

# *Leadership Skills for the 21st Century*

Managing Transformations in Work,  
Organizations, and Society

# Today's Objectives

- Discuss Your Favorite Leaders—what do they have in common?
- Examine the Sloan Leadership Model
- Learn from leading-edge research and practice
- Use 9-11 as Case Study of Crisis Leadership

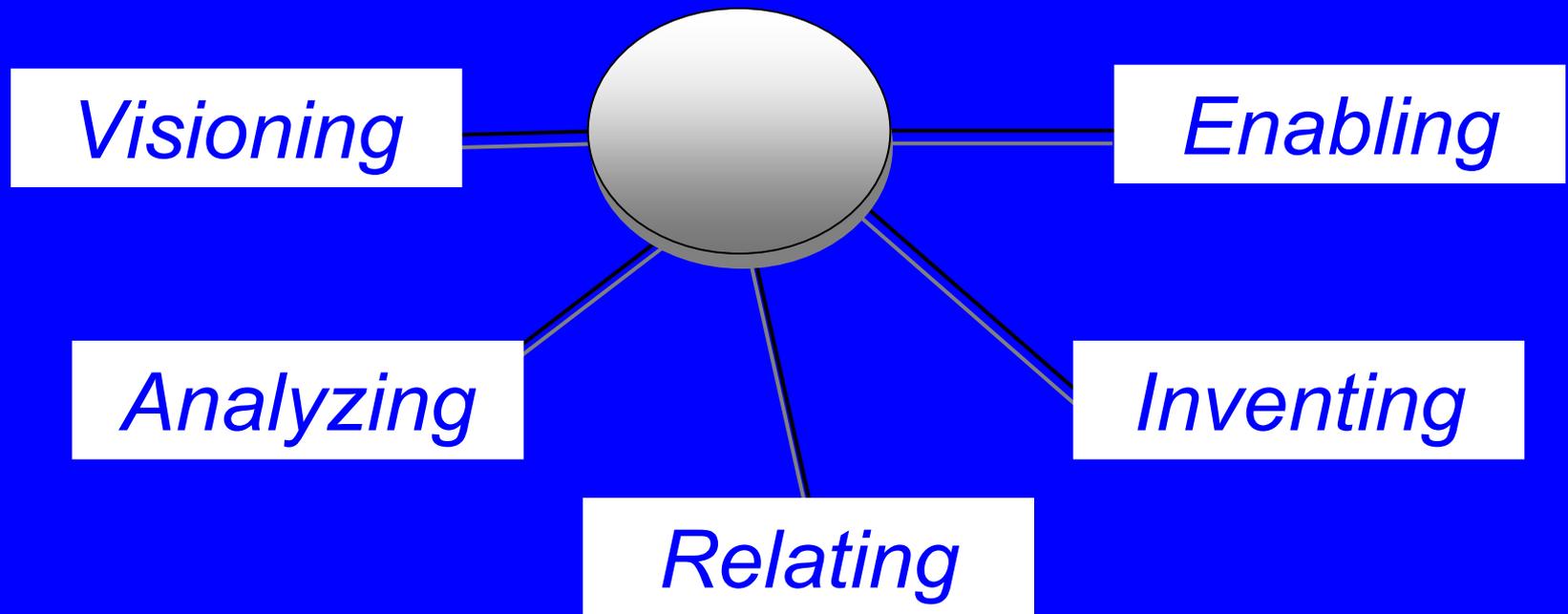
# Warren Bennis on Leadership

**“While leaders come in every size, shape, and disposition--short, tall, neat, sloppy, young, old, male, and female--there is at least one ingredient that every leader I talked with shared: a concern with a guiding purpose, an overarching vision. They were more than goal-directed. As Karl Wallenda said, ‘Walking the tightwire is a living; everything else is waiting.’**

**Leaders have a clear idea of what they want to do--personally and professionally--and the strength to persist in the face of setbacks, even failures. They know where they are going, and why. Senator Howard Baker said of President Reagan, whom he served as Chief of Staff, ‘He knew who he was, what he believed in, and where he wanted to go.’ ”**

