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ROUX
CONSULTING

**2020 FEAL Fund
Executive Forum**

**Transformational
leadership**

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**Probably 40% of
the world's leading
companies will not exist
in a meaningful way ten
years from now.**

John Chambers
Former CEO - Cisco

**In part because today's operating
models are outdated, three-quarters
of today's companies are expected
to be replaced within 10 years**

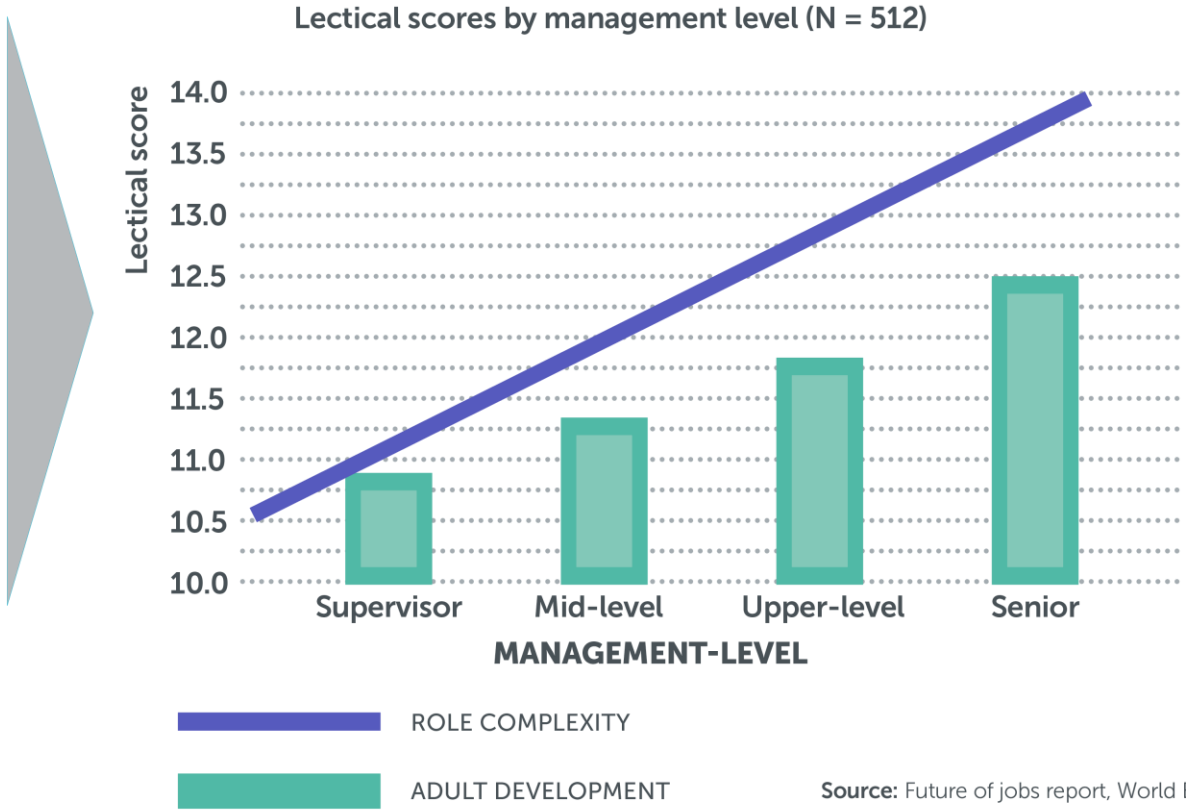
(Anthony, Viguerie, Schwarts, & Landeghem, 2018)

Is it a leadership failure?

