

# THE FUTURE OF LEADERSHIP

The WAY UP Conference

BUILT TO PERFORM.

CREATED TO SERVE.

# ME AND MY FAMILY



# MY WORK



Director, Client Leadership Solutions  
Leadership and Communications

# BIG IDEAS

1

The context of  
leadership has  
changed dramatically  
while the content  
remains  
fundamentally the  
same.

2

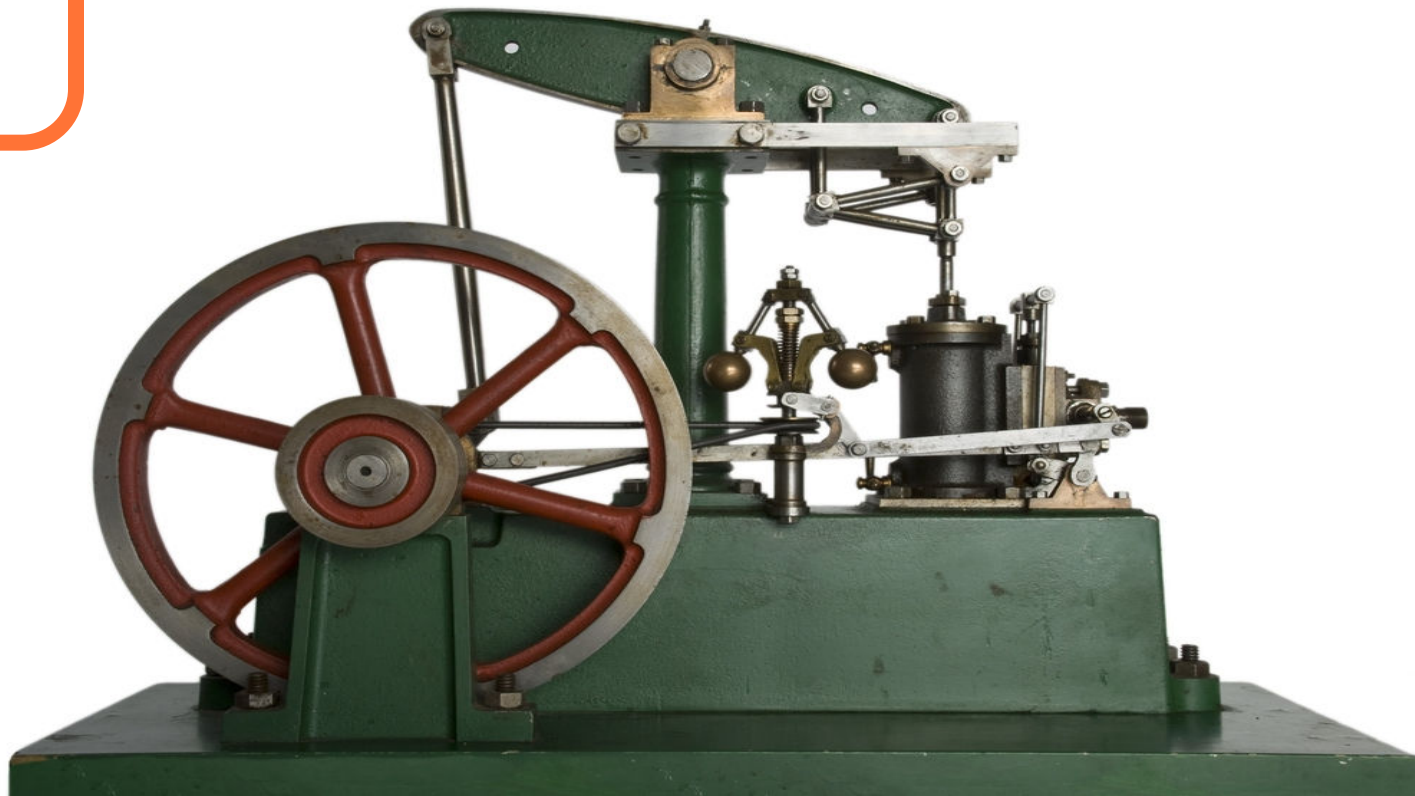
An institution's  
growth is  
constrained by  
the sophistication  
of its leadership.

3

To your followers,  
your leadership is  
not theoretical or  
cognitive; it is felt.