- Source: Warren Bennis, “Managing the Dream: Leadership in the 21st Century.”**

# Five Core Leadership Capabilities: Adapted from the “Sloan Model”



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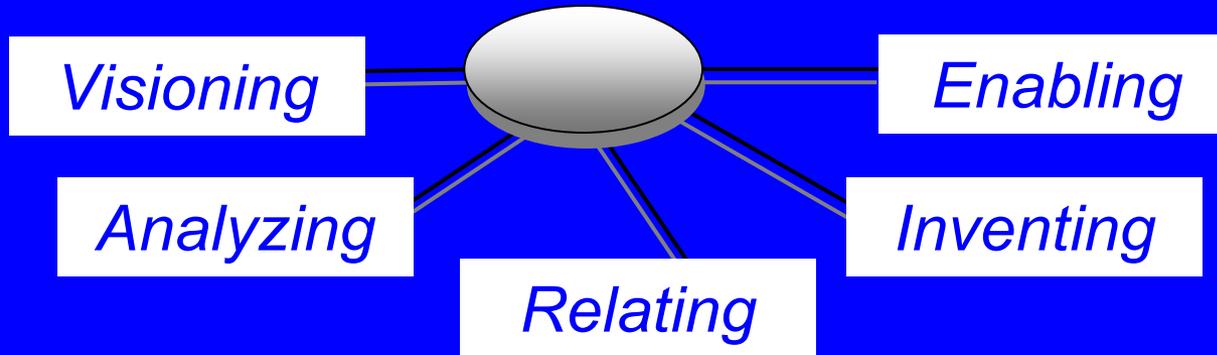
- **Visioning**
  - Fostering individual and collective aspiration toward a shared vision
- **Analyzing**
  - Sense-making and strategic planning in complex and conflictual settings
- **Relating**
  - Building relationships and negotiating change across multiple stakeholders
- **Inventing**
  - Inventing new ways of working together – social and technical systems
- **Enabling**
  - Ensuring the tools and resources to implement and sustain the shared visions

# Key Elements in the Sloan Leadership Model

- **Catalyzing Action – Change & implementation**
  - An ongoing process of individuals working interdependently— not a single position or person
- **Contingent – Each context and historic moment is, in important respects, unique**
- **Change Signature – There is no one way to be a leader—your leadership signature must fit your values, competences, and style**

**Bottom Line: Leadership requires integrity and courage**

# Selected Leadership “Disconnects”



- **Imposed vision**
- **Acting on assumptions – not data**
- **Discounting or disregarding key stakeholders**
- **If it's not broke, why change?**
- **Forced internal competition for resources**

# Modes of Learning about Leadership

- Cognitive Learning
- Modeling Others
- Practice
- Feedback
- Reflection--Learning from Experience

# Leading Edge Theory and Practice

Special Guest:  
Robert Thomas

# Crisis as Context

- “As weather shapes mountains, so problems make leaders” (Warren Bennis)
- Leaders use their experience to “grow in office”
  - Teddy Roosevelt: Described as a “clown” before becoming president
  - According to Walter Lippman, FDR was “a pleasant country squire who wants to become president”
- Adversity & failure are laboratories for learning

# Crisis Leadership Principles: Anne Stevens, Ford Motor Company on Response to 9-11

- Focus on it--set aside all other issues
- Take Charge but seek alternative perspectives/ideas
- Be Visible
- Communicate--frame the issue(s) clearly--How should people interpret, think about the event?
- Ask others to support a common effort
- Prepare for negative/backlash reactions--crises bring out the best and the worst in people
- Plan for returning to normal activities--ask what needs to change; what should continue as before?
- Learn from the experience--do a review; personal & organizational

# Examples from History

- WWII: The War Labor Board
- Kennedy and the Cuban Missile Crisis
- James Burke, J&J's Tylenol Crisis
- Saturn's Vehicle Replacement
- Aaron Feuerstein, Malden Mills Fire
- Ford/Firestone SUV/Tire Debates
- Leadership from the Grass Roots:
  - Gandhi,
  - Caesar Chavez and California Farm Workers
  - Civil Rights Movement
  - Anti-war Movement in Vietnam era...

# Leading Large-Scale Systems Change

- **Work-Process-Centered Systems Change Initiatives**
  - Taylorism, Industrial Engineering and Work Redesign
  - Socio-Technical Systems Redesign
  - Worker Participation and the Human Relations Movement
  - Team-Based Work Systems
- **Relationship-Centered Systems Change Initiatives**
  - Strategic Alliances
  - Joint Ventures
  - Labor-Management Partnerships
  - Customer-Supplier Partnerships
- **Outcome-Centered Systems Change Initiatives**
  - Quality Initiatives (Total Quality Management, Six Sigma, etc.)
  - Lean Initiatives (Lean Manufacturing, Lean Enterprise, etc.)
  - Knowledge Management

# Leading Large-Scale Systems Change (cont.)

- **Structural, Policy and Market-Driven Systems Change Initiatives**
  - Organizational Restructuring
  - Process Re-engineering
  - Mergers and Acquisitions
  - Privatization
  - Regulation and De-Regulation of Markets
- **Technology-Driven Systems Change Initiatives**
  - Information Technology (Personal Computers in the Workplace, Enterprise Resource Planning Systems, e-business, etc.)
  - Material and Method-Driven Transformations
  - Research and Development Commercialization

# Action Assignment

- Identify an individual who has served as a mentor for you or whose leadership skills you admire
  - Conduct an interview (in person or by phone) around 1-3 core leadership dilemmas that this person has faced, the ways they addressed the dilemmas and lessons learned.