The Future of Leadership

CCL's View

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SVP, CEOs, Boards and Senior Teams
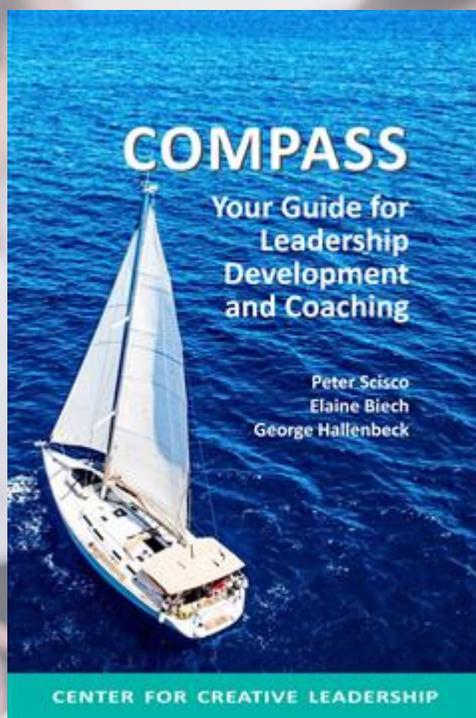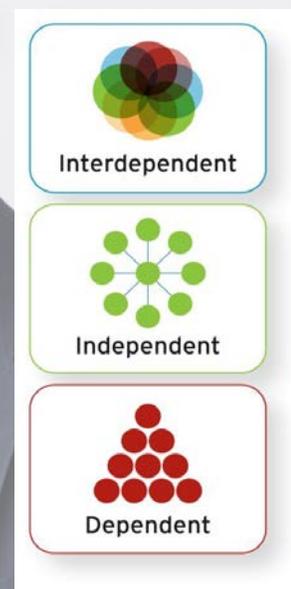pasmoreb@ccl.org

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Historically- Leadership According to CCL

Competencies

- 90 + competencies
- Prioritized according to strategic goals
- Leaders focus on developing 2-3 at a time

Leadership Definitions and Constructs

Interdependent

Independent

Dependent

Direction

Leadership

Commitment

Alignment

COMPASS
Your Guide for Leadership Development and Coaching

Peter Scisco
Elaine Biech
George Hallenbeck

CENTER FOR CREATIVE LEADERSHIP

MANAGE BOUNDARIES	FORGE COMMON GROUND	DISCOVER NEW FRONTIERS
BUFFERING	CONNECTING	WEAVING
Creates Safety	Builds Trust	Advances Interdependence
REFLECTING	MOBILIZING	TRANSFORMING
Fosters Respect	Galvanizes Common Focus	Enables New Invention

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The digital revolution will change almost everything about leadership.

The Future: Leadership "Inevitables"*

What's changed?

- Complexity/ unpredictability
- Technology
- Intelligence/ data
- Speed
- Inclusion
- Dispersion
- Generational shifts
- Gig economy
- Business models/ private equity
- Continuous change
- Organization design

The Future of Leadership

From	To
Horizontal development	Vertical development
Primarily hierarchical	Distributed, collective, shared, networked, self-authorized
Internal	Ecosystem
Experience	Augmented intelligence
Interpersonal	Platform
Leading as if we know the answer	Iteration, prototyping, death and rebirth
Learning periodically	Learning constantly

*After Kevin Kelley's *The Inevitable : Understanding the 12 Technological Forces that will Shape our Future*

Take Some Advice About Developing Leaders for the Future

- The assumption of stability is simply wrong and our biggest barrier to progress

- Everyone is behind; pipeline programs are necessary but not sufficient; innovation is required. Every corporate university has got it wrong. You need a new leadership strategy based on what leadership is becoming, not what it has been.

- Unguided experience on the job only goes so far; don't expect people to figure it our for themselves and come out aligned

- The hardest challenges are most often avoided (Heat experiences) but the ones that will create lasting advantages if you can develop leaders who master them (vertical, augmented, collective, boundary spanning, continuous change, inclusive, developmental)

Thank You

WHITE PAPER

Future Trends in Leadership Development

By: Nick Petrie

Center for Creative Leadership

https://www.ccl.org/blog/four-trends-for-the-future-of-leadership-development

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