We Have  
Entered a New  
Age of Work

1st



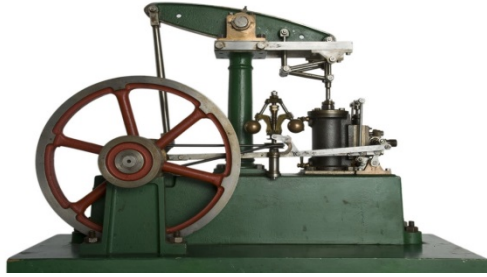


2nd



3rd





How did management  
and leadership practices  
evolve from 1 to 3?

We Have  
Entered a New  
Age of Work

4th



# WHAT'S CHANGING?



# VUCA-DD

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Changing  
Environment

Environmental characteristics shaping the present and the future that may affect how individuals take action and how organizations function.

# VUCA-DD

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Volatile

Challenges can  
appear  
unexpectedly and  
may be of  
unknown duration  
and intensity



# VUCA-DD

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Volatile

Uncertain

We are required  
to operate with  
incomplete  
information in  
unpredictable  
circumstances

# VUCA-DD

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Volatile  
Uncertain  
Complex

The basic causes  
and effects of a  
challenge or  
event are largely  
unknown

# VUCA-DD

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Volatile  
Uncertain  
Complex  
**Ambiguous**

Causal relationships  
are unclear -- often  
no precedents exist  
– and it's hard to  
agree about what  
something means

# VUCA-DD

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Volatile  
Uncertain  
Complex  
Ambiguous  
**Disruptive**


Solutions to our  
challenges come  
from unexpected  
competitors

# VUCA-DD

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Volatile  
Uncertain  
Complex  
Ambiguous  
Disruptive  
**Distracting**

Constant  
interruption  
affects our ability  
to pay attention  
and focus



## Changing Structure of Challenges

### Technical

A challenge or problem that can be solved by the knowledge of experts

### Adaptive

A challenge or problem that requires new **learning** and the collective **intelligence** of **many** at all levels

