

Leadership
“Leaders of the Future”



Tony Swainston Ltd

Leaders of the future

Hesselbein says.

“The leader of the future, of the next millennium, will be one who creates a culture or a value system centred upon principles. Creating such a culture in a business, government, school, hospital, non-profit organisation, family, or other organisation will be a tremendous and exciting challenge in this new era and will only be achieved by leaders, be they emerging or seasoned, who have the vision, courage, and humility to constantly learn and grow”.

Leaders of the future

Blanchard, 1996

“To help people win, the leader of the future must be able to manage energy and change people’s physical state of being. Setting the vision will focus people’s attention and provide direction. Once the vision is set and people are committed to it, the role of the leader is to turn his or her attention to physiology – how people are acting and performing within the organisation – and to align their performance with the vision. Here is where the leader of the future will excel as a cheerleader, supporter, and encourager rather than as a judge, critic or evaluator. Helping people align their behaviour with the organisation’s vision will solidify the attaining of desired goals and move energy in the desired direction. This results in an ultimate organisation where people not only know where they are headed but are empowered to get there”.

Leaders of the future

Many of the qualities of effective leaders of the past will remain the same for future leaders. Kanter, 1996, says:

“Thus in most important ways, leaders of the future will need the traits and capabilities of leaders throughout history: an eye for change and a steadying hand to provide both vision and reassurance that change can be mastered, a voice that articulates the will of the group and shapes it to constructive ends, and an ability to inspire by force of personality while making others feel empowered to increase and use their abilities”.

Leaders of the future

Kanter expresses a very important aspect of leaders of the future:

“Leaders of the future can no longer afford to maintain insularity. It is simply not an option in an increasingly borderless world of boundaryless organisations driven by “customer power”: the fact is that people can increasingly bypass local monopolies or protected local suppliers and shop the world for the best goods and services. In short, leaders of the past often erected walls. Now they must destroy those walls and replace them with bridges”.

Leaders of the future

Beckhard has written that:

“Truly effective leaders in the years ahead will have personas determined by strong values and belief in the capacity of individuals to grow. They will have an image of the society in which they would like their organisations and themselves to live. They will be visionary, they will believe strongly that they can and should be shaping the future, and they will act on those beliefs through their personal behaviour”.

Leaders of the future

Ulrich says:

“Future leaders will need to be pioneers who take risks, create new paths, shape new approaches to old problems, and have strong values and beliefs that drive their actions”.

Leaders of the future

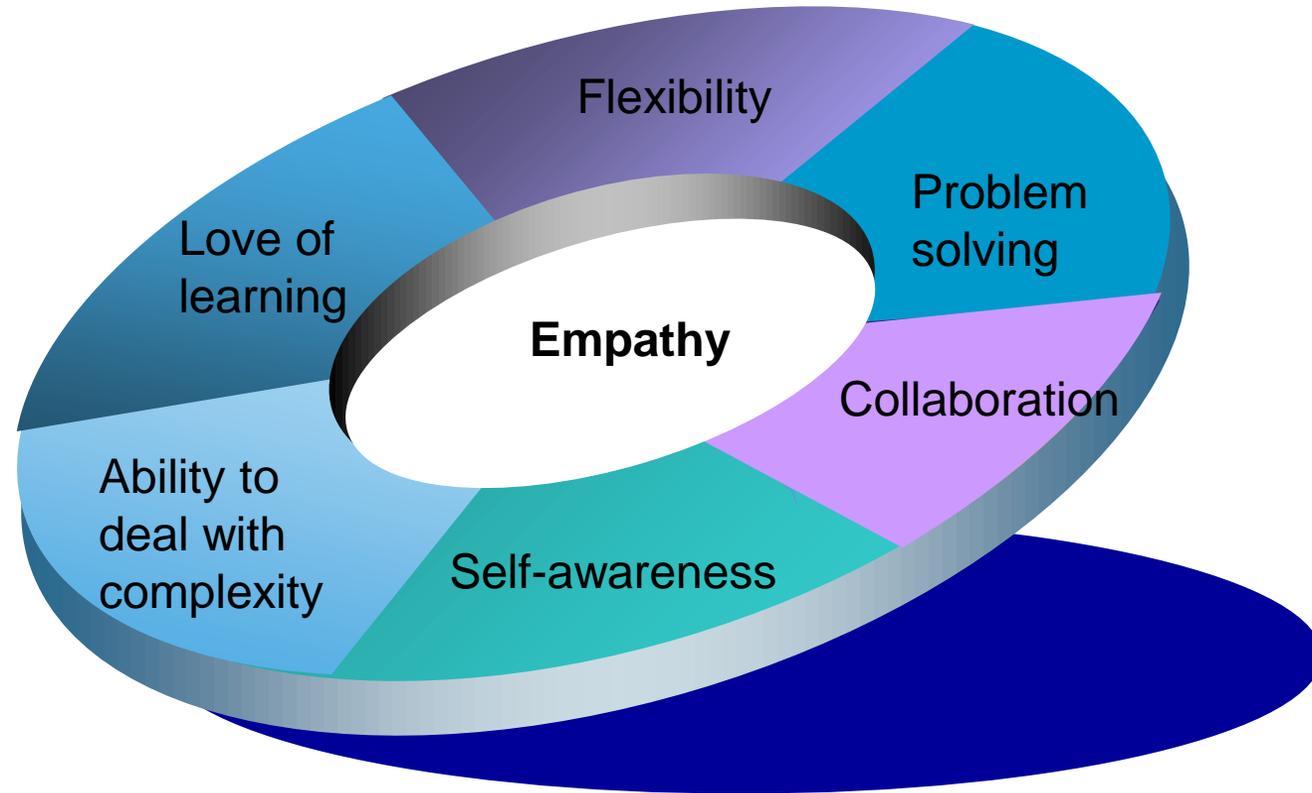
Goldsmith says:

“The leader of the past was a person who knew how to tell. The leader of the future will be a person who knows how to ask. The effective leader of the future will consistently and efficiently ask, learn, follow-up, and grow. The leader who cannot keep learning and growing will soon become obsolete in tomorrow’s ever-changing world”.

Goldsmith adds:

“Aside from the obvious benefit of gaining new ideas and insights, asking by top leaders has a secondary benefit that may be even more important. The leader who asks is providing a role model. Sincere asking demonstrates a willingness to learn, a desire to serve, and a humility that can be an inspiration for the entire organisation”.

Important skills of the future



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