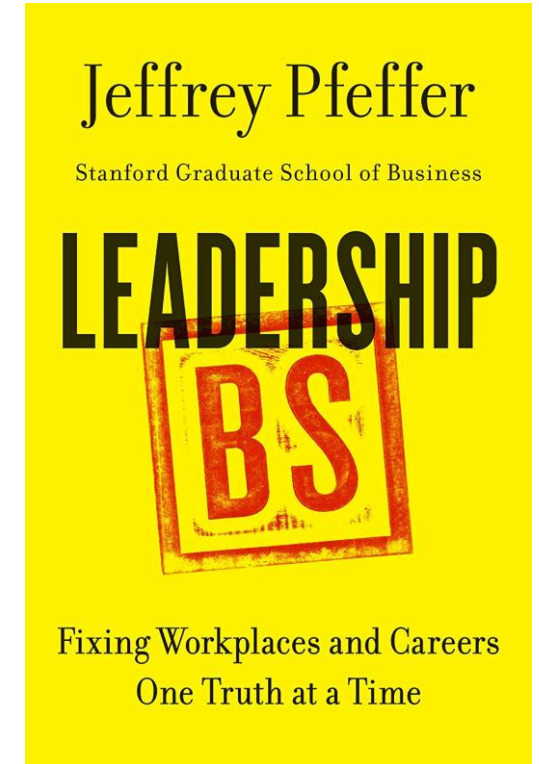
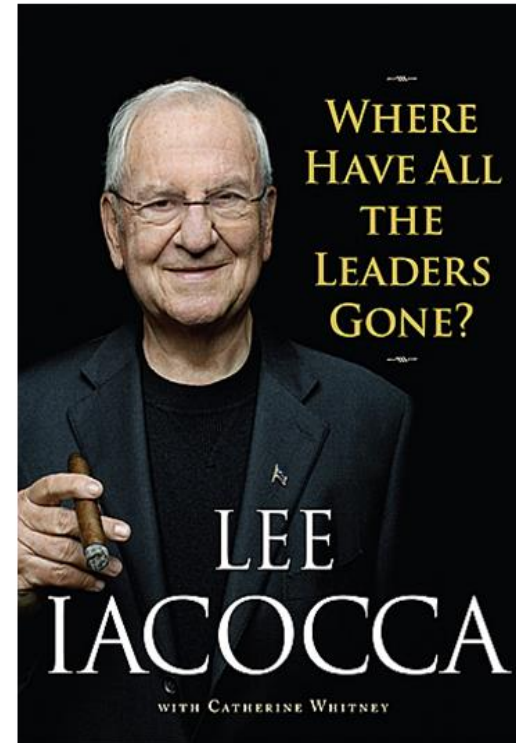
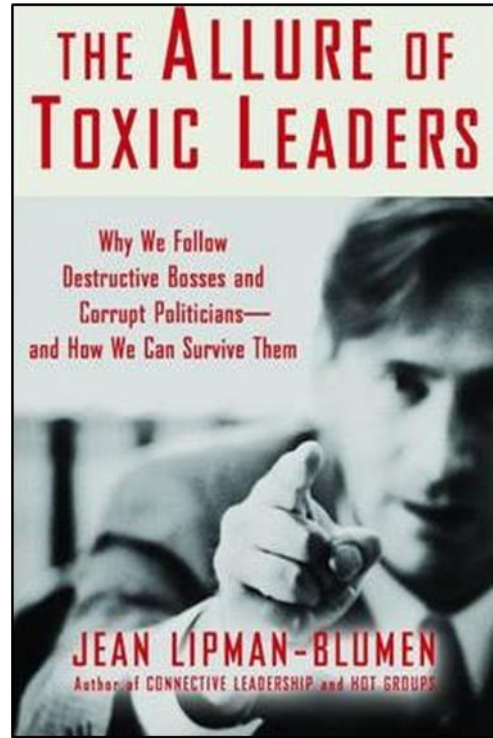
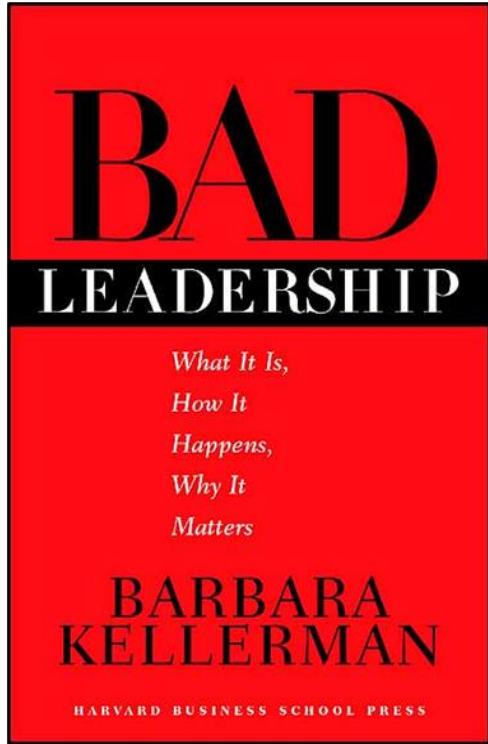
- CCL: “half of leaders are considered a disappointment, incompetent, a miss-hire or a complete failure”
- Corporate Research Forum – less than one third of respondents rates “their overall ability to develop leaders as “good” or “excellent”
- Deloitte study: only 6% of respondents rated leaders as “very ready” in their pipeline
- Three Harvard professors – the current state of leadership education lacks the intellectual rigor and institutional structure required to advance the field beyond its present stage.
- There is a high rate of turnover among leaders.
- Workplaces are mostly horrible – Pfeffer