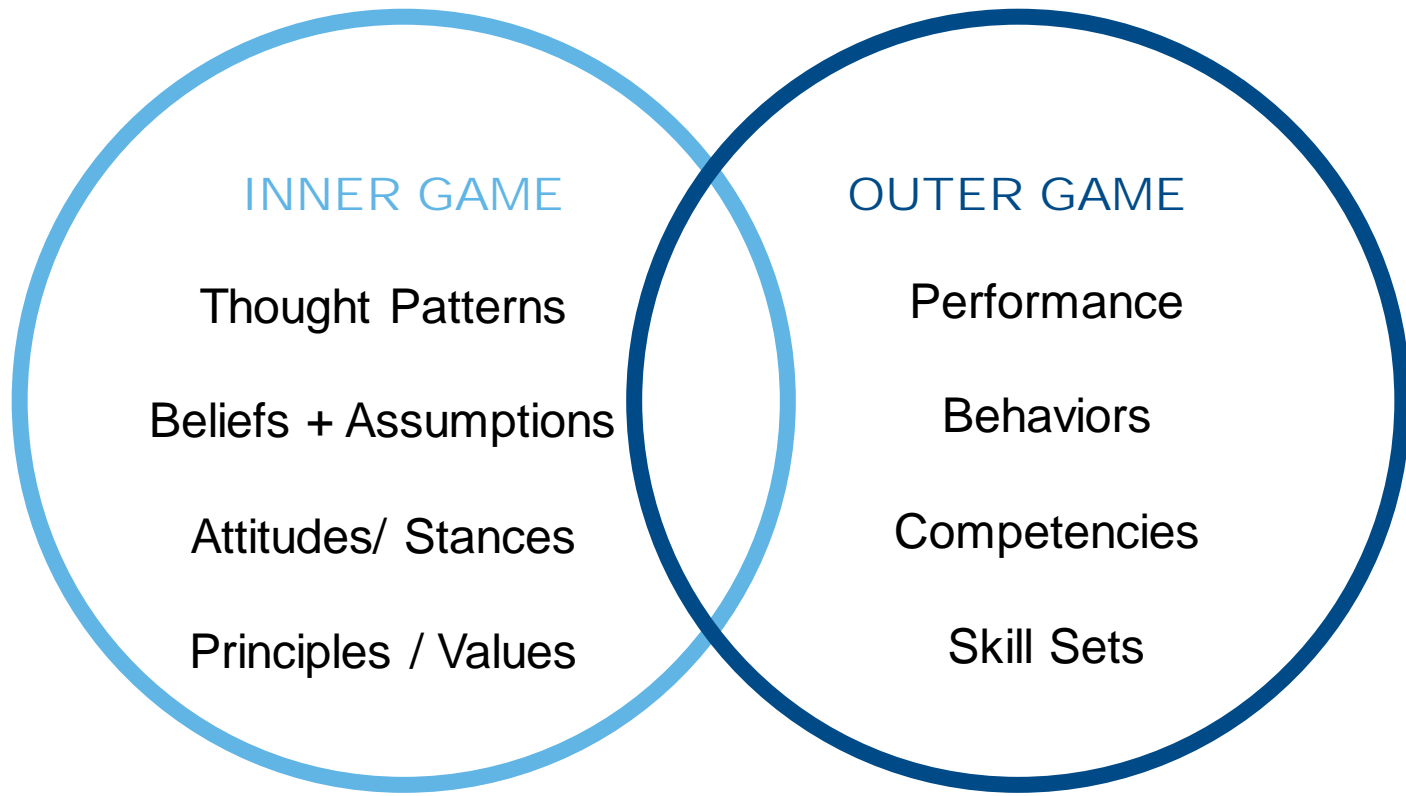
# INDIVIDUAL IMPERATIVES

1

Develop your  
inner game.



# OUR INNER GAME RUNS OUR OUTER GAME



2

Build your social  
intelligence.

# KNOW YOUR SQ

## SELF-AWARENESS

See your internal states, preferences, resources, and intuitions.

## SELF-MANAGEMENT

Managing your internal states, impulses, and resources

## SOCIAL AWARENESS

See others' feelings, needs, and concerns.

## RELATIONSHIP MANAGEMENT

Building skill and adeptness at inducing desirable responses in others.

3

Embrace your  
impact.

4

Focus your  
energy.

5

Develop your  
stakeholders.

# INSTITUTIONAL IMPERATIVES

1

Design and  
promulgate an  
institutional  
leadership  
culture.



2

Hire for  
leadership  
capability.

3

Affect the  
transitions.

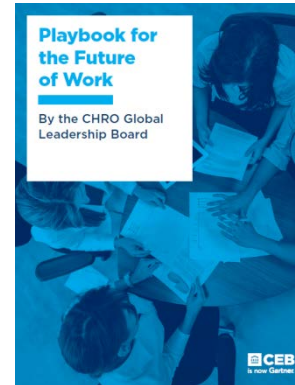
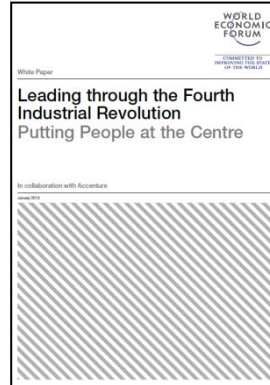
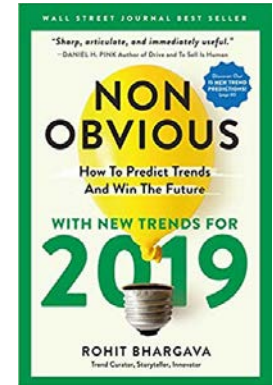
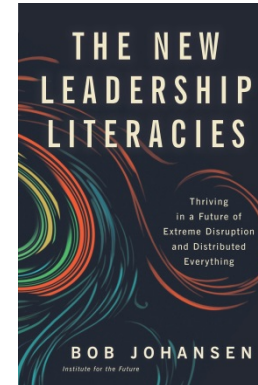
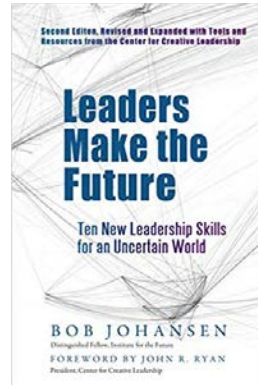
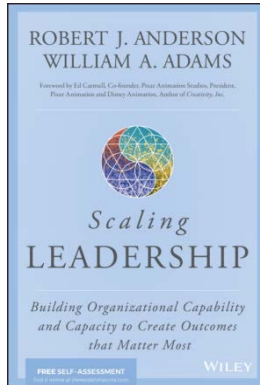
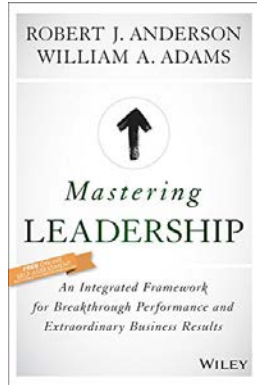
# 4

Think process,  
not program.

5

Reward desired  
skill.

# SOURCES AND RESOURCES



# THANK YOU!