible.”

Jan Carlzon, CEO, Scandinavian Airlines

“New” Leaders should

- Sense of Purpose
- Generate and Sustain Trust
- Hope/Optimism and Action
- Action/Risk/Curiosity

Leaders for 2020

- Initiate Feedback and Self-assessment
- Create Apprenticeships
- Develop Values (Personal/Civic)
- Create written, formal personal goals and plan how to do them
- Practice Conversation
Leaders for 2020

- Allow Managed, Calculated Risks
- Job Rotations/Expansions
- Develop Small Wins...Move to Tougher Tasks
- Eliminate Barriers to Leadership

The New Leadership Model

“It’s going to be a visionary who sees the need for change first. And because change is coming faster than ever, the future requires leaders with the skills to integrate unexpected and seemingly diverse events into its planning.”

Wall Street Journal, editorial, 2/95