Problem 1: COMPLEXITY GAP

Leader development by management level (N = 512)



Problem 2: Toxic and Bad Leadership is plentiful and not addressed





“I’ve learned one thing – people who know the least anyways seem to know it the loudest.” *Andy Capp*

3 Ways Senior Leaders Create a Toxic Culture

[Ron Carucci](#) HBR

1. Scattered Priorities

It's astounding how badly most leadership teams [use their time together](#). They set meeting agendas haphazardly, frequently only days beforehand (if at all). Their conversations veer off topic, often into minutia. They leave unaddressed the decisions and problems needing resolution.

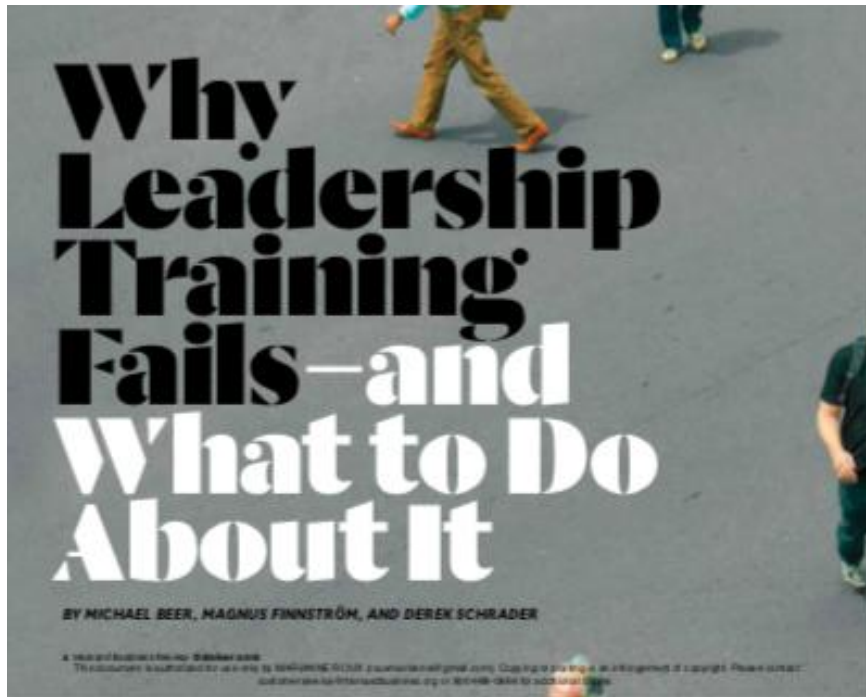
2. Unhealthy Rivalries

Competition among leadership teams isn't unusual. After all, leaders that made the cut had to distinguish themselves among their peers to get the "big jobs." But a team of excessively individualistic leaders vying for resources, status, influence, and, most often, their boss's job, can [fracture](#) the organization beneath them.

