

What 21st Century Leadership is Becoming...

■ **Collaborative:**

- ✓ Power of Presence/Influence
- ✓ Credibility and integrity
- ✓ Cooperation vs. control, values perspective
- ✓ Non-territorial - throughout organization and beyond
 - ✓ boundary-less, bottom-up, sideways
 - ✓ commitment to advancing the field—"open source" rather than proprietary
 - ✓ Able to work with private and public sector leaders
- ✓ Developed via groups & networks
- ✓ Interdependent decision-making, inquires for buy-in

■ **Collective:**

- ✓ 'We are smarter than me'
- ✓ Participative and group oriented
- ✓ Success of others
- ✓ Team over individual

■ **Knowledge-based:**

- ✓ Future Expertise: innovative, creative, visionary and strategic
- ✓ Originates; asks what and why, vs. how
- ✓ Power lies in knowledge, Life-long learner
- ✓ Willing to not know it all
- ✓ Adaptive: Emergent/flexible strategy, proactive, spirit of curiosity, willingness to experiment; receptive to others and environment

■ **Emotionally Intelligent:**

- ✓ Uses intuition, discernment; astute students of their environments and others, ability to read non-verbal language
- ✓ Focus on People: genuine concern and caring for others; seeks mutual benefit; develops people, inspires participation
- ✓ Culturally competent and able to bridge and connect diverse groups
- ✓ Effective at pacing change at a rate that people can tolerate

■ **Solutions-oriented:**

- ✓ Innovation as motivator
- ✓ Getting the right things accomplished, versus doing things right
- ✓ Able to "get on the balcony" for a high-level view, discern patterns
- ✓ Shifting reward system - more interdependent (team-based) rewards systems, long-term oriented

What Can You Do to Build 21st Century Leadership Competencies...

Develop New Competencies and Stay Relevant

- Get an executive coach.
- Strive to improve your personal openness to new ideas – try experiential learning for real-time professional development.
- Play! Be curious! Learn a new online game.
- Find a mentor. Look to those who have been successfully practicing participative leadership and change management. Embrace these leaders as teachers and study their methods. They can teach you how to think outside of the box and practice a new kind of leadership.
- Learn how to be a good mentor – and then be one to someone.
- Get involved in executive leadership opportunities outside of your organization. Consider serving on a nonprofit board, corporate board or public commission.

Create a More Flexible Style

- Accept – or actively seek – challenging assignments that take you out of your technical expertise and into work that involves a broader range of people across the organization.
- Take risks, be willing to fail!
- Practice humility – admit when you are wrong and alter or abandon a non-productive course of action.
- Employ other styles in addition to your own dominant leadership style.
- Seek out opportunities to team with people from other generations.
- Develop your EQ – emotional intelligence.

Improve Your Connectivity

- Build important relationships and work across boundaries to collaborate effectively.
- Familiarize yourself with new technologies and social networking tools. Go twitter!

Foster Your Organization's Adaptive Capacity

- Nurture your organization's ability to learn, transform structure, change culture, and adapt to technological changes.
- Stay knowledgeable of what your employees and customers want – not what you think they want.
- Pair up-and-coming leaders with those who already practice participatory management and giving aspiring leaders real-life experiences to actively learn on a day-to-day basis.
- Reward for teamwork, achieving long-term objectives, and innovation. Create a reward system that focuses on *a balance* of individual, team, and innovation.
- *Find examples of Positive Disobedience* - look within your own organization. Love and encourage innovation from the ranks.

Read! Find recommended reading at <http://www.laurapierceconsulting.com/blog/?p=61>