

Leadership 5.0: A New Design for High Impact Leadership

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Leaders are confronted by a constantly changing, complex, and challenging environment. To lead effectively in today's world, we need to upgrade our understanding and practice of leadership to meet the new challenges that confront us from every direction at dizzying speeds. Leadership 5.0, or Next Generation Leadership, provides a fresh model of leadership that integrates and extends the previous four generations of leadership models, incorporates their best past practices, provides for needed flexibility in today's ever-changing culture, and allows for positive growth across continuous organizational evolution. The Next Generation Leadership model, as discussed in this session, includes four active leadership principles: a) mastering context, b) aligning competencies, c) constructing character, and d) creating connection.

Mastering Context is predicated on the idea that, at any given point in time, there are multiple, interactive elements at play that significantly impact institutional/organizational performance (Elkington & Booysen, 2015; Kouzes & Posner, 2002; Prescott & Rowe, 2015; Senge, 1990; Teles, 2015). Contextual elements include a) environmental factors (e.g., industry, legal and regulatory constraints, and public expectations), b) internal organizational drivers (e.g., business targets/metrics, prevailing culture and values, norms and practices, and working paradigms/mental models), and c) individual factors (e.g., personal knowledge and skills, as well as worldviews, assumptions, and perceptions). All factors affect and are affected by the entire team, organization, and external stakeholders. As leaders, we must effectively juggle the elements in play or we surely will drop balls that very well could spell disaster for our institutions. Awareness and mastery of contextual factors increase our juggling proficiency

because our abilities to make informed, substantive decisions and leverage the dynamics for desired results are significantly improved.

The second principle, *Aligning Competencies*, allows us to make the most of the strengths we personally bring to the contextual mix by developing and applying critical competencies in a cogent and leveraged manner. In this session, we will focus on three specific clusters of leadership competencies: a) conceptual, b) technical, and c) interpersonal/relational (Kouzes & Posner, 2002; Senge, 1990). *Conceptual competencies* refer to the ability to devise constructs, paradigms, and mental models that capture the essence of our work-world and our place within it. The truer the alignment between our models and experience, the more effective we are as leaders. *Technical competencies* relate to the level of personal knowledge, skill, and experience we have within a given field. The greater our expertise, the greater our leadership influence. Finally, *interpersonal/relational competencies* involve the skills of observation, listening, and communication as they relate to interacting and working with others in a mutually productive manner. Daniel Goleman's work on Emotional Intelligence (1998, 2000) brings a wealth of research and practice to this specific competency cluster. As leadership is both art and skill, interdisciplinary principles of unity psychology, originated by co-presenter Dr. Candace Croft, can further inform Next Generation Leadership by offering a unique perspective for partnering with our constituents.

The third active leadership principle, *Constructing Character*, focuses on a commitment to continuing evolution as a person, to growth in our ability to think, feel, and act out of a grounded, centered self (Drucker, 2000; Goldsmith, 2003). This session will focus on three keys necessary to activating character at a higher level: a) mindfulness, b) authenticity, and c) bull-

doggedness. The first key, *mindfulness*, refers to cultivating the discipline required to view our individual selves and circumstances with non-judgmental, non-critical awareness. Mindfulness provides feedback about our experiences of being and doing by connecting with our full-sensory selves (George, 2013; Gunaratana, 2002; Kabat-Zinn, 2007). In conjunction with applying principles of unity psychology, mindfulness provides an *Aha!* experience that, in turn, allows us to make conscious, transformative leadership choices which result in finding more constructive and productive avenues for action. Mindfulness is a necessary practice for developing the quality of authenticity. *Authenticity* refers to leaders who are transparent and trustworthy because they act in a manner that is true to their passionate self (Burns, 1978; Drucker, 2000; Greenleaf, 1977). Such individuals are able to rise to a higher level and engage in heart-centered leadership that serves the best interests of individuals, teams, organizations, and customers/clients/students. The final key, "*bull-doggedness*," refers to an intensity of will that provides psychological hardiness, persistence, and endurance. As any leader can attest, leadership is neither for the timid nor the irresolute (Burns, 1978). Only leaders who have strong character, are resilient in the face of detractors and disappointments, and can maintain progress against numerous challenges, will achieve desired and meaningful results. Wise leaders apply bull-doggedness to vision, values, and mission, but never to means, processes, and ideas. Wise leaders temper bull-doggedness with flexibility relating to context, without compromising their true selves and dreams.

The final active leadership principle, Creating Connection, relates to discovering, displaying, and conveying the passion we, as leaders, bring to our mission and people. Passion attracts passion. Effective leaders create a magnetic connection that invites engagement at a

deep level by tapping into the dreams, goals, and passions of their people, highlighting the common themes and keeping before our people the true purpose of our work (Carter, DeChurch, Braun, & Contractor, 2015; Chin-Yi, 2015). By creating this connection, leaders enjoy team high engagement, productivity, and innovation without having to consistently rely on extrinsic rewards (Chi-Yi, 2015; Vacar, 2015). Next Generation Leaders avoid expecting the team to adapt to a predetermined vision. Rather, they maintain vision integrity, but align it to the team's strengths found in such common themes as the need to be respected and granted space for autonomous action, make a positive difference with a valuable contribution, fulfill personal dreams and desires, and find meaning in life through work (Burns, 1978; Senge, 1990; Jacqart & Antonakis, 2015). Leadership 5.0/Next Generation Leaders transform teams by crafting relevant experiences that touch each team member deeply. In this way, people move from compliance to commitment. Such Leaders develop self-generating, self-sustaining, and innovative teams who are engaged with, and committed to, each other and the attainment of excellence. The organization and its customers/clients/students reap the full benefits of their creations and contributions.

It is in the masterful, interactive practice of these four active Next Generation Leadership principles that a new design for high impact leadership triumphs, resulting in consciously transforming our corners of the world by bringing deep purpose, meaning and satisfaction to our people and our own selves. Not only is such leadership doable, and worthwhile, it is critical for furthering of the common good in the 21st century.

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