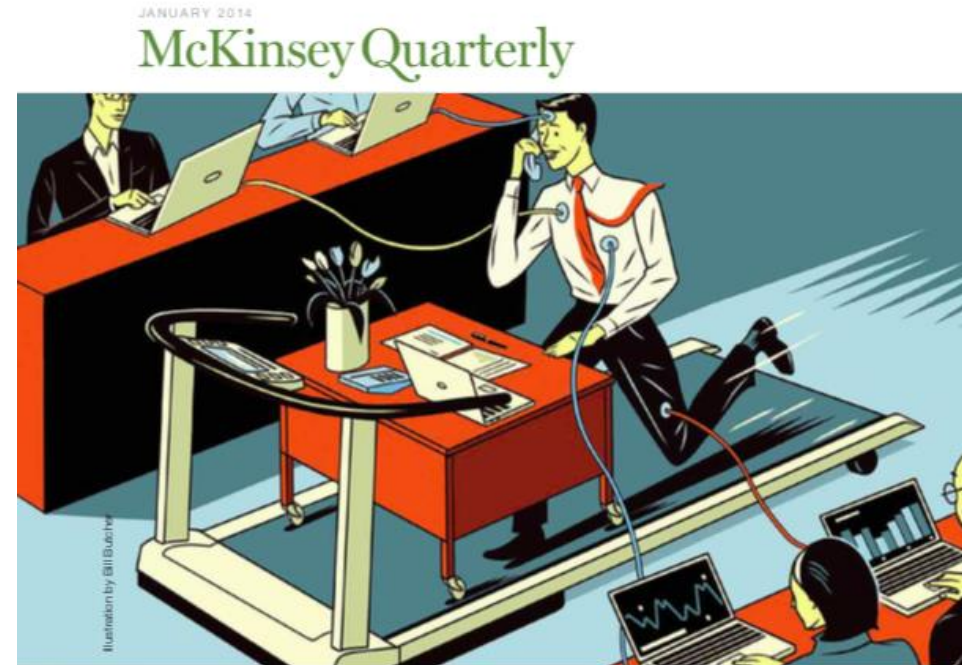
3. Unproductive Conflict

When conflict and information are mishandled among a leadership team, the rest of the organization follows suit. Speaking negatively behind one another's backs, withholding honest perspectives, or pocket vetoing decisions after they are made should be unacceptable.

Problem 3: Poor leadership development



HBR



Why leadership-development programs fail

Pierre Gurdjian, Thomas Halbeisen, and Kevin Lane



Problem 3: Poor leadership development

- The word “leadership” – no precise and agreed upon definition and meta model
- Another issue is that leadership experts assume leadership is good. We also need to teach what bad leadership is.
- There is no widely agreed meta curriculum.
- There is conceptual redundancy.
- There is inadequate research.
- Who should teach how to lead? Philosophers? Psychologists? Academics? What expertise and certifications should they have?

So... WHAT CAN BE DONE ABOUT IT?

Solution 1: Update the definition of leadership

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Leadership in the 4th Industrial Revolution will be defined by the ability to rapidly align & engage empowered, networked teams with clarity of purpose and fierce resolve to win.

Brian Bacon

Chairman and founder - Oxford Leadership

The hero leader who can do it all is a myth.

Leadership demands have become too complex for any individual to master.

Solution 1: Update the definition of leadership

Manfred Kets de Vries writes:

“At its heart, leadership is about human behaviour— what we do, how we do it and why we do it. Leadership is about the way people behave in organisations and effective leaders are those who meet the needs of their followers; pay careful attention to group processes; able to calm anxieties and arouse hopes and aspirations; and know how to liberate human energy and inspire people to positive action.

In short, leadership involves harnessing and leveraging the different and complex forces and dynamics at play in organisational functioning.”

Solution 1: Update the definition of leadership

Leadership 1.0

Hero leadership
Trait theory
Command and control
Competencies
Job security
Hierarchy
Narrow tasks and roles
Socialised
For the elite few

Leadership 2.0 and 3.0

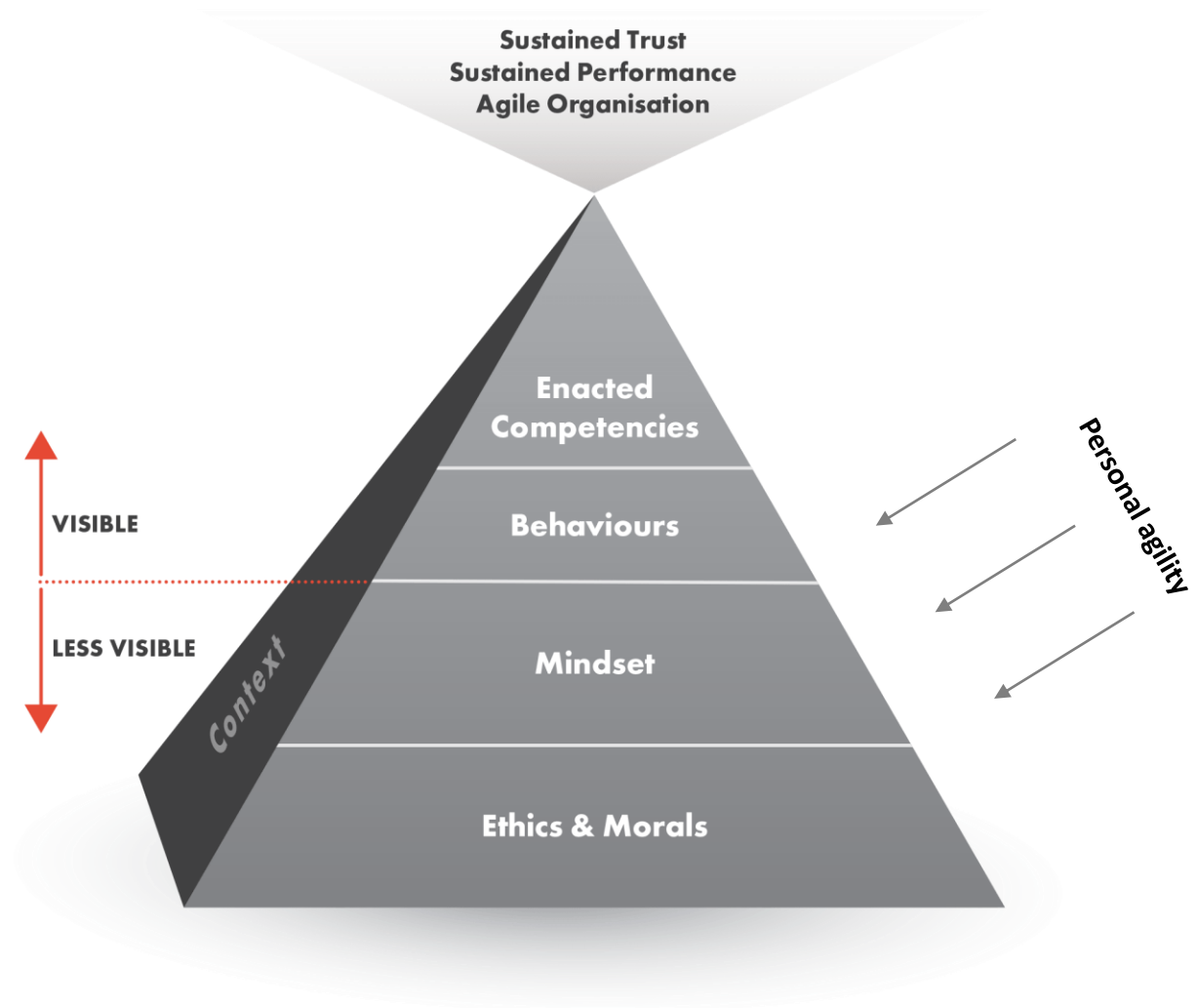
Visionary
Charismatic
Transformational
Behavioural
Horizontal
Competencies
Empowerment
Culture
Socialised
Situational

Leadership 4.0

SHARED
Human
Integrative
Holistic, deep
Eco systemic
Lifelong journey
Complex
Social
Context
Neuro plasticity
Horizontal and vertical
Agile and adaptive
Digital
Technology
Virtual and flexible
Self authoring

Solution 2: Develop a meta model of leadership 4.0

Leadership
4.0



Personal Agility

 Self awareness

 Grit/resilience

 Focus/deliberate practice/
deep work



Emotional agility and positivity 

Growth mindset 

Relationships and
communication through
Clear Leadership 

Mindset shifts

- Growth mindset
- Strengths focus
- Focused attention
- Self driven learning and growth
- Positive outlook
- Habit change

Mindset: Robert Kegan, in his research into adult development describes the five stages as follows:

Stages of Adult Development:

- *Egocentric* – The world happens because of me (think of a self-centered teenager)
- *Reactive* – The world happens to me (a defensive victim of circumstances – the external defines me)
- *Creative* – I create my world (reality is the result of powerful choices – self authoring)
- *Integral* – The world is a reflection of me (external reflects internal – self transforming)
- *Unitive* – I and the world are one (transcend the mundane and identify with the planet)

One way to think about these stages is as a successive series of operating systems – each representing a more evolved, more robust configuration or “release”. Inherent in this is the understanding that each stage stands on and develops from the one before it.

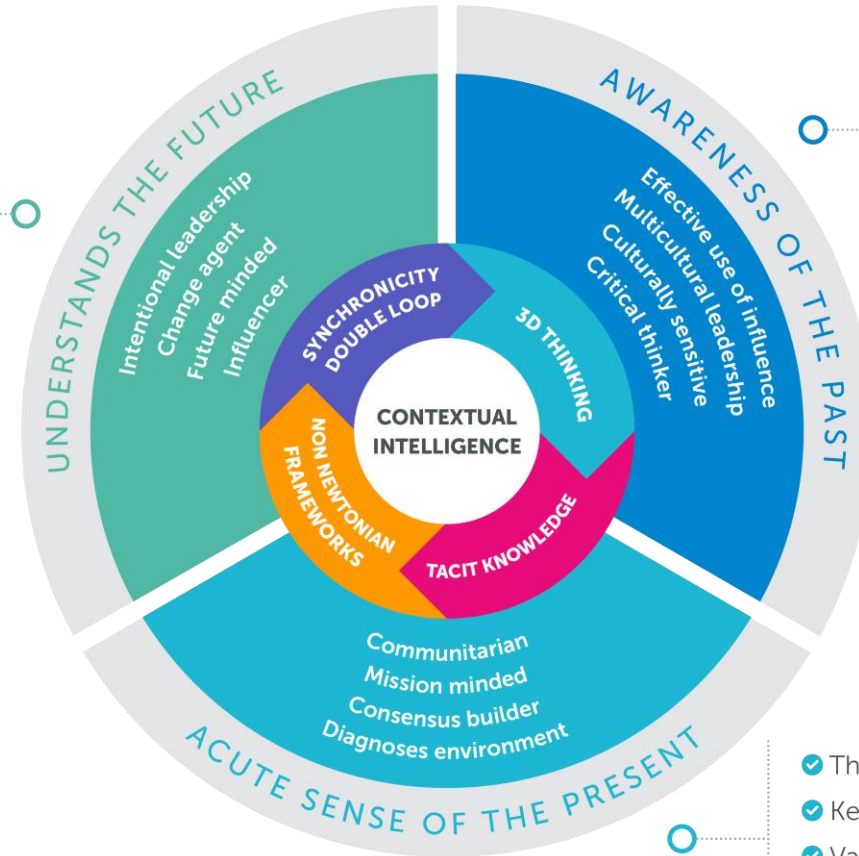
Kohlberg's Theory of Moral Development



Source: [slideserve.com](https://www.slideserve.com)

Contextual intelligence

- ✓ The paradigms that inform present day decisions
- ✓ Perspectives of stakeholders
- ✓ Idiosyncratic customs
- ✓ General culture
- ✓ Governance

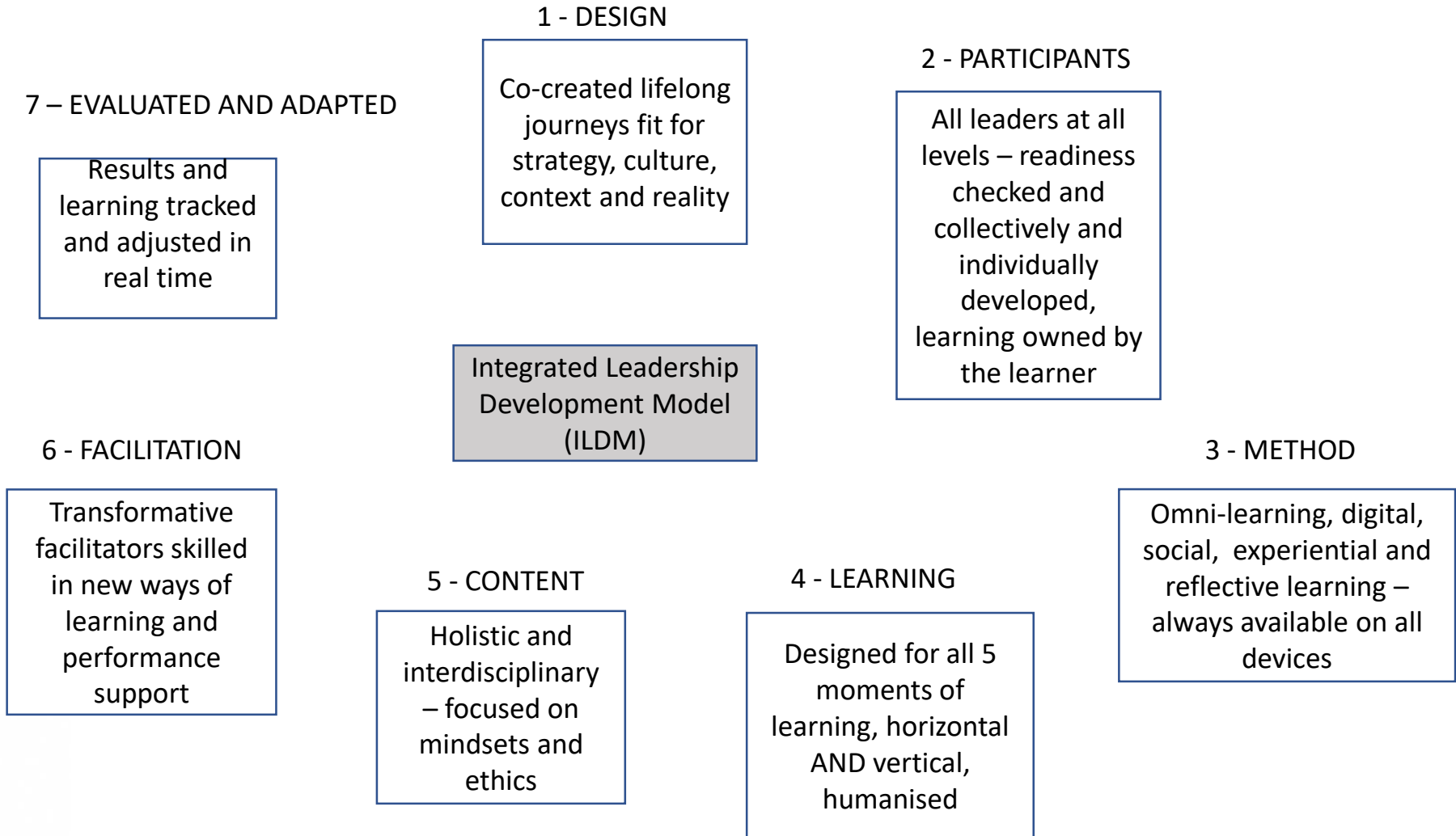


- ✓ Organisational culture
- ✓ The decision-making process
- ✓ Political structure and hierarchy
- ✓ The organisation's or context's past

- ✓ The decision-making process
- ✓ Key players in the organisation
- ✓ Values and attitudes of stakeholders
- ✓ Knowledge of socio-political environment



Solution 3: Develop and Integrated Leadership Development Model





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THANK YOU